# OpenAIR@RGU

# The Open Access Institutional Repository
# at Robert Gordon University

http://openair.rgu.ac.uk

**Citation Details**

**Citation for the version of the work held in 'OpenAIR@RGU':**

**Copyright**

# A Continuum Approach to Lifestyle Entrepreneurship

## Susan Allardyce

A thesis submitted in partial fulfilment of the requirements of The Robert Gordon University for the Degree of Doctor of Philosophy

## May 2015

# Acknowledgements

My sincerest thanks to Professor Seonaidh McDonald for her unwavering support, guidance and encouragement particularly during the latter stages of this research.

Thanks also to Professor Alistair Anderson for his support and direction which assisted in the shaping of this study.

I acknowledge the assistance of Professor Bill Donaldson and Professor Paul Lynch who acted as my internal and external supervisors respectively.

I would also like to acknowledge the research participants whose valuable contributions helped to achieve the aims of this study.

Most of all, I acknowledge the love and support of my family whose encouragement, understanding and support has enabled the completion of this research.

**Abstract**

A Continuum Approach to Lifestyle Entrepreneurship
Susan Allardyce

Recent years have witnessed an increased interest in small independently operated businesses with researchers expressing an interest in the manner in which the independent owner-operator is motivated to enter the market and their subsequent approach to business.  Research into these small firms has shown that the owner/operators may create their businesses for a variety of reasons.  However an emerging perspective is that not all individuals will actively pursue traditional objectives such as growth and profit maximisation, rather they are increasingly choosing their occupation to suit their 'style of life'.  Lifestyle motivations have thus been recognised in the literature as important stimuli to small business formation.  Various research has been undertaken into the lifestyle construct and the impact on the motivations and behaviours of the individual towards the creation and development of small-scale enterprises.  This study aims to build on recent work in this area to provide an enhanced understanding of lifestyle theory.

This study adopts an interpretivist approach to understand the fundamental meanings attached to lifestyle entrepreneurship in the context of the small business.  Bed and Breakfast (B&B) accommodation operations are used as a frame through which to understand the motivations of the individual towards venture creation.  This study develops the ideal typifications of Business Orientated Lifestylers, Lifestyle Focused Business Performers and Self Expressive Homemakers to help explain the complex and dynamic range of lifestyle motivations and objectives present, and proposes the model of a continuum to portray these lifestyle business owners as being between low intensity and high intensity lifestyle goals and objectives.

It is suggested that the typologies and subsequent lifestyle continuum presented in this study can be used by researchers, policy makers and practitioners to better understand the lifestyle entrepreneur and the environment within which they operate, and further, to support these lifestyle entrepreneurs in the operation of their business.

# Contents

## Chapter 3:  Methodology and Research Design

## Chapter 4:  Data Analysis

## Chapter 5:  Discussion

## Chapter 6:  Conclusion

## List of Figures

**List of Tables**

**Chapter 1: Introduction**

**1.1 Chapter Introduction**

The importance of Small and Medium Enterprises (SMEs) and their contribution to total output is clearly recognised (Beaver 2002). They are acknowledged as being important for a variety of reasons: as a source of entrepreneurial skills, a driver of competition and a means of creating employment (Glancey 1998; Morrison 2003). These SMEs are important within many industry sectors as an important source of growth and development; however this is especially true of the tourism industry which is defined by a few large businesses and a much greater number of small ones (Shaw and Williams 1994; Godfrey and Clarke, 2000).

Getz and Carlsen (2005) point out that tourism provides the opportunity for easy entry into a number of business types, a large proportion of which are small and micro in size, particularly appealing to individual proprietors and families. This is particularly relevant to tourism in Scotland where a considerably large number of SMEs are owned by individuals and families (www.scotland.gov.uk/Topics/Statistics/Browse/Business/Corporate). These SMEs play a key role in Scotland's economy, contributing to overall economic performance and the geographical and physical expansion of tourism destination areas (Sharpley 2000; Tinsley and Lynch 2001).

The significance of these small firms and their role in community and destination development is now an established feature in the tourism and hospitality literature (see for example: Wanhill 2000; Jones and Haven-Tang 2005). However, more recently, researchers have begun to realise that in order to fully understand the entrepreneurial process, small firms must also be considered in terms of the individualistic characteristics of the entrepreneur, particularly the manner in which the independent owner-operator is motivated to enter the market and their subsequent approach to business. Understanding the personal characteristics of the entrepreneur has become increasingly important during recent years, especially considering the increasing number of owner-operated businesses which have recently emerged as individuals seek to expand their interests by entering the tourism

market with the offer of small scale-business ventures (Alsos, Ljunggren and Pettersen 2003; Wilson 2007).

## 1.2 Justification for the research

The creation of new enterprises is now a well-researched area. As the foregoing discussion illustrates, in attempting to provide an understanding of the entrepreneurial function in the context of the small business, recent research has focused on the role of human motivations in the entrepreneurial process. The motivational aspirations of the individual with respect to small business creation have been identified as being of significant importance as they impact on the behavioural patterns of these entrepreneurs and subsequently the success of their business (Robichaud, McGraw and Roger 2001; McIntosh, Sweeney and Lynch 2011).

Traditionally, the emphasis was on the owner-manager who created a business with the intention of expanding the business and increasing profitability however, more recently, motivations have been linked to personal and psychological rewards. Personal rewards identified by entrepreneurs include, among others, the independence and freedom of decision making associated with being one's own boss (Boyd and Gumpert 1983). These lifestyle, non-economic motives have been recognised as significant in the growth and development of many small business ventures, particularly within the areas of tourism and hospitality (Glancey and Pettigrew, 1997; Ateljevic and Doorne 2000; Morrison, Baum and Andrew 2001) with an increasing number of tourism businesses choosing their occupation to suit their 'style of life' (Getz and Carlsen, 2000). Understanding the personal perspectives and aspirations of these 'lifestyle' business owners has become an important characteristic of many tourism studies as researchers seek to explain the role of these non-economic motivations in the entrepreneurial process.

Research into the lifestyle construct and the impact on the motivations and behaviours of the individual towards the creation and development of small-scale tourism enterprises will be fully reviewed in chapter two but the following are examples of work to date. Morrison, Baum and Andrew (2001) examined the impact of small tourism accommodation businesses that could be characterised as lifestyle on the economic balance of the industry in peripheral

destinations throughout Scotland. These authors found that lifestyle proprietors play an important role in the expansion and variety of accommodation enterprises in rural and coastal areas, providing travellers with a personal and often unique experience. Further, these businesses were found to boost the local economy by providing employment and creating additional demand for local services. Getz and Carlsen (2000) looking at the Australian context, share this view. In undertaking research into family businesses in Western Australia, these authors found that owner-operated businesses can act as a catalyst for the expansion and development of services within the local economy. Given this perspective, this study will examine the notion and practice of lifestyle entrepreneurship to gain an understanding of the lifestyle approach to business. It is of interest to determine what place lifestyle variables have in entrepreneurial behaviour in order to understand how the individual operates their business and how the lifestyle approach influences their behaviour and performance.

It is of interest to determine the influence that lifestyles have in small-scale tourism enterprises, especially given the predominance of small-scale owner-operated enterprises and the increasing importance of the lifestyle concept in the decisions of these small-scale entrepreneurs (Morrison, Baum and Andrew 2001). Bed and Breakfast (B&B) accommodation operations will be used to provide an understanding of the motivations of the individual towards venture creation. The intention is to gain an accurate overview of why they chose to become an independent owner-operator (as opposed to employees in traditional industries), how they operate their business, their long-term goals and their perceptions of the industry, in order to evaluate the impact of the lifestyle approach on entrepreneurial behaviour. This is particularly relevant to the Bed and Breakfast accommodation sector in Scotland, which as the largest component of the accommodation industry, displays a strong degree of local ownership (VisitScotland 2012). Previous research has identified the motivations of these business owner/operators as being educational, social and psychological (and therefore more applicable to the concept of lifestyles) as opposed to economic and business motivations (Morrison, Baum and Andrew 2001).

With regards to lifestyle entrepreneurship, a large number of studies have given recognition to the fact that not all lifestyle entrepreneurs are the same. However only a very small number have attempted to differentiate between different types of lifestyle entrepreneur.  This study will examine the motives that underlie venture creation to provide a comprehensive view of owner/operator behaviour.  It is likely that an analysis of these motives will highlight the similarities and differences among respondents and thus provide an indication of whether lifestyle entrepreneurs should in fact be considered as a whole or whether they should be categorised according to their motivations and objectives for business.

## 1.3  Research Aims and Objectives

Aim:   To understand the role and nature of lifestyle motivations in small hospitality businesses, with specific reference to Bed and Breakfast accommodation operations.

The main objectives of this research are:

- To examine and review previous literature relating to the lifestyle motivations of the accommodation provider.
- To determine what motivations and behaviours constitute lifestyle entrepreneurship.
- To gather data which will provide an enhanced understanding of the lifestyle construct in the context of the small business provider.
- To evaluate the nature and extent of lifestyle motivations in the B&B accommodation sector in Scotland.
- To examine the utility of the concept of 'lifestyle' as an explanation of entrepreneurial behaviour.

To evaluate lifestyle motivations within the Bed and Breakfast accommodation sector, this study aims to answer the following research questions:

1. Why do individuals choose to become individual owner/operators (as opposed to employees in more traditional industries)?
2. What behaviours constitute lifestyle entrepreneurship?
3. To what extent does the lifestyle approach influence individual behaviour?

4. What are the implications of the lifestyle approach in terms of the possible impact on business operations?

## 1.4 Methodology

This study responds to the expressed need for broader research into the lifestyle concept. As previously indicated, the current research aims to capture an understanding of lifestyle entrepreneurship in the small business sector. Bed and Breakfast accommodation businesses in Scotland will be used as a rich and appropriate context for this investigation. The study will build on qualitative work which addresses lifestyle issues in the context of the commercial home (See for example, Sweeney and Lynch 2006, 2009; McIntosh, Lynch and Sweeney 2011). It is anticipated that the findings of this study will provide a fuller appreciation of the lifestyle concept and an enhanced understanding of lifestyle theory.

The research begins by trying to provide an understanding of the lifestyle entrepreneur and their motivations for business. Distinct from other studies of its kind, this study will examine the literature from two important research fields: tourism and hospitality and entrepreneurship and small business. It will outline the research undertaken in these two areas with the purpose of understanding theory, identifying important issues and highlighting areas which are possibly in need of further research. It is anticipated that incorporating these two differing views of Bed and Breakfast operations (as a tourism provider and as an SME) will provide a richer and more detailed understanding of the lifestyle concept in the context of the small business than would otherwise be the case when using a single research area for literary reference.

As the research question involves establishing a detailed understanding of individual motivations and behaviour, a qualitative approach will be adopted to collect the data required for this study. Qualitative research is regarded by many as a valuable and credible method of enquiry (Hewitt-Taylor 2001). This research approach is particularly useful for exploring a particular issue in-depth as opposed to simply measuring it. A detailed discussion of the research process undertaken is presented below.

Face-to face and telephone interviews using a semi-structured interview schedule were held with various B&B accommodation providers throughout Scotland.  The ultimate goal was to gain an understanding of the motivations of the entrepreneur for choosing their specific business option.  The full rationale for choosing the semi-structured interview as an appropriate means of investigation will be detailed in the methodology, presented in chapter 3.

This study uses a general approach known as constant comparative analysis to interpret interview information.  Originally developed for use in the grounded theory methodology of Glasser and Strauss (1967) this strategy involves taking one piece of data and comparing it with all others that may be similar or different in order to develop conceptualisations of the possible relations between various pieces of data (Glaser 1965).  This study will therefore compare the information gained from each interview to label variables and their interrelationships and thus provide an in-depth understanding of the lifestyle entrepreneur and their motivations for business.  It is suggested that this approach will enable an accurate and authentic reflection of the diverse nature of the term 'lifestyle' in the context of the small business thus further developing our current understanding of the lifestyle concept and its component parts.

## 1.5  Limitations and Key Assumptions

It is appropriate to consider some of the limitations and key assumptions of this study.  Specifically, it is necessary to exercise caution about interpreting the results in light of the following:

*Scotland Context* - The main limitation that needs to be acknowledged and addressed regarding the current study is the destination context.  The research is derived from data applicable to Scotland and is therefore not necessarily transferable to other destinations.

The key definitions used in this study are as follows:
*Entrepreneurship* - For the purposes of this thesis, entrepreneurship is defined as: the creation of a new venture (Gartner 1988; Learned 1992; Thornton 1999).  Thus, an entrepreneur is an individual who undertakes and operates a

new enterprise whilst considering the risks (Morris and Lewis 1995; Thornton 1999).

*Bed and Breakfast* - A Bed and Breakfast is defined for this thesis as: accommodation (operated within the owners home) with no more than six bed spaces which may or may not serve an evening meal (VisitScotland 2012). Further, the Bed and Breakfasts identified in this study are representative of micro-sized enterprises in terms of their absence of employees (micro businesses are defined as having between one and ten employees) (www.europa.eu.int/comm/enterprise).

*Lifestyle Business* - For the purpose of this research, this study adopts the definition provided by Morrison, Baum and Andrew (2001 p.17) who suggest that a lifestyle tourism business refers to "business proprietors who are likely to be concerned with survival and securing sufficient income to ensure that the business provides them and their families with a satisfactory level of funds to sustain enjoyment in their chosen lifestyle".

## 1.6    Outline of the Research

Chapter two comprises the literature review.  The review of relevant literature begins with a discussion of the importance of SMEs particularly in relation to the growth and development of tourism destinations.   The role of the entrepreneur in SME creation is discussed with respect to entrepreneurial motivations and the impact of these motivations in the creation of small-scale tourism enterprises.   The lifestyle concept is discussed in the context of previous research which has been undertaken into lifestyle tourism businesses.  It examines lifestyle motivations and the significance of these motivations in entrepreneurial behaviour and focuses on the possibility that different motivations are not necessarily separate but may be in operation simultaneously.   Furthermore, this chapter will seek to determine the impact of entrepreneurial choice on business operations.  The chapter concludes with a summary of the entire literature review.

Chapter three presents the research aims and objectives and outlines the methodology used in the collection and analysis of the data obtained for this study.  It presents an analysis of the data and, in turn, the results.  This is

followed by a discussion of the meaning of the results in the context of the existing literature.

Chapter four discusses the main findings drawn from this research and the implications of this study for the operation and development of small-scale tourism enterprises.

Chapter five presents a discussion of the findings in the context of the existing literature. Whether or not the results of this study confirm the findings of previous studies of lifestyle entrepreneurship is also considered.

The final chapter, chapter six, presents the conclusion to the findings and the implications of this study for industry and future research.

## 1.7 Chapter Summary

This chapter has introduced and discussed the importance of SMEs in tourism development in Scotland with particular reference to the accommodation sector. It has also acknowledged the influence of the owner/manager and their characteristics on the nature and performance of the business.

Previous studies have identified lifestyle motivations as important stimuli to small business formation. This research proposes to add to the current understanding of lifestyle entrepreneurship with a study which applies the lifestyle concept to qualitatively explore and explain the motivations and behaviours of the individual towards the creation of small-scale tourist accommodation operations. The intention is to gain an accurate overview of why they choose to work in the tourism and hospitality sector, their long-term goals and their perceptions of the industry to determine what place lifestyle variables have in entrepreneurial behaviour. As previously indicated, the literature from two important areas: tourism and hospitality and entrepreneurship and small business will be considered to help better explain the lifestyle concept, its processes and outcomes.

This chapter has also considered the possibility that not all lifestyle entrepreneurs are the same. If so, this has implications for how they run their business; in turn this has policy and promotional implications. It is proposed

that the analysis of individual motivations within this study will not only provide a more comprehensive view of entrepreneurial behaviour in the context of small-scale tourist accommodation operations but will also provide some indication as to the similarities and differences, if any, among this group of entrepreneurs.

A review of published literature is carried out in chapter two with the purpose of identifying the literature gaps this study will address.

**Chapter 2: Literature Review**

**2.1 Chapter Introduction**

As indicated in the following literature review, recent years have witnessed the emergence of a number of studies which address the concept of 'lifestyle' in the context of the small business. The notion of 'lifestyle' has attracted interest from academics in a number of subject areas. As noted in the previous chapter, the most noteworthy examples of lifestyle research can be found in the hospitality and tourism literature, however, the lifestyle concept has also recently emerged as an area of interest in the entrepreneurship and small business literature. This chapter reviews the literature from these two important research fields with the purpose of understanding theory, identifying important issues and highlighting areas in need of further research.

The literature review begins with a general discussion in section 2.2 of Small and Medium Enterprises (SME's). This section acknowledges the importance of SMEs as a growing industry sector. Section 2.3 recognises the value of SME's in the context of the tourism industry. This section highlights the importance of the micro business and the role of the owner/operator. This is followed by a discussion of tourism in Scotland with particular attention given to the situation of small-scale hospitality providers. Analysis of the concept of entrepreneur and its relevance to the small-scale business is presented in section 2.4. Section 2.5 deals with the concept and definitions of lifestyle entrepreneurship in terms of their relevance to the small business owner/operator. This leads to section 2.6 which examines the lifestyle concept in the context of the small business. Section 2.7 discusses those studies concerned with evaluating and applying quality of life measures in the context of the tourism and hospitality industry, and concludes with a summary of the findings. Section 2.8 deals with entrepreneurial motivations and their relevance in providing an understanding of the lifestyle entrepreneur. This is followed by a discussion in section 2.9 of lifestyle related motivations and objectives as identified in the literature. This leads to section 2.10 which deals with changes to individual motivations. Section 2.11 deals with the macro environment, discussing external factors which may influence entrepreneurial behaviour. This is followed by a discussion of the perceived importance of

entrepreneurial context. Finally, section 2.12 presents a summary of the entire literature review.

## 2.2 Small and Medium Enterprises (SMEs)

There is no universally accepted standard for defining SMEs. In a European context, the European Commission use criteria such as the number of employees, turnover or balance sheet total to determine whether a company qualifies as an SME. The definition adopted by the European Commission encompasses micro or very small enterprises employing fewer than 10 people, small enterprises employing between 10 and 50 people and medium sized enterprises employing more than 50 but less than 250 people. With regards to turnover and balance sheet totals, firm turnover should not exceed €50 million and the balance sheet total should be no greater than €43 million (www.europa.eu.int/comm/enterprise). The Commission however recognises that these categories are not mutually exclusive. The manner in which the definition is articulated means that micro enterprises are included in the term 'small' enterprises and both micro and small enterprises are included under the term SME. They point out that if an enterprise exceeds the headcount or financial ceilings during the course of the reference year, this will not affect the firm's situation, it will retain SME status (www.ec.europa/enterprise/policies.sme.files.studies/executive-).

The importance of these SMEs and their contribution to total output is now well established in the literature (see for example: Wanhill 2000; Walker and Brown 2004; Jones and Haven-Tang 2005). They are recognised globally as important employment and economic generators (Wanhill 2000; Peters and Buhalis 2004; Hall and Rusher 2004) and constitute the bulk of enterprises in all economies throughout the world (Storey 1994).

Within the UK, it is generally accepted that small firms make a large contribution to net job creation. For example, the UK Small Business Service estimated that at the beginning of 2012, small and medium sized enterprises accounted for 99.9% of all private sector businesses in the UK. Almost 63% (three million) of these SME's were sole proprietorships. It is thus these very small or micro firms which have been identified as strongly contributing to job creation (www.fsb.org/stats). These SMEs are especially important within

many industry sectors as a major source of growth and development; this is especially true of the tourism industry which is characterised by a large number of independently owned and operated SME's (Shaw and Williams 1994).

## 2.3  SMEs and Tourism Development

The literature suggests that SME's form the bulk of enterprises within the tourism and hospitality industry globally (Storey 1994; Page, Forer and Lawton 1999; Peters and Buhalis 2004).  Indeed, the vast majority of tourism companies are small or medium-sized enterprises (SMEs), all offering a variety of goods and services which cater for the needs of tourists (Godfrey and Clarke 2000; Leiper 2004).  According to Koh (1996 p.24) these "touristic enterprises can significantly contribute to the economic and social well-being of a community" as they are often regarded as a key source of entrepreneurial skills and as such are considered to be extremely important for destination development and the competitiveness of the industry as a whole (Getz and Nilsson 2004).

Within the UK, SMEs and entrepreneurship within the tourism and hospitality industries are especially important as a key source of growth and development.  These industries include sectors such as accommodation (including hotels, holiday villages, self-catering, guest houses and bed and breakfast accommodation), visitor attractions and restaurants (www.scotland.gov.uk/Topics/Business-Industry/Tourism).  Like many other nations throughout the world, these SME's are regarded as important as a source of income and employment generation (Morrison 2003).  According to Sharpley (2000) and Tinsley and Lynch (2001) tourism SMEs are extremely important as they have been shown to contribute significantly to local economic development and the geographical and physical expansion of tourism destination areas.

Over the years, small businesses, in particular, micro businesses, as defined by the European Commission (2013) and the small-scale nature of the majority of tourism enterprises have become a priority for many researchers. Such studies cover a variety of issues including; small tourism businesses and their role in the tourism economy (Page, Forer and Lawton 1999; Wanhill

2000); small tourism business networking (Braun, 2002) and entrepreneurship and business behaviour (Tinsley and Lynch 2001). Small businesses and tourism development have therefore been studied from a variety of perspectives. More recent studies have turned their attention to the characteristics of the owner/operator and the objectives and goals they seek to achieve through business ownership (Robichaud, McGraw and Roger 2001). This is becoming an increasingly popular area of research which is deemed important due to the increasing number of small, often family owned and operated businesses which provide many of the services and attractions for tourists, particularly in rural or peripheral areas (Dewhurst, Dewhurst and Livesey 2006).

### 2.3.1 SMEs and Tourism Development: A Scottish Perspective

As a well-developed tourist destination, Scotland has a real presence in the global marketplace. The tourism industry in Scotland is recognised as one of the most important sectors of the economy. Over 20,000 tourism firms employ over 200,000 people and generate visitor spending in excess of £4 billion each year. The tourism industry is thus significant in terms of the income the industry generates and the number of jobs created (www.scotland.gov.uk/Topics/Statistics/Browse/Business/Corporate).

Tourism in Scotland, as elsewhere in Europe involves many small and varied enterprises including accommodation, restaurants, transport and rural pursuits. Like most other countries, SMEs play a central role in Scotland's tourism industry. In 2012 there were just over 339,000 SMEs in operation throughout Scotland, comprising over 99% of all enterprises and employing an estimated 1.09 million people. Almost all of these enterprises were small with 0-49 employees. During the same time period, enterprises with no employees (e.g. sole proprietors/partnerships comprising only the owner-manager) accounted for 70% of all private sector enterprises in Scotland (www.scotland.gov.uk/Topics/Statistics/Browse/Business/Corporate). The estimated number of enterprises in Scotland increased by 9.9% during the period 2012 and 2013. The smallest businesses (micro businesses) that do not have any employees accounted for the majority of this rise (www.scotland.gov.uk/Topics/ Statistics/Browse/Business/Corporate). As an expanding sector of the Scottish economy, it is therefore these micro

enterprises which play a key role in terms of economic gain.  This is reflected in a recent report by the Federation of Small Businesses which suggests that in the current climate of economic hardship, it is these micro businesses which have the potential to significantly reduce current unemployment figures (www.fsb.org/stats).

An increasing number of small-scale businesses are thus being developed (www.scotland.gov.uk/Topics/ Statistics/Browse/Business/Corporate), a large number of which can be found in Scotland's tourism industry, particularly the accommodation sector which includes many small-scale family operated businesses (Morrison, Baum and Andrew 2001; Tucker and Lynch 2005).  According to Lynch (1999) these small businesses are not commonly recognised as exhibiting high degrees of entrepreneurial behaviour with a large proportion remaining micro in size.   These micro operators are a significant growth industry in many regions throughout Scotland, particularly rural areas where an increasing number of small businesses are emerging as a viable income alternative to other resource based industries such as agriculture (www.scotland.gov.uk/Topics/Business-Industry/Tourism).   They are considered to be important for a variety of reasons: as a key source of income; generators of economic wealth and important contributors to local employment (Morrison 2003).  Of particular importance is the accommodation sector.   A large number of Scotland's small-scale businesses can be found within the accommodation sector (www.scotland.gov.uk/Topics/Business-Industry/Tourism).  According to Sharpley (2000 p.275/276) "accommodation is a fundamental element of the tourism product … and the success of tourism destinations is … [often] dependent upon the appropriate development of the accommodation sector".   These micro accommodation enterprises include small and usually independent owner-operated enterprises such as guest houses and bed and breakfast providers.   Other descriptors used in the literature include: the commercial home (Lynch 2000, 2005; Di Domenico and Lynch 2007; Sweeney and Lynch 2007, 2009; McIntosh, Sweeney and Lynch 2011) and homestay accommodation (Lynch 2000, 2003; Di Domenico and Lynch 2007).

Numerous studies have discussed the importance of these small businesses in terms of their contribution to local economic development.   According to

Hollick and Braun (2005 p.2) "while … [these] individual businesses are not large employers, the combined presence of [these] SMEs can represent up to half of all tourism employment in an area".   Sharpley (2000) points out that the income generated by these businesses is often regarded as making a valuable contribution to local economies and further, the associated infrastructure and tourism-related facilities are recognised as an important feature in the overall attraction of tourism destinations.

These businesses have thus been acknowledged in the literature as important in terms of their contribution to the local economy and the development of destinations.   However, researchers have also crucially recognised that the creation of these businesses and the subsequent success of a destination depend on people's willingness to create these tourism businesses and become successful tourism entrepreneurs (e.g. Szivas 2001).   As such, a number of studies have emerged which examine the individualistic characteristics of these small-scale entrepreneurs.   Small firm entrepreneurship will be discussed fully in the following section.

## 2.4  The Small Firm and Entrepreneurship

As noted by Morris and Lewis (1995), there is no precise definition of entrepreneurship.   The most commonly used minimum for defining entrepreneurship is "starting a new business" (Krueger 1993 p.7) or the formation of an organisation (Gartner 1988).   The term entrepreneur thus refers to the person or persons who may attempt or who are attempting to create a business (Learned 1992) and who own or operate all or part of the business they helped to create.  These definitions are broad and would appear to encompass a large number of individuals, ranging from the founders of large multi-national corporations to the individual owner/operator.   According to Morris and Lewis (1995 p.32) "…entrepreneurship has been conceptualised as a process which can occur in organisations of all sizes and types and which is distinct from, but dependent on, specific individuals".  Carland, Hoy, Boulton and Carland (1984) point out that "because the definition of entrepreneurship denotes the creation of some combination that did not previously exist, entrepreneurship is often equated with small business ownership and management" (p.354).   There is however, a debate in the literature as to whether running a small enterprise is actually entrepreneurship as the

entrepreneur is frequently viewed as different from the small business owner (Cunningham and Lisheron 1991). According to Pragg and Versloot (2007) "though most entrepreneurial firms are small, small firms are not always entrepreneurial and identifying small firms as entrepreneurs is … [not always] straightforward…" (p.354). These academics point out that the majority of entrepreneurial studies view those individuals who have created their own business or who own a business (i.e. who are self employed) as entrepreneurs. However they suggest that this "may be inappropriate as self-employment is often not associated with the creation of firms, whereas entrepreneurship is" (p.354).

Anderson and Starnawska (2008), note that "there is an enormous diversity in definitions and the ways that people understand and use the notion of entrepreneurship". Referring to research carried out by Sexton and Bowman (1984) and Bennett (2006), they suggest that this is because "entrepreneurship means different things to different people". As such, they point out that "a universal definition may be impossible" (p.222). However they note those studies which describe entrepreneurship and what is means to them, suggesting that "these sources, narratives, myths, metaphors, phenomenological enquiry and discourse somehow seem to capture both the diversity of ways of being entrepreneurial and the underlying meanings" (p.222).

The link between entrepreneurship and the small business sector has been gaining interest since the early 1980's. Many of the early studies referred to entrepreneurship and the small business sector in terms of opportunity, employment generation and wealth creation with growth and profitability regarded as key measures of business success (Stanworth and Curran 1976; Stringer 1981; Walker and Brown 2004; Blackburn and Smallbone 2008; Anderson and Starnawska 2008). Stanworth and Curran (1976) suggest that the overall view of the small firm was that they were "a behaving entity whose elements were related in quantifiable, systematic and highly predictable ways …" (p.99). However, these researchers suggest that small firms were "inadequately articulated" (Stanworth and Curran p.100) as the "physical, political, social and psychological components … [of entrepreneurship were] relatively neglected" (Stringer 1981 p.359). Shaver and Scott (1991) share

this viewpoint. They suggest that initial studies of venture creation failed to examine the psychological characteristics of entrepreneurs; rather they made some reasonable assumptions about the thought processes of entrepreneurs. According to Stanworth and Curran (1976) this failure to examine the small firm in detail, suggests a "blinkered approach" (p.100). They suggest that "…the researcher cannot … simply adopt a theory which assumes that objects in a situation will behave in a positivist and deterministic manner" (p.100). Understanding the internal social logic of the firm, in particular the social background and orientation of the owner/operator, they argue is important to achieve an overall understanding of the small firm and its characteristics (Stanworth and Curran 1976; Anderson and Ulla 2014). They suggest that "the researcher must … endeavour to understand what participation means to those involved and the likely changes in these meanings" (Stanworth and Curran p. 100). Small business entrepreneurship has since been discussed in terms of personality, attitude and intention (Bird 1988; Crant, 1996; Krueger, Reilly, and Carsrud, 2000); gender based entrepreneurship (Borley, Moss and Saunders 1987; Catley and Hamilton 1998; Lynch 1998); social entrepreneurship (Thompson, Alvy and Lees 2000); farm based entrepreneurship (Alsos, Ljunggren and Pettersen 2003); person fit (Markman and Baron 2003) and family businesses (Basu 2004) among others. More recently, studies have begun to acknowledge the notion of lifestyle as having a significant influence in the entrepreneurial process (Claire 2012). This has resulted in the emergence of the term 'lifestyle entrepreneur' used to describe those individuals who are motivated by factors relating to life quality as opposed to high growth. The following section discusses the lifestyle concept and definitions of lifestyle entrepreneurship found in the literature.

## 2.5 Lifestyle Entrepreneurship

The term "style of life" was introduced many years ago by Alfred Adler (Lazer 1963). Versantvoort and Van der Lann (1998 p.6) refer to the term lifestyle as "an individual's orientation to the structure of his or her life". A more detailed definition is provided by Giddens (1991) who defines lifestyle as an essentially integrated set of practices which an individual uses, not only because such practices fulfil practical needs, but because they give material form to a particular descriptive identity. In other words, the notion of lifestyle can help to make sense of what people do, and why they do it, and what doing

it means to them and others (Chaney 1996). In this sense, lifestyle can be described as the degree to which an individual enjoys the important possibilities of their life (Brunoso, Scholderer and Grunert 2004). Di Domenico (2003) however points out that "it is difficult to define the concept of 'lifestyle' as it implies a quality of life that is subjectively defined by each individual and includes aspects of work, family and gender and how they relate to each other" (p.28). Skokic and Morrison (2011 p.9) extend this viewpoint suggesting that "…researchers have to be careful when interpreting the lifestyle concept as it is complex, socially constructed, and dependent on person, economic conditions and embedded in a cultural-value system". Lifestyles are therefore "the accomplishments of individual human agents, made up of the different social practices that they embrace which in turn rest on the possibilities afforded by different systems of provision" (Evans and Jackson 2007 p.17). Considerable agreement thus exists that the concept of lifestyle is tied to perception of meaning. As such the combination of attributes required for an individual to achieve a particular lifestyle is rarely the same for another individual.

As noted previously, the notion of lifestyle is gaining increasing attention in the literature, particularly within the areas of tourism and hospitality with various research being undertaken into the lifestyle construct and the impact on the motivations and behaviours of the individual towards the creation and development of their business (see for example: Ateljevic and Doorne 2000; Marcketti, Niehm and Fuloria 2006; Morrison, Carlsen and Weber 2008; Sweeney and Lynch 2009; McIntosh, Lynch and Sweeney 2011).

The term 'lifestyle entrepreneur' is often used in the literature to refer to those individuals who are motivated by factors relating to life quality as opposed to high growth. However individual interpretations have been shown to vary. Definitions often focus around variables such as values and expectations (Morrison, Baum and Andrew 2001). Marcketti, Niehm and Fuloria (2006), for example, define lifestyle entrepreneurs as individuals who own and operate a business closely aligned with their personal values, interests and passions. According to Kuratko, Hornsby and Naffziger (1997) the goal aspirations of lifestyle entrepreneurs often relate to extrinsic rewards such as independence and autonomy, intrinsic rewards and family security as opposed to profits and

18

growth. This viewpoint is supported by Morrison, Baum and Andrew (2001) who, as noted in the previous chapter suggest that lifestyle entrepreneurs are "likely to be concerned with survival and securing sufficient income to ensure that the business provides them and their families with a satisfactory level of funds to sustain enjoyment in their chosen lifestyle" as opposed to profit maximisation and growth (p.17). Dawson, Fountain and Cohen (2011) point out that "although the use of the term 'lifestyle' [appears to vary] ... at its heart is the idea is that non-economic issues are important factors in explaining why many individuals establish a small businesses" (p.555).

Recent research indicates that an increasing number of small business owners are choosing their business type to suit their 'style of life' (Rimmington, Williams and Morrison 2012). The following section deals with the concept and definitions of lifestyle entrepreneurship in terms of their relevance to the small business owner/operator.

## 2.6  Small Business Studies and the Lifestyle Concept

As previously discussed, much of the small business and entrepreneurship literature has traditionally tended to focus on the factors which motivate individuals to create their own business and the skills and other attributes that contribute to their economic success and survival (Brenner, Pringle and Greenhaus 1991; Gray 2002; Baker and Sinkula 2009). However, as the body of knowledge on entrepreneurship and the small business sector has grown, the literature has begun to acknowledge other, non-economic objectives as important factors in the entrepreneurial process. A recent review of the entrepreneurship and small business literature revealed a number of studies in which respondent motivations clearly extended beyond the issue of economics. Henderson and Robertson (2000) and others (e.g. Claire 2012) for example found that the decision to become an entrepreneur is influenced not only by economic factors; motivations may also be educational, social or psychological. In a similar vein, Bird (1989) revealed that the most commonly cited reason for choosing this career path is "the desire to be independent – to be one's own boss and have the self-satisfaction of being solely responsible or primarily responsible for outcomes" (Bird 1989 p.95). Anderson and Ullah (2014) also refer to choice, being one's own boss, operational freedom and job control as being of importance to small business owners. Walker and Brown

(2004) examined the significance of these economic and non-economic measures of success and found that whilst both financial and non-financial measures are used to judge success, in the context of the small business, the latter is more important.

In attempting to define these differing approaches to entrepreneurship (economic and non-economic), Storey (1994) identified two different types of entrepreneur. He uses the term "craft" entrepreneur to describe those who pursue the traditional objectives of profit maximisation and growth. Whereas he refers to those who are motivated by intrinsic factors such as lifestyle and job satisfaction as "opportunistic" entrepreneurs. However, as indicated previously, more recently, the entrepreneurship and small business research has revealed another descriptor which is often used, to describe these entrepreneurs: "Lifestyle entrepreneur" which, as noted previously is used to describe those business owner-operators who share certain characteristics, particularly a desire for autonomy and independence but with a focus on their quality of life in association with their livelihood.

A number of small business studies have recently emerged which highlight these lifestyle or personal factors as key motivations for business. Claire (2012) for example, in a study which examined the changing priorities of entrepreneurs found that there was strong support for lifestyle measures of entrepreneurial success with 58.6% of respondents rating "doing something enjoyable" as their most important success measures. She points out that "even the most growth-orientated entrepreneurs … prioritised human connections and their own well-being above their firm's financial success" (Claire 2012 p.36). A similar study by Kuratko, Hornsby and Naffziger (1997) which examined the goals of the individual in sustaining entrepreneurship also found that entrepreneurial goals were not all related to traditional performance measures such as growth and profitability, entrepreneurs were also motivated by the opportunity for independence and the security they can provide for themselves and their families. Research by Dahles (1999 p.13) further supports this viewpoint noting that "small entrepreneurs are not driven solely by the profit motive; goals such as the desire for prestige, and constraints such as obligations toward kin, [can] also determine their actions". Thus, a common conclusion from these studies is that small firm owners exhibit

motivations which relate to both financial and non-financial criteria. As such, these studies have recognised that "entrepreneurship is not just about high-growth … and high-risk business ventures" (Marcketti, Niehm and Fuloria 2006 p.257) and is often influenced by the social background, character and the personal attributes of the individual involved (Marcketti, Niehm and Fuloria 2006).

Much has been gained through focusing on entrepreneurial motivations and taking into account the individual characteristics of the entrepreneur. However according to Naffziger, Hornsby and Kuratko (1994) understanding entrepreneurial motivations is only a partial view of the entrepreneurial process. These researchers suggest that a more complete view of entrepreneurship should include "the entirety of the entrepreneurial experience, that is, behaviours necessary in the operation of the firm, its performance, and the psychological and non psychological outcomes resulting from firm ownership" (Naffziger, Hornsby and Kuratko (1994 p.31). As such researchers are increasingly turning their attention to the role of the owner/manager and the ways in which their personal characteristics and individual attributes not only affect their decision to become a business owner/operator but also how these characteristics impact on the business itself. This heightened interest in the motivations of the owner-manager is particularly evident in the areas of tourism and hospitality.

## 2.7 Tourism Studies and the Lifestyle Concept

As the foregoing discussion has revealed, the role of the owner/manager has become an important research theme within the areas of tourism and hospitality (See for example Glancey 1998; Morrison, Baum and Andrew 2001; Getz and Carlsen 2004; Tucker and Lynch 2004; Morrison and Teixeira 2004). The role of the owner/manager has been discussed in the context of the family business (Andersson, Carlsen and Getz 2002; Getz and Carlsen 2004); the host family sector (Lynch 1998); the commercial home (Sweeney and Lynch 2009) and farm-based entrepreneurship (Alsos, Ljunggren & Pettersen 2003). The manner in which these independent owner/operators are motivated to enter the market and their influence on business operations and firm objectives have become key topics of concern. In a similar vein to the small business research highlighted in section 2.6, many of these studies have

identified a number of non-financial measures of business success as being applicable to these small-scale tourism businesses. Peters, Frehse and Buhalis (2009) for example in their study of entrepreneurship in the tourism industry found that the majority of small business owners within the tourism and hospitality sector are not typically entrepreneurial as an increasing number of individuals are not motivated by a desire to maximise their economic status, rather they operate a business in which decisions are often based on highly personalised measures. In a similar study of guest house owner-occupiers Di Domenico (2003) also found that the decisions of the guest house owner-occupier regarding the operation of their business were based on highly individualistic criteria. As such, Di Domenico (2003) suggests that these owner-occupiers are "not motivated by purely economic outcomes, particularly where such outcomes would by implication cause a perceived detrimental effect upon social, family and non-directly business related areas" (p.228).

As noted, lifestyle entrepreneurship has recently emerged as a particular area of interest within the tourism and hospitality domain. This is mainly due to the fact that there are a high number of lifestyle entrepreneurs among tourism and hospitality firms (See for example Lynch 2005; Sweeney and Lynch 2009). A review of the relevant literature indicates that a large number of these small businesses can found in the accommodation sector. This is particularly evident in the rural tourism market as many farm households are now providing Bed and Breakfast and Guest House accommodation (Alsos, Ljunggren and Pettersen 2003; Wilson 2007). Research into these small firms suggests that the owner/operators may create their businesses for a variety of reasons, however considerable importance is attached to lifestyle variables such as family issues, free time and happiness (Getz and Carlsen 2000; Di Domenico 2003; Tucker and Lynch 2004; Peters, Frehse and Buhalis 2009). Thus, the key common characteristic of these entrepreneurs is that their primary motivation is not financial gain but they are choosing their type of work to provide a sufficient and comfortable living and to maintain a selected style of life (Glancey and Pettigrew 1997; Morrison, Baum and Andrew 2001; Andersson, Carlsen and Getz 2002; Di Domenico 2003; Morrison, Carlsen and Weber 2009). Examples of empirical studies which refer to lifestyle motivations in the context of the tourism and hospitality sector are discussed in detail below.

Getz and Carlsen (2000) examined the goals related to start-up, operations, the family and the overall character of the enterprise by family and owner-operated businesses in the rural tourism and hospitality sectors in Western Australia.  These authors identified lifestyle as a key attribute in the creation and operation of these businesses however recognition was given to the fact that the business had to be profitable.  A similar study by Tucker and Lynch (2004) also identified lifestyle and autonomy orientations in their study of the host-guest relationship in homestay and B&B accommodation provisions in New Zealand and Scotland respectively.  A further study by Andersson, Carlsen and Getz (2002) examined the goals of family business in the rural tourism and hospitality sectors across three countries (Sweden, Canada and Australia).  The analysis revealed that the motives and goals of the business owners included pursuing a desired lifestyle with the business providing the means to do so.  Getz and Petersen (2005) revealed similar findings in their study of family business owners in the tourism and hospitality industry in two resort areas (one in Canada and one in Denmark).  These authors identified a high proportion of lifestyle and autonomy orientations however growth and profit objectives were also identified.

The above research has shown that systematic comparisons between businesses in terms of their type and location have been useful in developing an understanding of the small tourism business entrepreneur.  This approach assists the researcher in identifying the unique characteristics of the business (Andersson, Carlsen and Getz 2002) and through these comparisons the lifestyle preferences of the individual owner-operator can be identified. However a number of researchers have shown a preference for a case study approach in the analysis of lifestyle attributed entrepreneurs.  Marchant and Mottiar (2011) for example in their study of surf tourism lifestyle entrepreneurs in Ireland applied a case study approach to ascertain how these lifestyle entrepreneurs operate.  Rather than making comparisons between businesses or different locations, these researchers conducted a within-case analysis on each case study to determine common themes between the cases. They suggest that by examining this group on their own as opposed to making comparisons with regular entrepreneurs, they were free to investigate issues other than profit motives and thus provide an understanding of the lifestyle concept from a different perspective.  Their findings support existing research,

noting factors such as the desire to move to a particular location or the desire to escape the life they have as key lifestyle related motives among respondents. However, this research also notes that individual motivations change over time. These researchers note that "as life changes so to do motivations and desires …" (p.182). According to Gibb and Ritchie (1982) "the whole nature and meaning of entry into entrepreneurship may alter across an individual's life course with the significance of particular influences varying considerably" (p.30). A number of studies have been undertaken which examine how individuals develop personally alongside their business. However the bulk of this research can be found in the entrepreneurial and small business literature (see for example Gibb and Ritchie 1982; Bird 1988; Krueger, Reilly and Carsrud 2000). The significance of these life course changes will be addressed in section 2.10.

Returning to the research carried out by Marchant and Mottiar (2011), adopting a case study approach appears to have enabled these researchers to obtain detailed information and thus develop information rich cases, from which they were able to learn about the issues of key importance to the purpose of their research. As the foregoing discussion illustrates, this study shows that individual motives change over time, however the findings also clearly demonstrate, through a discussion of entrepreneurial traits that not all lifestyle entrepreneurs are the same. This has also been recognised in earlier studies of the lifestyle entrepreneur. Shaw and Williams (1998) for example identified two different types of lifestyle entrepreneur: the constrained and the non-constrained. The constrained entrepreneur was shown to be younger with strong economic motives however they were constrained by their desire for a particular lifestyle as well as the business. The non-constrained entrepreneur on the other hand was driven by a desire to be their own boss and to live in a particular location.

Recent studies have highlighted the importance of lifestyle objectives in the context of the commercial home (Lynch 2005; Sweeney and Lynch 2009). The term commercial home is used in the literature to define those "types of accommodation where visitors or guests pay to stay in private homes, where interaction takes place with a host and/or family usually living upon the premises and with whom public space is, to a degree, shared" (Lynch 2005

p.534) (Bed and Breakfast accommodation providers therefore fit the criteria of these commercial homes). Sweeney and Lynch (2009) in their study of commercial *home* hosts in Scotland and their relationship with the commercial home identified four categories of commercial home owner based predominately on lifestyle variables. The categories included: Economic; Eco-socio; Socio-eco and Social. A further typology of the Ego commercial home owner was also identified (this is a sub-section of the Eco-socio and Socio-eco). A summary of these categories is presented as follows: *Economic*: motivated by monetary gain; *Eco-socio*: views the commercial home as a means of earning extra income to maintain a certain lifestyle. They enjoy host/guest interaction; *Socio-eco*: views the commercial home in terms of the lifestyle it provides. They are not driven by monetary gain, enjoy meeting people and like to ensure that guests have a pleasant stay; *Social*: View the commercial home as a place to socialise with their guests. They enjoy having people to stay and the income generated is a bonus rather than a necessity; Ego: The commercial home is a place to showcase their achievements. They are motivated by compliments from their guests (Sweeney and Lynch 2009). Sweeney and Lynch (2009) suggest that these typologies have practical significance in that they enable the promotion of commercial home hosts based upon their lifestyles. In providing a typology of commercial home owners, this study perhaps provides a more detailed understanding of the lifestyle concept and its relevance to the small accommodation sector than previous studies of a similar nature. However the key findings are similar to those of previous studies in that both lifestyle and economic variables are present. It could be argued that with the exception of the economic category, the remaining categories refer to degrees of lifestyle entrepreneurship. This it is suggested supports the contention that there are differing degrees of lifestyle entrepreneurship and as such lifestyle entrepreneurship should perhaps be viewed on a continuum as opposed to being conceptualised as a whole. An individual's positioning on the continuum can be determined not only by their motivations and key objectives but also by the measures they put in place to achieve their objectives. It is suggested that if individual motivations and subsequent behaviour can be better understood then the concept of 'lifestyle' can perhaps be more clearly comprehended.

Research carried out by McIntosh, Lynch and Sweeney (2011) also examined the host's relationship to the commercial home. This particular piece of research provides an analysis of the emotional and personal aspects of home hosting in a tourism and hospitality context. Three key themes were identified from an analysis of the research findings: self-marginalisation; tyranny of the homestay host and anti-commercial hospitality. These authors suggest that the owners choose to marginalise themselves through the pursuit of their chosen occupation. They suggest that the host's relationship with their commercial home is marginalised in terms of geographical location (the majority of commercial homes were located in rural and frequently remote locations), seasonality, nonstandard decor (which imposes the owners identity on the guest's experience) and the food choices available for guests. They also suggest that the host's identity could be described as socially marginalised due to the fact that hosts displayed a similar social motive for hosting: a strong social need and a demand for exciting travel. They refer to tyranny in relation to the host's rejection of the normal expectations of commercial hospitality. They point out that "while hosts appeared motivated by a social need to support their chosen lifestyle, hosts commonly exhibited a take-it-or-leave-it approach to hosting" (p.514). Finally, they suggest that the "behaviour of hosts … challenges the norms of (larger) commercial hospitality establishments in relation to operation standards, business practices aiming to maximise profitability, commercial accommodation product norms, and host-guest social distance" (p.516). To illustrate this point, they indicate that most of the homes in the study contained simple furnishings and facilities, had a moderate level of cleanliness and charged extremely low prices. They also suggest that there is evidence of compromise of space and promotion of the business was almost non-existent (McIntosh, Lynch and Sweeney 2011). This study therefore provides a valuable insight into the various characteristics of commercial home hosts in a small business setting. In a similar vein to the study carried out by Sweeney and Lynch (2009), the characteristics identified here also appear to reflect differing aspects of the host's lifestyle.

These studies have shown that in the context of the commercial home, value is often related to the social aspects of the business as opposed to monetary accumulation. Bialski (2006) in an examination of online hospitality networks within the homestay sector found that social interaction and intimate

friendships are often sought, not simply for the experience, but also the knowledge it brings which only intense and meaningful conversation with a person can provide.  She refers to this process as emotional tourism whereby travel experiences are not entirely limited to the tangible but are also defined by the variety of emotions associated with closeness achieved with another individual (Bialski 2006).

Wang (1999) refers to those experiences which involve personal or subjective feelings activated by the liminal process of tourist activities as existential experiences.  He suggests that these existential experiences are a distinct source of authentic experiences in tourism.  Wang (2007) applies the concept of existential authenticity in her study of 'Naxi Homestays' in Lijiang, China. Wang (2007) examines the interrelationship between the authentic self and the authentic object.  Her findings indicate that in the context of the commercial home, guests tend to "experience a home related consumption that denotes an amenity of personal lifestyle, quality environment and object related authenticity in some measure" (p.797).  She suggests that the host's creative customisation plays an important role in the guest experience in this context (Wang 2007).

It appears, from the literature that the commercial home provides the opportunity for varying levels of host/guest engagement.  However the hosting experience, including the level of hospitality and hospitableness and the authenticity of the experience appears to be heavily related to the owner's characteristics and aspirations for their business which in turn are related to their behaviour and how the business is run.

It is suggested that further analysis of the characteristics of the owner/operator will provide a greater insight into the key variables which can be classed as lifestyle or otherwise and furthermore, improve the current understanding of these characteristics in relation to the operation of these lifestyle businesses and the implications the host/guest experience.

The foregoing discussion appears to suggest that whilst the entrepreneurship and small business literature has begun the process of embracing the notion of lifestyle as a means of understanding the small business entrepreneur, the

work concerning lifestyle entrepreneurship is embodied most clearly in the research relating to tourism and hospitality. Indeed, the hospitality and tourism literature has contributed significantly to this area of research. Evidence of this can be seen in the numerous tourism and hospitality studies which have recently emerged which address the concept of lifestyle in the context of the small business. Further examples of empirical studies which refer to lifestyle motivations in the context of the tourism and hospitality sectors are given in table 2.1.

The following section provides an in-depth discussion of entrepreneurial motivations, followed by a discussion of the macro environment.

**Table 2.1: Lifestyle Related Tourism and Hospitality Studies**

| Author | Study Area | Findings |
|--------|-----------|----------|
| Szivas 2001 | Examines the previous experiences, motivations and the way in which new tourism entrepreneurs evaluated a change of industry/employment status. | Support the notion of ease of entrance into the tourism industry; also support the notion of 'way of life' motives. |
| Getz and Carlsen 2005 | Family and owner-operated businesses in rural tourism | Tourism provides the opportunity for ease of entry into businesses which are often small and micro in nature. Interest in these businesses often relates to lifestyle as well as profit. |
| Sweeney and Lynch 2007 | Investigation of the host's relationship with the commercial home | This study identifies five themes: Artefacts; Decor; Relationship with the family; Relationship with the home and business; Relationship with guests. It is suggested that the host has a relationship with the themes and this, in turn identifies the host's relationship with the commercial home. |

| Morrison, Carlsen and Weber 2008 | Discusses the meaning of the lifestyle label in lifestyle orientated small tourism (LOST) firms. | The concept of 'lifestyle' is difficult to define. These firms have the potential to contribute to destination development. However additional research is required to provide a detailed understanding of how lifestyle motivations and values affect entrepreneurship within the tourism sector and at tourism destinations. |
|---|---|---|

## 2.8  Understanding Entrepreneurial Motivations

The majority of theoretical models used in the study of entrepreneurial performance emphasise motivation as one of the main elements in the success of small businesses (Robichaud, McGraw and Roger 2001). According to Lee et al (2010 p.264) "motivation is an internal state that instigates, directs and maintains behaviour". The term motivation therefore refers to the force that causes an individual to behave in a specific way. Kuratko, Hornsby and Naffziger (2001) point out that understanding what motivates entrepreneurs to create and sustain their business ventures is a critical factor in understanding the complete entrepreneurial process. As such, theories of organisation creation which fail to address the notion of motivation are incomplete (Herron and Sapienza 1992).

As previously discussed, early studies of entrepreneurial motivation measured the economic value of entrepreneurial opportunities (Shane, Locke and Collins 2003). "Implicit in these measures … [was] an assumption of growth that presuppose[d] all small business owners want[ed] or need[ed] to 'grow' their businesses" (Walker and Brown 2004 p.578). Increases in profit, turnover and the number of employees were required for these businesses to be considered successful (Walker and Brown 2004). However Shane, Locke and Collins (2003 p.258) point out that "whilst this focus greatly enhances our understanding of the entrepreneurial phenomenon, it ignores the role of human agency".

More recently, the literature has identified a series of non-financial measures which are becoming increasingly important in the creation of small businesses.

Traditionally, these non-financial measures were linked to lifestyle businesses. Personal satisfaction (Di Domenico 2003; Claire 2012), improving knowledge and friendship (Tucker and Lynch 2004), an emotional attachment to their surroundings (Goulding, Baum and Morrison 2004), the desire to be my own boss (Lashley and Rowson 2010), self-affirmation (Di Domenico 2003; Lynch 2005; Sweeney and Lynch 2007) and the ability to balance work and family responsibilities (Lynch 1998), have all been identified as important non-economic motivations for entrepreneurship. As previously mentioned, these non-financial measures are particularly evident in the tourism and hospitality sector, most notably the accommodation sector where the bulk of accommodation provision can be attributed to a large number of small independently owned enterprises. Within this setting, one or two individuals are frequently responsible for a whole range of operations and will "interact with tourists in a multiplicity of roles which in a hotel are differentiated between half-a-dozen staff" (Stringer 1981 p.360). Walker and Brown (2004) note that as the owner/operator is frequently the key stakeholder in small business operations, "non-financial measures are [predominately] based on criteria that are personally determined by the individual business owner" (2004 p.579). As such, these owner/operators are "able to exert a powerful influence on the way the firm pursues his or her objectives" (McIntosh, Lynch and Sweeney 2011 p.509). This contrasts significantly with large firms where there is a distinct separation of ownership and control. Researchers are thus increasingly recognising that in order to fully understand the entrepreneurial process in the context of the small business, it is necessary to consider the individuality, personal perspectives and attributes of the individual involved (McIntosh, Lynch and Sweeney 2011). However, Hill and McGowan (1999 p.10) note that understanding the individual owner/operator "…dictates a minimisation of distance between the researcher and the entrepreneur". These authors refer to previous research into small firms which has its roots in positivist thinking. They concede that "such approaches do not yield a rich understanding of the key issues which actually affect and may even determine the small firms' potential for enterprise development" (Hill and McGowan 1999 p.10). As such, more recent studies have adopted a qualitative approach to provide an understanding of the individual owner/operator and the role of individual motivations in the entrepreneurial process (See for example:

Sweeney and Lynch 2009; McIntosh, Lynch and Sweeney 2011; McIntosh and Harris 2011).

Many arguments can be made for taking the motivations of the tourism entrepreneur into consideration, not least the implications for tourism development.  According to Hill and Wright (2001) and Walker and Brown (2004) the individual personality of the founding entrepreneur is of significant importance as it is their unique characteristics and personal abilities that will determine how they operate their business and whether they choose to grow their business and thus make a distinct contribution to small business and tourism development or simply decide to maintain a size that they feel comfortable with.

### 2.8.1  Intrinsic and Extrinsic Motivation

As the foregoing discussion indicates, the literature has identified a number of reasons for owning and operating a small tourism business.  These include the enjoyment the individual derives from owning and operating such a business and the level of benefits available (e.g. Morrison, Baum and Andrew 2001; Morrison and Teixeira 2004).  These motivations can be classified into two types: intrinsic motivation and extrinsic motivation.  Intrinsic motivation occurs when an individual is internally motivated to do something because they are interested and it brings them pleasure whereas extrinsic motivation is where an individual is compelled to do something or act in a certain way because it leads to external rewards (Deci 1972; Eccles and Wigfield, 2002). Thus intrinsic motivation refers to behaviours which "appear not to be done for any … instrumental reason, but rather for the positive experiences associated with exercising and extending ones capacities" (Ryan and Deci 2000 p.56). Intrinsic motivations will therefore only "occur for those activities that hold intrinsic interest for an individual – those that have the appeal of novelty, challenge, or aesthetic value for that individual" (Ryan and Deci 2000 p.60). Extrinsically motivated behaviours on the other hand occur when incentives such as monetary reward are made available.

In most cases, owning and operating a small tourism business provides the individual with choice and the opportunity for self-direction, both of which are important factors in determining individual levels of intrinsic motivation.  Ryan

and Deci (2000) point out that it is important to recognise that "for a high level of intrinsic motivation people must experience satisfaction of the needs both for competence and autonomy" (p.58). As such, deadlines, directives and imposed goals have been shown to affect individual levels of intrinsic motivation as "people experience them as controllers of their behaviour" (Ryan and Deci 2000 p.59). Thus, "intrinsic motivation is thought to increase as feelings of personal control and competence become stronger and to decrease as they become weaker" (Fisher 1978 p. 273). Personal happiness and the satisfaction of living in an area of natural scenic beauty, among others have also been identified as intrinsic motivators among small-scale tourism entrepreneurs (Morrison, Carlsen and Weber 2009).

A number of factors have been identified in the literature as having a negative impact on individual levels of intrinsic motivation. Extrinsic rewards, for example financial incentives have been shown to undermine intrinsic motivation (Ryan and Deci 2000). Whereas external rewards such as positive performance feedback have been shown to enhance intrinsic motivation. Negative feedback, it is claimed, diminishes it (Deci 1975). In the context of the small accommodation business, proprietorship provides the host with opportunity to seek guest feedback and approval regarding their ability in terms of the product and service provided. With regards to intrinsic motivation, constructive feedback is likely to yield a positive outcome whereas unhelpful feedback is likely to yield a negative one (Baard, Deci and Ryan 2004).

Much of the research on intrinsic and extrinsic motivation contrasts these two motivation types as ends of a continuum or as two distinct categories; one is either intrinsically motivated or extrinsically motivated. Ryan and Deci (2000 p.69) for example suggest that individuals "can be motivated because they value an activity or because there is strong external coercion". Story, Hart, Stasson and Mahoney (2009) however suggest that it is possible that an individual could be motivated by both intrinsic and extrinsic factors. Lee, McInerney, Liem and Ortiga (2010) share this view. They suggest that "… intrinsic and extrinsic motivation can coexist, be experienced simultaneously, and adopted at a similar level" (p.265). For example, in the context of the small business, individual owner/operator motivation may be a product of the

desire for monetary reward in combination with the perceived enjoyment of running such a business (see for example Morrison, Baum and Andrew 2001).

In addition to these two classic motivation theories, the dimensions of 'push' and 'pull' have also been used in the literature to refer to the motivational influences on an individual.  The notion of push and pull will be discussed in detail below.

### 2.8.2  Push and Pull Motivations

The expression of push and pull motivations have been used extensively in the literature.  The difference between being pulled or pushed is often discussed in terms of necessity and opportunity.

Glancey, Greig and Pettigrew (1998) argue that individuals are 'pulled' into entrepreneurship as they deliberately choose entrepreneurship over paid employment.  They suggest that individuals are driven by factors which include: the recognition of a business opportunity; the desire to make high levels of profit and the desire to be their own boss (Glancey, Greig and Pettigrew 1998).  Scase and Goffee (1980) support this notion.  These researchers found that many owner/operators were driven by the desire to be their own boss and the rejection of working for somebody else.  Pull motivations are therefore related to perceived opportunities.  Others however, would suggest that individuals may be 'pushed' due to a lack of alternative employment opportunities, job insecurity, or as a result of the loss of previous employment with entrepreneurship viewed as a favourable alternative to unemployment or an uninspiring job (See for example Glancey and Pettigrew 1997; Sweeney and Lynch 2009).  Push motivations are therefore related to negative situational factors.

The literature has shown that the evaluation of the rewards associated with the small business sector varies.  Traditionally, the economic value of a business was viewed as the most appropriate measure of success.  In this light, pull entrepreneurs were considered to be more successful, generating higher income levels than push entrepreneurs (Amit and Muller 1995).  However push and pull factors in a tourism and hospitality context appear to differ from those of a conventional business in that pull factors not only

include the opportunity for financial gain, but also the opportunity to fulfil lifestyle considerations. Lynch (1998) for example, in a study of female micro entrepreneurs in the host family sector found that pull motivations refer to both financial and lifestyle factors. These included: the opportunity to balance work and family commitments; the perceived educational benefits available to the host and their family and the opportunity for social interaction (Lynch 1998).

Lifestyle entrepreneurship has been shown in a number of cases to be promoted by both pull and push factors. Herslund and Tanvig (2012) for example, in their study of rural micro businesses in Denmark, found that individuals were opportunity driven, encouraged by everyday life and lifestyle considerations. However they were also pushed by a stressful job or a difficult employment market. A further case of mixed push and pull motivation is illustrated by Sweeney and Lynch (2009). In a study of commercial home hosts and their relationship to the commercial home, these researchers found that hosts were pushed into business by factors such as redundancy, a dislike of their previous job, being able to keep and maintain the family home and, finally, income. Pull factors included wanting to work from home, the desire to be their own boss, the lifestyle, the location etc. The opportunity of lifestyle entrepreneurship can therefore be both pull and push.

As the foregoing discussion illustrates, the push/pull framework can be used to describe entrepreneurial motivations and how the individual was attracted to the business however it fails to identify or specify in any way how the respondent engages in the entrepreneurial process or indeed the outcomes.

## 2.9  Lifestyle Related Motivations and Objectives

On the basis of the above, small business ownership would appear to be a meaningful lifestyle identity. The perceived 'way of life' has been shown to frequently motivate entrepreneurs. However, whilst it is acknowledged that non-financial goals are often used as alternative measures of success (Walker and Brown 2004), it does not provide an explanation of what these lifestyle entrepreneurs do and how they actually do it. A more detailed explanation, it is suggested may be gained through an analysis of the lifestyle related

objectives of the owner/operator and the practices they put in place to achieve their objectives.

As previously discussed a number of lifestyle related motivations and objectives have been identified in the tourism and hospitality literature as being applicable to the small business owner/operator. Key objectives include the desire for freedom and flexibility; the opportunity for social interaction and the opportunity for self expression and fulfilment. The literature discusses these lifestyle priorities and their significance in defining a lifestyle business. This section explores these motivations in more detail.

### 2.9.1 Freedom and Flexibility

A considerable body of knowledge has built up which discusses the importance of freedom and flexibility as key lifestyle orientated goal among many small independent owner-operated tourism and hospitality businesses (See for example Di Domenico 2003; Peters, Frehse and Buhalis 2009). These studies have shown that a 'style of life' business can bring significant personal benefits in terms of flexibility to the owner/operator. However, according to Hwang and Lockwood (2006) the term 'lifestyle' can also hold negative connotations. Parasuraman and Simmers (2001) support this notion. In a study which investigates the impact of work and family role characteristics on work-family conflict and indicators of psychological well-being, these researchers found that whilst self-employment often leads to high levels of autonomy and flexibility at work, "due to the time constraints placed on the individual (e.g. long working hours) these individuals also experience more work-family conflicts thus adversely affecting psychological well-being" (p.553). Getz and Carlsen (2000) share this viewpoint. In their study of family owner-operated businesses in Western Australia, they found that quality of life was often eroded due to the time commitment to the work role demonstrated by the owner/operator. They suggest that the time committed to these owner-operated businesses interrupts family life with the potential for family conflict. In a similar vein, Sweeney and Lynch (2009) in their study of the commercial home, found that for some individuals home hosting provided the freedom and flexibility to balance work and family life, whereas others felt their family life was compromised (in particular the time available to spend with their children) due to the demands of the business.

Di Domenico (2003) in study of guest house owner-occupiers found that individual perceptions of being tied to the business are greater where the proprietor defines their commercial home as a formal business enterprise. The results from these studies therefore illuminate the fact that individual interpretations of freedom and flexibility vary dependent upon the circumstances and the expectations of the individual.

## 2.9.2 Social Interaction

The desire for social interaction has been identified as a key motivating factor in the creation of many small accommodation businesses with proprietors willing to trade-off, to a certain level, monetary profit maximisation to fulfil their desire for improvements to their life quality which includes social fulfilment through host-guest interaction. Research carried out by Tucker and Lynch (2004) which discusses the potential use of lifestyle segmentation to achieve psychographic matching between hosts and guests, highlights social benefits such as the opportunity to meet people from a wide range of backgrounds and nationalities and the subsequent potential to exchange knowledge and develop long lasting friendships as key reasons for business. In a similar vein, Sweeney and Lynch (2009) also identified social motivations in their study of commercial home hosts and their relationship to the commercial home. A number of respondents were found to view the commercial home as "an attractive lifestyle, a way of meeting people and widening their social circle" (p.168). Bialski (2006) in her examination of online hospitality networks within the homestay sector found that host-guest interaction provides the opportunity to create social ties with others. Finally, McIntosh and Harris (2009) in their examination of the personal experiences of commercial home hosts also found that for many of the respondents, hosting provided an environment for wider social contact. This was perceived to be important as many indicated that they have a fairly small network of friends and/or family.

Ardvisson (2008) suggests that the desire for social interaction arises as a result of the ethical economy. The ethical economy is described by Ardvisson (2008) as the process "where value is related to social impact rather than monetary accumulation" (p.326). Ardvisson points out that "participants in social production are generally not motivated by monetary concerns" (p.326).

36

According to McIntosh, Lynch and Sweeney (2011) the ethical economy description resembles hospitality and hospitableness which they suggest is an important element of the commercial home appeal.

The literature also provides an indication that the perceived importance of social interaction with guests may be influenced by the life cycle stages of entrepreneurial families (Wilson 2007; McIntosh, Lynch and Sweeney 2011). Changes to their purpose for example looking after children have been shown to impact on an individual's desire for social interaction. Career changes have also been reported as impacting on an individual's social desires. McIntosh, Lynch and Sweeney (2011) for example in their study of commercial home hosting found that home hosting was a 'replacement' for former social networks, present in the previous occupation of the owner/operator. These changing motivations will be discussed in detail in section 2.10.

Social interaction has also been identified in the literature as important dimension in the expression of self. A detailed analysis of the literature which relates to the self will be presented in the following section.

### 2.9.3  The Self

The significant investment in the 'self' is a feature which has been identified in the entrepreneurship literature as an important dimension of the entrepreneurial context. A number of researchers have expressed an interest in the self-concept function of entrepreneurship (see for example Anderson 2000; Cope 2003). One reason for this interest has been the idea that values and beliefs, and personal, socio-cultural and situational factors (all of which define the self) contribute to the entrepreneurial process. Many of these studies draw on the social psychology literature to provide a comprehensive understanding of the 'self' and its component parts.

A small number of studies have also considered the notion of 'self' in the context of the small business (See for example Bird 1988; Krueger, Reilly and Carsrud 2000; Markman and Baron 2003). In the areas of hospitality and tourism the most notable research examples which consider the notion of 'self' can be found in the literature which refers to the commercial home. Sweeney and Lynch (2009) for example in their investigation of the host's relationship

with the commercial home suggest that " … having a family business or becoming a lifestyle entrepreneur can … help creatively express a person's identity" (p.161). They point out that by comparison, rarely does working for somebody else encourage individuals to prioritise their own lifestyle or self expression needs.

Porteous (1976) suggests that "[self] identity includes not only self-knowledge but also one's persona as recognised by one's fellows" (p.383). As such, individuals often seek or create social contexts in which they can express their identities and which in turn will provide self-confirming feedback as they may believe that they are worthwhile when they are admired or approved of by others (Vignoles, Chryssochoou and Breakwell 2002; Crocker 2002). Levine, Resnick and Higgins (1993) suggest that "a passive audience can enhance performance" (p.588). From a host's perspective, the commercial home has been identified as a vehicle for expressing identity where the guests are indispensible as an audience to admire the results (Lynch 2005; Di Domenico and Lynch 2007). Sweeney and Lynch (2007) illustrate this point. In a study which explores the host's relationship with the commercial home, they found that in many cases the home was a mirror of self with host's emotions and personal tastes reflected through artefacts and the decor within the home. According to Di Domenico and Lynch (2007) "such … artefacts provide the home with an active voice with which to communicate" (p.324-325) with the home space expressing individual tastes and identities which may be authentic or otherwise. Personalisation of the home therefore appears to enable the host to communicate and promote their identity to others. However according to Di Domenico and Lynch (2007) the authenticity of the image projected is determined by the host and this will undoubtedly be influenced by their motivations and objectives for business.

Recent studies have shown that the host determines not only the nature of the space within the home and the artefacts displayed within but also the way in which these spaces are used (see for example Wang 2007). Research has shown that the operation of a commercial home establishment involves commercialising at least some areas of home space for use by guests (Kozak 2010). Kozak (2010) suggests that "this challenges dualistic divisions of tourist and everyday spaces and contravenes the conventional notion of the

home as an everyday private space for family" (p.71).   As such, many commercial home owners, in a bid to preserve their privacy have been shown to implement boundaries and barrier lines to separate the public from the private.   Di Domenico and Lynch (2007) for example, in their study of host/guest encounters in the commercial home found that "hosts employ an array of mechanisms in order to achieve physical separation or emotional distance between the domains of home and work, due to the close proximity of the business sphere and the presence of the commercial guest as stranger" (p. 335).   These include dividing the home into distinct areas with those areas available for guest use clearly stated (Di Domenico and Lynch 2007; Sweeney and Lynch 2009).   These researchers suggest that "the way in which the host uses spaces of the property, which are guest areas or communal corridors, hallways or lounges, can reflect the extent to which these are regarded by the host as primarily business-orientated or an extension of the home domain" (Di Domenico and Lynch 2007 p.329).   Thus the interior of the property may be organised in such a way that not only enables the host to display their possessions to be appreciated by the guest but also marks the ownership of space through the use of signage or similar.   The degree of separation would however appear to depend upon whether the host views their business as a serious business or simply a home with an income (Di Domenico 2003).

Goffman (1959) in his study of a small hotel in Shetland used a front and back region concept to refer to the public and private areas within the home.   He suggests that homes are organised on a front-back axis whereby people act differently in different places within the house and according to which individuals are present at any particular time.   "Commercial hosting… [thus] seems to encourage the putting on of a performance" (Sweeney and Lynch 2007 p.106).   Di Domenico and Lynch (2007) point out that "the way in which the space within the home is adorned and presented affects the performance within it" (p.324).   According to Schreyagg and Hapfl (2004) these host performances involve moving from one role to another dependent upon the audience present.   Thus "…the presence of the guest influences and necessitates behaviour modification on the part of the host, even in the realms of the home sphere" (Di Domenico and Lynch 2007, p.332).   Within the context of commercial hospitality, the house has thus been identified as a means of projecting an image, the nature and authenticity of which is

determined by the host. It would therefore seem reasonable to assume that an individual's self view may be shaped by their business and thus business behaviour is represented in the self.

According to Heine, Markus, Lehman and Kitayama (1999 p.766) "People have a need to view themselves positively". As such, individuals will pay greater attention and show more confidence in information which supports a positive self-view (Vignoles, Chryssochoou and Breakwell 2002; Crocker et al 2006). Whereas negative comments and criticism will have the opposite effect. With regards to the small accommodation provider, Di Domenico (2003) in a study of guest house owner-occupiers discusses the impact of negative feedback in relation to the host and their relationship with their local tourist board. She found that many hosts have a largely negative relationship with VisitScotland due to the way in which quality assurance and grading inspectors criticised certain aspects of their homes. A similar study by Sweeney and Lynch (2009) also highlights a number of negative comments made by commercial home operators regarding their relationship with VisitScotland. Once again, these comments appear to have arisen as a result of negative comments regarding the commercial home and the way in which these owner/operators feel that VisitScotland do not take their values and beliefs into account. Di Domenico and Ball (2011) point out that "the proprietors identities are projected onto their Bed and Breakfast's physical space, framing service interactions. Its exposure to scrutiny creates vulnerability and anxiety which is intensified vis-à-vis the inspector". (p.21)

A small number of tourism and hospitality studies have also discussed the significance of the 'self' in relation to the individual's emotional attachment to their home. These studies appear to suggest that an individual's connection to the home usually arises as a result of the memories and the past experiences they associate with their home (See for example Sweeney and Lynch 2009). Accommodation provision has been identified as a means by which many owner/operators can maintain their home and thus maintain continuity in terms of the property and the physical location.

From the above, it is clear that the notion of self has been considered in relation to commercial hospitality with most scholars acknowledging that an

individual's self view may be shaped by their business. However, its apparent importance appears to be somewhat understated, particularly in relation to the individual's emotional attachment to the home. Taking this into account and considering the perceived importance of the small business in the self-affirmation process it is suggested that further research is needed in this regard. Further examples of lifestyle related motivations, as identified in the existing literature are provided in table 2.2.

**Table 2.2:  Lifestyle Motivations Identified in the Literature**

| | |
|---|---|
| Balance family life and work commitments | Ollenburg and Buckley 2007; Lashley and Rowson 2008; Sweeney and Lynch 2009; Claire 2012; Herslund and Tanvig 2012 |
| Earn a living doing something I enjoy | Sweeney and Lynch 2009; Claire 2012; Herslund and Tanvig 2012 |
| Need the additional  income | Ollenburg and Buckley 2007 |
| Freedom and Flexibility | Claire 2012; Herslund and Tanvig 2012 |
| Live in a desirable location | Sweeney and Lynch 2009; Claire 2012 |
| To continue living in current property | Stringer 1981; Ollenburg and Buckley 2007; Sweeney and Lynch 2009 |
| To be own boss | Lashley and Rowson 2008; Sweeney and Lynch 2009; Herslund and Tanvig 2012 |
| Always wanted to do this | Lashley and Rowson 2008 |
| Because of redundancy | Lashley and Rowson 2008 |
| Social relationships | Di Domenico 2003; Ollenburg and Buckley 2007; Sweeney and Lynch 2009 |
| Self expression/fulfilment | Ollenburg and Buckley 2007; Di Domenico and Lynch 2007; Sweeney and Lynch 2009; McIntosh, Lynch and Sweeney 2011 |
| Our neighbours have done it successfully | Ollenburg and Buckley 2007 |

## 2.10 Changing Motivations

As noted above, motivations are determined by the personal attributes and the circumstances of the individual, that is, they are contingent and context dependent (Versantvoort and Van Der Laan 1997; McIntosh and Harris 2011). The evaluation of the potential rewards associated with lifestyle attributed businesses varies. This is because as previously indicated, "people differ in their willingness and abilities to act on … opportunities because they are different from each other" (Shane, Locke and Collins 2003 p.259). "Individuals with, for example, the same income level, gender, ethnicity and living in the same … [area] behave differently because, having different lifestyles, they value … variables differently" (Versantvoort and Van Der Laan 1997, p.6).

Jayawarna, Rouse and Kitching (2013) draw particular attention to these differing entrepreneurial motivations and the ways in which the relationship between the entrepreneur and their business changes during the entrepreneurial process. They suggest that motivations develop dynamically in relation to career, household and business life courses. As such, they suggest that the study of entrepreneurial development is important to provide a broader understanding of the entrepreneurial process. Claire (2012) applies this life course perspective in a study of lifestyle business owners. She discusses individual life stages from a lifestyle perspective, drawing particular attention to the impact of generational differences and relational values on entrepreneurial motivations overtime. Elder (1998 p.3) suggests that adopting this life course perspective pushes researchers to "think holistically about lives and development over time and across changing contexts" (the literature pertaining to entrepreneurial context will be presented in section 2.11.1).

Given the perceived importance of this life course perspective in the study of lifestyle entrepreneurship and the small business, it is interesting to observe that within the field of tourism and hospitality, (which features a large proportion of the lifestyle studies undertaken to-date) whilst a number of studies have addressed this life course perspective, a larger number have failed to take this into account.

In one of the few studies to address the changing motivations of lifestyle attributed entrepreneurs, Lynch (1998) identified the life cycle of the family as an organisational unit, as being of key importance, as lifestyle motives are dependent upon the family life cycle stage that may be both negative and/or positive over time. McIntosh, Lynch and Sweeney (2011) in their study of home hosting also refer to the changing motivations of the entrepreneur in terms of their desire for social interaction. These studies would appear to indicate that the extent to which individuals are motivated by lifestyle factors will vary in frequency and intensity during an individual's lifespan. However it is argued that further research is required in this area to provide a clearer understanding of how and why these individual motivations vary over the life span and the subsequent impact of life stage on lifestyle activity.

## 2.11  The Macro Environment

As previously discussed, there has been a steady growth of research into the motivations of small tourism business entrepreneurs during recent years. A number of these studies have suggested that entrepreneurial behaviour is not only the result of human action, external factors such as prior exposure to entrepreneurial activity and the actions of family members etc also play a key role (See for example: Herron and Sapienza 1992; Laverie, Kleine and Kleine 1993; Lawson et al 1997; Vyncke 2002 and Baron 2004). According to Krueger (2007 p.123) the entrepreneur may have "some innate 'hard wiring' but expertise appears to be learned". Thus "whilst successful entrepreneurs come from varying backgrounds and environments, an upbringing where parents are self-employed or in business does give a certain conditioning" (Rimmington, Williams and Morrison 2012 p.x). Similarly, Douglas and Shepherd (1999) note that "…entrepreneurs are a product of their upbringing, and as a corollary, it is difficult or impossible to learn to be an entrepreneur if one was not lucky enough to inherit the right kind of parents" (p. 233). Szivas (2001) points out that "the experience of, or proximity to, entrepreneurs can inculcate not only salient skills but also appropriate values and consequently aspirations" (p.165). However, research has also shown that an individual will only undertake a task if they have sufficient confidence in their own ability to succeed. Many factors have been shown to impact on the confidence of the individual, not least feedback from family members (Benabou and Tirole 2003). Marcketti, Niehm and Fuloria (2006) for example, in their study of

lifestyle entrepreneurship and the relationship to life quality found that "families helped directly and indirectly as sources of support, frequently aiding business decisions" (p. 256).

Family background and the social environment would thus appear to precipitate entrepreneurship however, other experiences in life such as previous work experience, previous life path changes, location etc, have also been suggested as important predictors of vocational preference (Krueger 2007).  Returning to the research of Marcketti, Niehm and Fuloria (2006) these researchers found that life events often act as triggers for entrepreneurial activity, providing "insight and learning that … [can be] transformed into valuable business resources" (p.256).  Hollick and Braun (2005) point out that this supports the notion that lifestyle motives among tourism entrepreneurs are a deliberate life choice as opposed to being influenced by industry activity and employment market forces.  However a number of researchers have argued that it is not so much experience that matters but simply ease of access.  According to Hollick and Braun (2005) ease of entry into the tourism industry is a key factor of becoming a tourism entrepreneur.  The low barriers to entry, few skills required and the lack of restrictions and regulations within the tourism industry enables individuals to enter the industry with relative ease, resulting in the creation of a large number of small and micro businesses which are owned and operated by individuals and families (Getz and Carlsen 2005).  Bowen, Lockwood and Jones (2004) support this notion, suggesting that it is these "…low barriers to entry within the hospitality and tourism industry [which] ensure a continuous supply of new businesses" (p.8) with many entrepreneurs only entering the tourism industry as it requires only a basic level of skills to do so.  It has therefore been suggested that lifestyle entrepreneurship not only depends on the individual's character and background but also the environment within which they operate.

Hollick and Braun (2005) suggest that the lack of barriers to entry, accompanied by the lack of skills among industry entrants has consequences for the destination as a whole.  In a study which examines the nature of the tourism entrepreneur and their entry into tourism entrepreneurship their findings indicate that new tourism entrepreneurs have "no formal business

skills, no management background, insufficient capital and no prior industry experience" (p.6). This lack of planning and the resulting mediocre performance, they suggest is an outcome of lifestyle choice (Hollick and Braun 2005). Lifestyle thus determines the way in which the owner/operator runs their business.

It is generally argued that as lifestyle entrepreneurs are motivated by non-economic goals, they constrain economic and tourism development. Rimmington, Williams and Morrison (2012) point out that it is common for these small firm owners to create a business then simply maintain it as opposed to seeking growth and expansion. According to Goulding Baum and Morrison (2004) it is this reluctance to go beyond a certain size which may be problematic for destination areas. Morrison, Baum and Andrew (2001) point out that it does not necessarily mean that these businesses will operate to inadequate professional standards however, it does suggest that the owners may lack motivation to go beyond the economic boundaries, which already generate adequate lifestyle profits thus contributing little to destination development as a whole. Further, Dewhurst and Horobin (1998) point out that these small businesses regularly face problems of long-term survival which they suggest can "jeopardise seriously the economic health and the social fabric of those communities, resorts and regions which are becoming increasingly reliant upon tourism and hospitality-related activities" (p.33). According to Holllick and Braun (2005) "if a tourism business fails that will have a negative impact on the destination as a whole, as visitors can no longer choose that experience" (p.10). Altejevic and Doorne (2000) on-the-other-hand argue that lifestyle entrepreneurship can play a significant role in the economic development of an area. In a study of lifestyle entrepreneurs in the Waitomo region of New Zealand these researchers found that the initial success of lifestyle entrepreneurship in the region had a knock-on effect, resulting in its replication by a further group of entrepreneurs who were attracted to the region, largely motivated by an already identified market opportunity. These authors argue that the rejection of a clear profit and growth orientation, "does not necessarily result in financial suicide or developmental stagnation but rather it provides opportunities to engage with 'niche' market consumers informed by values common to themselves within rapidly segmenting markets" (p. 378).

In focusing on individual motivations, researchers have thus learned much about the reasons why individuals choose to engage or disengage in particular entrepreneurial activities and how an individual's goals relate to their achievement behaviours. Knowledge of the factors associated with entrepreneurial motivations can also have practical significance. For example, it can be used as a tool to identify the unique values, attitudes and needs which drive entrepreneurial behaviour and thus provide tourism planners with the opportunity to improve industry performance through the development of entrepreneurial guidance and assistance programmes.

### 2.11.1 Entrepreneurial Context

Skokic and Morrison (2011) suggest that the "understanding of entrepreneurship can be further enhanced if theories are contextualised within a specific setting and industry sector and … [the] 'drilling down' model [is applied] in investigating tourism entrepreneurship" (p.158). These researchers applied this model to their study of tourism entrepreneurship within the former socialist countries, particularly focusing on Croatia. Unlike many of the previous studies of tourism entrepreneurship, this research revealed the non-existence of the lifestyle entrepreneur. However, the researchers point out that unlike western economies, the entrepreneurs in this study operate in an environment which is not conducive to entrepreneurship. This, they argue is reflected in entrepreneurial behaviour, most notably how they perceive smallness: smallness is viewed as a barrier which limits the range of services they can provide; furthermore, they do not employ family members, but instead seek educated qualified employees. These researchers therefore point to the need to recognise sectoral and geographical differences when researching tourism entrepreneurship. They conclude that "understanding lifestyle entrepreneurs is best understood by reference to the cultural, industry setting and organisational context within which they are embedded" (p. 178). In a similar vein, Thomas (2013), summarising the work of various scholars (Shaw and Williams; Gartner; Morrison and Teixera, Rogerson; Hall and Rusher; Kommpula), suggests that whilst "lifestyle motivations predominate in the tourism sector … lifestyle needs to be conceptualised in a manner that recognises the influence of sub-sector … cultures, location and domestic circumstances" (p. 10).

Only two other studies have noted the non-existence of the lifestyle entrepreneur within the tourism and hospitality sector. Glancey and Pettigrew (1997) in a study concerning small hotel entrepreneurs in Scotland highlight the notable absence of the lifestyle entrepreneur. They suggest that the economic environment within which the hotels were operating had resulted in hotel owners adopting a business-orientated approach to ensure the success or at least the survival of their firm. As such, they note that "any general conclusions [drawn from this study] must be guarded" as this is "a study of one small area and claims cannot be made as to how typical the … sample is of the small hotel sector generally" (p.23). A further study by Buick, Halcro and Lynch (2000) concerning small Scottish hotel proprietors also revealed the non-existence of the lifestyle entrepreneur with the findings indicating that the respondents in this study were significantly interested in profit and growth as opposed to lifestyle issues. However, in a similar vein to the study undertaken by Glancey and Pettigrew (1997) mentioned above, this study was also defined by the industry sector and geographical location within which the study was undertaken. These studies therefore support the notion that entrepreneurial behaviour is influenced by the economic, social and cultural environment within which the individual operates (Skokic and Morrison 2011). Skokic and Morrison (2011) point out that it is important to take into account [these] sectoral characteristics as they "might play an important role in explaining the behaviour and development of the small business …" (p.161).

Thus, whilst the findings from these studies provide a valuable insight into the concept of lifestyle entrepreneurship, they are generally not transferable as they are defined by the industry sector and the economic and social environment within which the individual operates. These findings further emphasise the fact that lifestyle is an elusive concept, which is "interactive and interdependent will all other domains of the … [individual's] life" (Marcketti, Niehm and Fuloria 2006 p.255). Skokic and Morrison (2011) note that "… entrepreneurial activity is conditioned by a vast number of factors, including the structure and ideology of the society within which the entrepreneur acts, specific circumstances of the industry sector, and the personal characteristics of the entrepreneur operating the business" (p.2). Thus "when the world of tourism entrepreneurship is investigated, different

interpretations of world conditions are revealed, demonstrating the existence of complex micro-worlds" (Carmichael and Morrison 2011 p.117).

Given this perspective, it would appear that it is necessary to identify how individual motivations, expectations and ambitions influence the notion of lifestyle entrepreneurship to gain an understanding of the context and meaning of the lifestyle approach to business. Shane, Locke and Collins (2003) suggest that human motivations will influence who pursues entrepreneurial opportunities and how people undertake the entrepreneurial process. However, following the advice of Skokic and Morrison (2011), consideration should also be given to the economic and social environment within which the individual operates.

## 2.12 Chapter Summary

This chapter has reviewed the literature from two important research fields (tourism and hospitality and, entrepreneurship and the small business) and has also given consideration to the social psychology literature to provide an overview, and to gain an understanding of the nature of the lifestyle concept in the context of the small business. Researchers have noted the difficulty of developing an all encompassing definition of lifestyle as it is recognised that lifestyle is a complex and subjective issue, dependent upon the characteristics of the individual, including their social background and the economic and social environment within which they operate. Previous research has addressed this complexity by identifying various factors which can be attributed to lifestyle entrepreneurs. Such factors include: the desire for freedom and flexibility; the opportunity for social interaction and the opportunity for self expression and fulfilment. Much of this research can be found in the areas of tourism and hospitality with qualitative data gathering resulting in numerous detailed studies of the 'lifestyle' entrepreneur. Previously, a great deal of attention was given to understanding the factors which influence an individual to start a business, however more recently, studies have emerged which examine the key elements of lifestyle entrepreneurship, thus highlighting the factors which appear to define the lifestyle entrepreneur.

Although the idea of a lifestyle business has emerged in the entrepreneurship and small business literature, the topic is very much in the early stages of entrepreneurial research. As such this creates the opportunity for this detailed work. It is interesting to note that in building a learning perspective of lifestyle entrepreneurship, a number of key issues, as identified in the entrepreneurship and small business literature have been relatively under researched in the areas of tourism and hospitality and vice-a-versa. The entrepreneurial literature for example refers to the changing relationship between the entrepreneur and their business during the entrepreneurial process. Only a very small number of tourism and hospitality studies have considered the same. Thus there appears to be a large gulf in the degree of interest between these two disciplines regarding this issue. Further, whilst the notion of self has been considered in relation to commercial hospitality, (See for example Lynch 2005 and Sweeney and Lynch 2009), its apparent importance appears to be somewhat understated, especially considering the perceived importance of self in the entrepreneurial process. It is therefore suggested that further research is required in this regard, particularly in relation to the importance of the self in the self-affirmation process.

An important contribution of this research is to broaden the current understanding of individual motivations and their experience of the lifestyle concept in the context of the small business. However it is suggested that it in order to enable a conceptualisation of lifestyle as a whole, it is necessary to integrate the literature from the tourism and hospitality sector into the entrepreneurial domain to enable a conceptualisation of lifestyle as a whole and to place the component parts (e.g. studies of the commercial home), which have been well articulated in the literature into a broader understanding of lifestyle businesses. Further, with regards to the notion of self, as the foregoing discussion indicates, the 'self' appears to feature heavily in the social psychology literature. As such, this study will utilise the literature in this area as it is suggested that giving social psychology research a role in the current study will enable a more comprehensive understanding of the significance of self in lifestyle businesses.

**Chapter 3: Methodology and Research Design**

**3.1 Chapter Introduction**

The purpose of this research is to gain an understanding of the meaning and experience of a lifestyle approach to business with particular reference to the Bed and Breakfast accommodation sector. The research strategy will be a qualitative one, useful for providing an in-depth understanding of individual actions and behaviour.

The literature review has demonstrated that the lifestyle concept has become popularised during recent years, both academically and as a practice. However the focus of the work in the qualitative tradition is on describing lifestyle businesses and lifestyle entrepreneurship (See for example Marcketti, Niehm and Fuloria 2006). There appears to be a lack of empirical work which examines the antecedents to lifestyle entrepreneurship, particularly within the entrepreneurship and small business domain. Of the work which does exist, the majority can be found in the areas of tourism and hospitality. It is suggested that it is necessary to consider these factors in detail to help better explain the lifestyle concept, its processes and outcomes. As indicated in chapter one, this work thus seeks to determine:

1. Why individuals choose to become individual owner/operators (as opposed to employees in more traditional industries)?
2. What behaviours constitute lifestyle entrepreneurship?
3. To what extent does the lifestyle approach influence individual behaviour?
4. What are the implications of the lifestyle approach in terms of the possible impact on business operations?

In doing so, this research aims to provide an in-depth understanding of individual motivations, business practices and their experience of the lifestyle concept. As such, this work will build on the more recent qualitative work which addresses lifestyle issues in the context of the commercial home (See for example, Sweeney and Lynch 2007, 2009).

The significance of this research is that it will provide an insight into the impact of the lifestyle attitude on small-scale tourism accommodation operations. This information will provide a fuller appreciation of the various aspects of lifestyle businesses and develop an enhanced understanding of lifestyle theory. The research strategy will use qualitative techniques which allow respondents to speak about their own experiences in their own words, thus enabling the researcher to gain a clear and accurate understanding of the lifestyle concept, its issues and processes.

## 3.2 Tourism Research

Traditionally, tourism studies were characterised by heavy and consistent quantification. With extensive quantitative research (also referred to in the literature as the positivist approach), the aim is to collect facts, describe trends and study relationships between them. Often, the researcher will measure the strength of trends and relationships using statistical analysis. In doing so, the researcher is attempting to answer questions such as who, where and when (Cooper, Fletcher, Gilbert and Wanhill 1998). Answers to these questions are often sought through the use of questionnaires in which each respondent is asked the same questions (Holloway and Robinson 1995). These questionnaires are regarded as a useful tool for obtaining descriptive data, however recent research suggests that they may have less utility with why questions (attitudes, opinions and beliefs) and as such fail to address questions of understanding and meaning (Holloway and Robinson 1995; Walle 1997; Riley and Love 2000; Yates 2003). This has resulted in the recognition and incorporation of various different methods of qualitative enquiry. Qualitative analysis is used to explore a particular issue in-depth rather than simply measuring it. More specifically, this type of research seeks to gain an understanding of people, events and situations. It is used to explain why people behave or act in a particular way and often includes obtaining the opinions of others to provide an understanding of how they perceive the world around them (Corbin and Strauss 1998; Riley and Love 2000; Phillimore and Goodson 2004). Corbin and Strauss (1998 p.1) define qualitative analysis as "a process of examining and interpreting data in order to elicit meaning, gain understanding and develop empirical knowledge". According to Riley and Love (2000 p.169), when compared to quantitative research, "qualitative research offers a different way of knowing, suggesting a different way of viewing the

world". The basic assumption is that to completely understand a situation/incident/event, it must be viewed in its entirety as opposed to analysing data from parts of it and in doing so, perhaps missing important aspects of a complete understanding of the whole (Riley and Love 2000). Denzin and Lincoln (1994) suggest that qualitative research is "multi-method in focus, involving an interpretive, naturalistic approach to its subject matter" (p.2). According to Riley and Love (2000), "the context and the associated interactions of the natural surroundings are crucial because they shape the entity being studied" (p.168). Qualitative research therefore adopts a holistic view to explore the richness, depth and complexity of real-life processes. From this perspective, qualitative research is regarded as distinct from quantitative research as it does not produce measureable findings; quantification is not an essential part of the research process (Burns and Holden 1995; Phillimore and Goodson 2004).

Qualitative research as an alternative research method is now gaining wide acceptance within mainstream research as opposed to being viewed as an addition to quantitative work (Phillimore and Goodson 2004). In many qualitative studies, data is gathered from interview transcripts from open-ended interviews. Other methods of qualitative enquiry include focus groups, case studies, conversation and participant observation. These methods have all become popular tools for collecting data, rich in detail (Shaw 1999). As such, they are deemed particularly useful method by which the researcher can gain an understanding of individual experiences and views as encountered in real-life situations (Hewitt-Taylor 2001). Sherman and Webb (1988) point out that "qualitative research implies a direct concern with experience as it is lived, felt or undergone" (p.7). They continue "qualitative research then, has the aim of understanding as nearly as possible as its participants feel it or live it" (p.7). Qualitative techniques are therefore conducive to research which aims to understand human experiences (Myers 2002). According to Myers (2002) "a major strength of the qualitative approach is the depth to which explorations are conducted and descriptions are written, usually resulting in sufficient details for the reader to grasp the idiosyncrasies of the situation" (p.3).

Much of the early work relating to tourism was initiated through qualitative research. Examples include investigations into class and leisure (MacCannell 1976; Cunningham 1982), host/guest relations (Cohen 1971; 1973; Smith 1977), the impact of tourism on cultural identity (Greenwood 1977) and influences on indigenous arts and crafts (Graburn 1976). However, Cohen (1988) is critical of the rigour of the methodology used in these early studies. He states that "not only were their research methods often ill-defined and their data unsystematically collected, but even their definition of theoretical concepts, and the operationalisation of the latter, leaves much to be desired" (Cohen 1988 p.30). Riley and Love (2000 p.165) suggest that this is perhaps because [these] researchers were "less familiar with qualitative methods than researchers are today, and …[the] techniques [used] were less well defined during this period".

Much of this early work occurred as a follow-on from research by sociologists and anthropologists and as such was published mainly in non-tourism journals (Dann, Nash and Pearce 1988; Riley and Love 2000). Riley and Love (2000) suggest that this was possibly due to a limited response by tourism reviewers, lack of interest in describing the subject area in other ways or a lack of knowledge regarding the existence of tourism journals. Research that was published in tourism journals at this time were mainly positivist in nature, relying mainly on surveys, providing quantifiable results (Decroup 1999; Riley and Love 2000). Typical articles focused on determining economic impacts (Farver 1984; Kottke 1988); gauging tourist flows (Pearce and Grimmeau 1985); segmentation strategies (Bryant and Morrison 1980; Perdue 1985) and developing psychometric scales (Schreyer and Roggenbuck 1978). There was a widespread belief among many tourism researchers that statistical methods were necessary for progress in the field of tourism research.

An increasingly popular method of collecting data and one which is often used to group individuals into broad typology groupings is questionnaire-based survey research. The earliest model, and one that continues to form the basis of tourism typology theory was established by Plog (1973). However, according to Walle (1997) the field of tourism has suffered as a result of researchers embracing shallow and counterproductive typologies. Walle refers to research carried out by Lowyck, Langenhove and Bollaert (1992) which

enquires, when examining tourist typologies which exist in the literature, whether the typologies identified provide an explanation of an individual's behaviour or whether they are a creation of the author who developed the typology. Lowyck, Langenhove and Bollaert (1992) suggest that "people are complex and it may therefore not be possible to describe adequately all their behaviour in terms of a single simple category" (p.13). Quantitative methods continue to be an important aspect of many tourism related studies as they allow researchers to collect and analyse data within a pre-determined framework (see for example Connell and Lowe 1997), however researchers are now beginning to recognise that this approach is sometimes inadequate. As such they are increasingly turning their attention to more qualitative methods of analysis.

Decrop (1999) points out that qualitative methods are occasionally used prior to the implementation of quantitative techniques. For example Lawson, Williams, Young and Cossens (1998) used both qualitative and quantitative methods in analysing New Zealand residents' perceptions of the impacts of tourism. The qualitative phase of their research involved a series of focus group interviews which took place at a number of locations throughout New Zealand. This stage of the research was undertaken to gain an understanding of the attitudes and opinions of local residents and to identify common themes in responses which could then be incorporated into the questionnaire design. Walle (1997) notes that the reason quantitative methods are being supplemented with more qualitative methods is because quantitative methods are often incapable of dealing with some of the vital problems facing tourism researchers. Denzin and Lincoln (1994) point out that that qualitative research is important in providing a different perspective of phenomena than that provided by a positivist perspective alone. Qualitative research as an alternative methodological approach has now gained wide acceptance within mainstream research (Phillimore and Goodson 2004) as an increasingly valuable and credible method by which to gain an understanding of individual experiences from a personal viewpoint and to explore issues in-depth (Burns and Holden 1995; Walle 1997; Hewitt-Taylor 2001; Phillimore and Goodson 2004). Qualitative techniques currently employed in tourism research include, amongst others: comparative methodologies such as lesson drawing (Baum 1999; Baum and Hagen 1999); ethnographic field research (Payne-Daniel

1996); the means-end approach (Klenosky 2002; Nunkoo and Ramkissoon 2009); in-depth interviews and focus groups (Brunt and Courtney 1999; Lawson, Williams, Young and Cossens 1998).

## 3.3 Entrepreneurship and Small firm Research

In the past, entrepreneurship and small firm research was dominated by quantitative analysis (See for example Churchill and Lewis 1986; Roessl 1990 and Aldrich 1991). However, recent years have witnessed an emerging preference for qualitative methods of collecting and analysing data. These qualitative methods are increasingly being adopted in response to the failure of quantitative methods in addressing new theory development (Fillis 2006). As Shaw (1999 p.60) points out "small firm research involves the study of human action and behaviour, it is essentially concerned with the nature of reality in the social world". Continuing, she points out that "in contrast to the natural, the human 'subjects' of the social world possess the ability to think for themselves, comprehend their own behaviour and have an opinion about the social world they are part of" (p.60). In this light, Bygrave (1989) recommends that a qualitative approach is appropriate for small firm research. He suggests that the "emphasis … should be on empirical observations with exploratory, or preferably grounded research rather than testing hypotheses deduced from flimsy terms" (p.23). In-depth interviews, participant observation and conversation have all subsequently become popular means of collecting rich and detailed information about small firms (Shaw 1999).

## 3.4 Research Philosophy

Given that this research is concerned with human action and social meaning, in order to understand the lived experience of others, a qualitative approach was identified as the most appropriate methodology. Thorne (2000) points out that the data analysis is the most complex stage of a qualitative study. According to Hill and Wright (2001), the qualitative approach is based on a number of important assumptions. First the ontological dimensions need to be considered. Ontology is concerned with "how people view their world and consider what they see as reality" (Hill, McGowan and Drummond 1999, p. 74). There are two key positions to ontology: objectivism and subjectivism. Objectivism "portrays the position that social entities exist in reality external to social actors concerned with their existence" (Thornhill, Lewis and Saunders

2007, p.108) whereas subjectivism implies that "social phenomena are created from the perceptions and consequent actions of these social actors concerned with their existence" (Thornhill, Lewis and Saunders 2007, p.108). As this research is concerned with human action and social meaning, an appraisal of the subjective expressions of meaning given by the respondents was necessary in order to fully understand the lived experience of others.

To secure an in-depth understanding of the subject in question, the epistemological stance of the researcher must be taken into consideration (Hill, McGowan and Drummond 1999). Epistemology concerns what constitutes knowledge pertinent to a given area of study (Saunders, Lewis and Thornhill 2007). Numerous researchers have advocated the benefits of an interpretivist approach to aid in the understanding of human action and social meaning. Saunders, Lewis and Thornhill (2007) define interpretivism as "an epistemology that advocates that it is necessary for the researcher to understand the differences between humans in our role as social actors" (p. 106). They suggest that "this emphasises the difference between conducting research among people rather than objects …" (p.106). According to Roth and Mehta (2002) "the interpretivist approach does not seek an objective truth so much as to unravel the patterns of subjective understanding. The latter assumes that all versions of the truth are shaped by the viewers perceptions and understanding of their world" (p.131). Thus the "challenge here is to enter the social world of our research subjects and understand their world from their point of view" (Saunders, Lewis and Thornhill 2007, p.107).

Given the stated understanding of the importance of individual motivations in small tourism business operations, the epistemological position advocated necessitated minimising the distance between the researcher and the respondents. The epistemological stance was therefore interpretivist. Close interaction with individual respondents was maintained in order to understand, describe, and explain social process from the perspective of study participants.

In the context of the current study, adopting an interpretivist approach to research provides an understanding of the subjective meanings motivating the actions of the study respondents. This enables an understanding of individual

actions and the value the individual attaches to these actions in a way that is meaningful.

Having acknowledged the dimensions of the qualitative research process, it is now important to address the data collection methods used and the sample size.

## 3.5  Data Collection Method and Sample Size

The research design had to be flexible enough to explore the topic of lifestyle entrepreneurship and to generate an in-depth understanding of the nature of the lifestyle concept, its processes and outcomes.  Qualitative research was therefore identified as an appropriate methodology.  One reason for this is that the study of lifestyle entrepreneurship involves exploring the experiences of others which cannot be reduced to numerical values using statistical analysis. Thus it was felt that qualitative research would provide a more in-depth approach than a quantitative one which would yield limited information.

In order to identify the areas for detailed research a background exploration of relevant literature was carried out.  The purpose was to obtain information about previous studies and the context in which Bed and Breakfast owner/operators operate.  This was followed by a preliminary investigation into the nature of Bed and Breakfast accommodation operations in Scotland. This stage of the research was conducted by means of a pilot study.  This involved interviewing five Bed and Breakfast owners/operators.  The purpose of carrying out these interviews was to identify any weaknesses in the research design and to highlight any amendments or additions required before the main phase was undertaken.  From this study, together with an extensive literature review into entrepreneurship and small hospitality businesses, the key areas for investigation were identified.

Maximum variation was employed as an initial sampling strategy for the purposeful sampling of information-rich cases within this study.  As Coyne (1997) notes "information-rich cases are those from which one can learn a great deal about issues of central importance to the purpose of the research" (p.624).  Maximum variation was therefore used to obtain data from a wide range of Bed and Breakfast accommodation providers (e.g. urban/rural;

male/female), thus providing a spectrum of positions and perspectives in relation to lifestyle entrepreneurship in the Bed and Breakfast accommodation sector.

The next stage of the primary research involved semi-structured face-to-face interviews with a cross section of Bed and Breakfast accommodation owners across North East Scotland. This exploratory research consisted of in-depth interviews with a further ten Bed and Breakfast proprietors. The respondents were identified from a search of internet sites promoting Bed and Breakfast accommodation (e.g. www.visitscotland) and included males and females of various ages. Potential respondents were contacted by telephone to schedule a date and time to conduct a research interview. The interviews were carried out at the respondent's home and ranged between thirty minutes and one hour and thirty minutes in length with the majority lasting approximately one hour. Each respondent was assured of confidentiality and a certain degree of anonymity was achieved by using only first names as a point of reference. Respondents were asked to comment on their initial reasons for business, their approach to business, their relationship with their customers and competitors and their interaction with public and private sector organisations (see appendix 1 for interview guide). To ensure accuracy in transcription and with the consent of the respondents, all of the interviews were recorded using a digital voice recorder. Only a few key-word notes were taken during the interview itself. These notes were later checked against the voice recording. Using the voice recorder meant that the researcher could pay close attention to the interviewee and gauge their response. The main objective of these interviews was to explore the topic of lifestyle entrepreneurship in-depth whilst allowing the respondent to be guided, but also to enable the respondent to freely discuss their experience in their own words. Respondents were given the opportunity to reflect on and add to any issues which arose during the interview. Findings collected from this initial sample were used to inform the subsequent telephone interviews.

Following the preliminary analysis of the interview data, fifteen telephone interviews were conducted in order to develop the previous data. However one interview was discarded as it became apparent during the course of the conversation that despite the property being advertised as a Bed and

Breakfast, due to the number of guest rooms available, the property would in fact be deemed as a guest house (VisitScotland define a Bed and Breakfast as: "accommodation operated within the owners home with no more than six bed spaces which may or may not serve an evening meal" www.visitscotland.com/quality-assurance/accommodation-types).    With the consent of the respondents, the telephone interviews were also recorded.  A summary of the interviewees showing their location, number of letting rooms, gender and age range is given in table 3.1.

**Table 3.1: Summary of Interviewees**

| Total Interviews | 29 | |
|---|---|---|
| Location | Highlands (7) | |
| | Scottish Islands: Outer Hebrides; Shetland; Skye (3) | |
| | Aberdeen City  (2)  Aberdeenshire (7) | |
| | Fife (1) | |
| | Angus (1) | |
| | Perthshire (2) | |
| | Edinburgh (2) | |
| | Greater Glasgow and the Clyde Valley (2) | |
| | The Borders (2) | |
| Number of letting rooms | 1    (1) | |
| | 2    (11) | |
| | 3    (10) | |
| | 4    (4) | |
| | 5    (2) | |
| | 6    (1) | |
| Gender | Male (2) | |
| | Female (18) | |
| | Couples (9) | |
| Age Range | <24 | 0 |
| | 25-34 | 1 |
| | 35-44 | 4 |
| | 45-54 | 9 |
| | 55-64 | 10 |
| | 65+ | 5 |

As the study progressed, it was possible to confirm or disconfirm cases through a process of discriminate sampling. Discriminate sampling was used to maximise the opportunity for comparative analysis of the data. This involved the identification of particular cases which had the potential to undermine the existing categories. For example, the initial face-to-face interviews indicated that Bed and Breakfast accommodation provision is gender skewed towards women (all of the respondents were female or couples). Therefore, a deliberate attempt was made in the latter stages of the research process to interview male Bed and Breakfast owner/operators. However it was found that there were no significant differences as a result of gender differences although male respondents did appear to place greater emphasis on the need to assert a strong personal identity when compared to their female counterparts. The purpose of this final sampling phase was to seek emerging categories through the identification of cases which had the potential to be 'different' from previous cases. This included the identification of a property which had been purpose built by award winning architects and a Bed and Breakfast property which, when compared to others had very little in the way of advertising. In the case of the former, the data gathered confirmed the findings from the face-to-face interviews, namely that Bed and Breakfast accommodation provision is on occasion viewed as means by which the individual can assert a strong personal identity which they experienced in their former employment situation. In the case of the latter, the only obvious difference when compared to previous cases was the absence of leisure tourists (the business market was their main source of income) however there were no significant differences in the data collected. Discriminate sampling therefore enabled the testing and validation of the previous categories and also highlighted those which were in need of further refinement. Neergaard and Ulhoi (2007) point out that discriminate sampling is often used in research to "maximise opportunities, for verifying the storyline, [to identify] relationships between categories and for filling in poorly developed categories" (p.270). This process of repeatedly testing the categories ensured that the categories are a valid and robust representation of the individual perspectives of Bed and Breakfast owner/operators. In collecting and interpreting the data about each of the categories, a point of diminishing returns was reached. At this point, the interviews were adding nothing to what was already known

about the category and as such, the interviews had generated sufficient data to saturate the categories.  The research process is shown in figure 3.1.

**Figure 3.1:  Research Process**

```
┌──────────────┐                          ┌──────────────┐
│ Preliminary  │◄────────────────────────►│              │
│ Interviews   │                          │              │
└──────────────┘                          │              │
       │                                   │              │
   Sampling Strategy                       │              │
       │                                   │              │
       ▼                                   │              │
┌──────────────┐                          │              │
│ Face-to-face │◄────────────────────────►│ Data set for │
│ Interviews   │                          │ analysis     │
└──────────────┘                          │              │
       │                                   │              │
  Discriminate Sampling                    │              │
       │                                   │              │
       ▼                                   │              │
┌──────────────┐                          │              │
│ Initial      │◄────────────────────────►│              │
│ telephone    │                          │              │
│ interviews   │                          │              │
└──────────────┘                          │              │
       │                                   │              │
   Extreme cases                           │              │
       │                                   │              │
       ▼                                   │              │
┌──────────────┐                          │              │
│ Final        │◄────────────────────────►│              │
│ telephone    │                          │              │
│ interviews   │                          │              │
└──────────────┘                          └──────────────┘
```
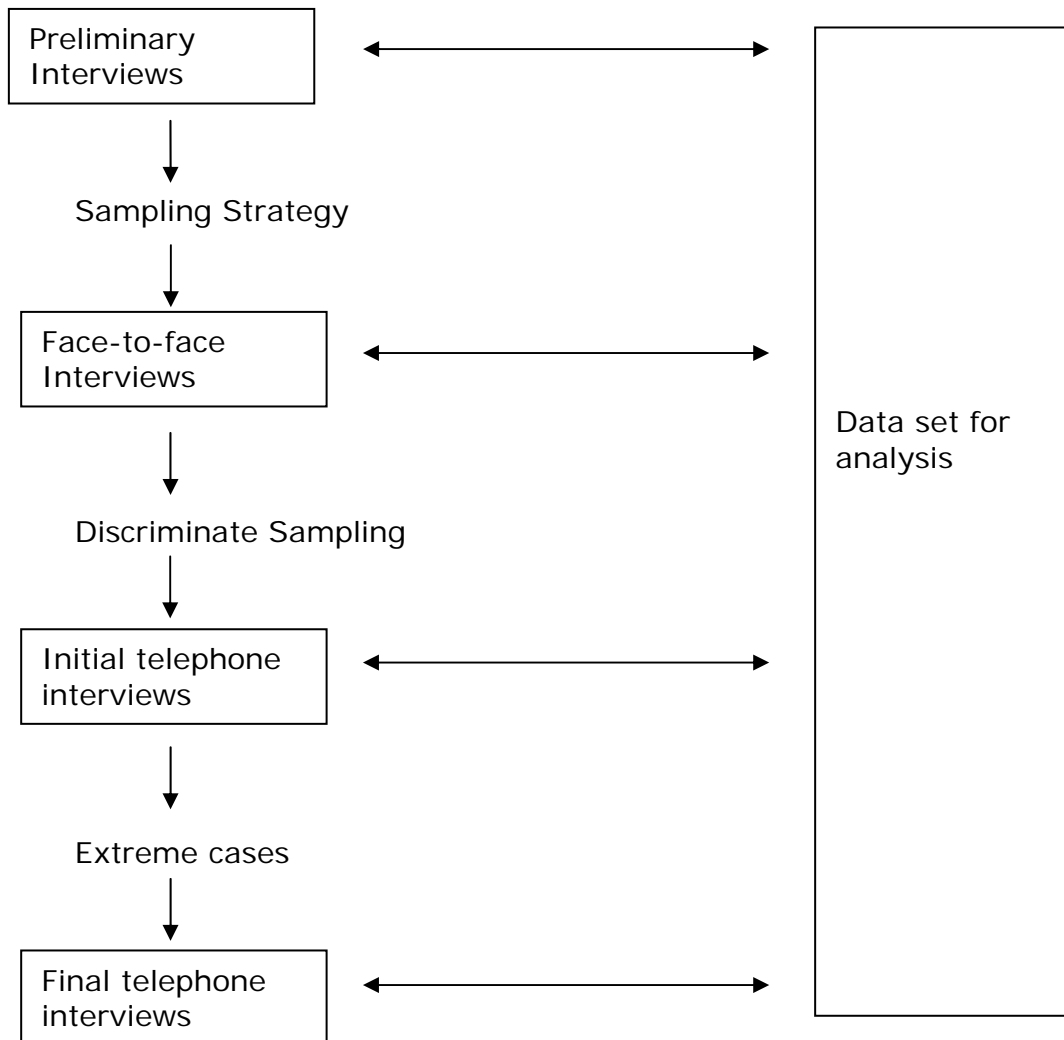
### 3.5.1  Interview Style

As the study questions require an in-depth exploration of owner/operator motivations and behaviour, semi-structured interviews were preferred rather than more artificial structured interviews.  Listening to the stories of the Bed and Breakfast proprietor in a relatively unstructured interview provided the best opportunity for understanding lifestyle entrepreneurship in the Bed and Breakfast accommodation sector.  Oppenheim (1992) points out that semi-structured interviews enable the interviewer to develop a set of questions however they are free to change the order of the questions, based upon their opinion of what seems most appropriate in the context of the conversation. The interviewer is therefore simply guided by the interview schedule and can

change the order of the questions, alter the way the questions are worded, give explanations, omit particular questions which seem inappropriate or include additional ones (Ryan 1995; Yates 2003). Further whilst enabling the researcher to ensure that all the relevant matters are discussed, the semi-structured interview also enables the interviewee to introduce ideas they feel are important (Stephens 2007). The semi-structured interview is therefore valuable as it not only allows respondents to discuss their own experiences in their own words, it also provides the researcher with a detailed and comprehensive understanding of their attitudes and opinions towards the topic in question (Oppenheim 1992). Accordingly, Stephens (2007) notes that "the [general] consensus on semi-structured interviews … is that they provide the opportunity to gain an account of the values and experiences of the respondent in terms meaningful to them" (p.205).

As this research is concerned with the point of view of the Bed and Breakfast owner/operator, the emphasis was placed on open-ended questions. It was felt that this would provide a greater degree of flexibility both for the interviewer and the subject. Oppenheim (1992) suggests that a key advantage of the open question is the freedom it gives to the respondents. Patton (2002) points out that responses to open-ended questions enable the researcher to obtain and understand an individual's point of view without predetermining their point of view through prior selection of questionnaire categories.

On completion, the interviews were transcribed verbatim and the content in each was analysed to identify common themes in the responses. In carrying out these interviews, the intention was threefold: firstly to establish why the respondents chose to become an independent owner operator (as opposed to employees in traditional industries); secondly, to understand how and why they operate their business; and finally to identify their long-term goals and overall perceptions of the B&B accommodation industry.

## 3.6  Data Analysis

As noted earlier, qualitative research enables respondents to articulate their perceptions and experiences freely. However, as Saunders, Lewis and Thornhill (2007) point out, "this is a continual process in that through the

62

process of social interaction these social phenomena are in a constant state of revision" (p.108). Further, respondents will perceive their situation in different ways as a consequence of their own world view. These interpretations are likely to affect their actions and the nature of the interaction with others (Saunders, Lewis and Thornhill 2007). In seeking to access the perspectives of the study respondents and understand the fundamental meanings they attach to lifestyle entrepreneurship, as previously noted, this study adopts an interpretivist approach to research. An interpretivist approach lends itself well to this type of investigation as it is underpinned by a subjectivist ontology which facilitates understanding of the how and why. It is therefore useful for understanding the social processes among respondents and thus elucidating meaning.

This study uses the constant comparative method to interpret interview information. Constant comparative analysis involves the grouping of data into categories or themes with common elements to identify possible relationships between various pieces of data. It was felt that this would enable an accurate representation of the data and perhaps provide a detailed explanation of the behaviours which constitute lifestyle entrepreneurship. According to Glaser (1965) "keeping track of one's ideas, as required by the constant comparative method, raises the probability that the theory will be well integrated and clear, since the analyst is forced to make theoretical sense of each comparison" (p.444).

Having completed the initial face-to-face interviews, time was taken to write up notes on an interview by interview basis. Line by line analysis was undertaken to achieve an understanding of the data. These lines of text were coded when they clustered around certain ideas. All respondent accounts were then compared to each other, within case and across case, to identify commonalities and differences in the interviewee responses. Sometimes issues were mentioned in the same way by respondents. However sometimes respondents mentioned the same issue with disagreement. Key words within the transcribed interviews were then colour coded to highlight the commonalities and differences and to reveal potential categories within the data. Each interview was coded with the previous interview in mind. The interview transcripts were then examined again to identify specific examples

relating to these categories. The results of this comparison were noted. Having revealed the key characteristics of the data, telephone interviews were conducted to substantiate the previous data. Upon completion of these interviews, further comparisons were made, notes were taken and memos written. The data generated from these interviews fell within a number of the original categories. A summary of the interviewee responses were then displayed within a matrix with columns and rows. The matrix was used as a visual aid to provide a general overview of the importance of lifestyle issues among respondents.

At this point, it became possible to write up theoretical memos on the commonalities and differences in the interview data. According to Glaser (1965 p.441) "… different categories and their properties tend to become integrated through constant comparisons which force the analyst to make some related theoretical sense of each comparison". It is felt that the process of constantly comparing interviewee responses and the memoing of ideas enabled a coherent understanding of the interview data, common patterns and themes and their interrelationships. At this point, the interviews had generated sufficient evidence to saturate all significant categories and as such the interviews were adding nothing to what was already known about the category.

The interview data revealed five key factors which define lifestyle entrepreneurship. These include: Freedom and Flexibility; Physical Boundaries; Self-Image; Social Interaction and Continuity and Change. These issues were repeatedly present in each interview. All memos regarding each of these issues were brought together for summarising and analysing prior to the discussion of each of these factors in turn. The properties and dimensions of each category are discussed in detail. Illustrative examples in the form of verbatim quotes from the transcripts are used to highlight consistencies and differences in interviewee responses and to demonstrate the links between the categories mentioned above. Further analysis revealed the relationships between these categories and that some were manifestations of the primary categories.

Using these factors, three key areas of primary focus were identified. Prevalent categories were identified based on the motivations of the individual for business and their business behaviour. These include a financial focus (those respondents primarily seeking economic benefits); a combined focus (includes those who seek a work/life balance through the provision of Bed and Breakfast accommodation); and finally a lifestyle focus (those who view Bed and Breakfast provision as essential to their way of life). However the research also revealed that not all respondents fall neatly into one or other grouping, rather, they fall somewhere between the two extremes of financial and lifestyle. Thus the results from the interviews were used to develop a continuum. This continuum clearly illustrates the position of the respondents in terms of the degree to which they immerse themselves in the processes associated with lifestyle entrepreneurship. The continuum is instrumental in demonstrating that lifestyle entrepreneurship is present to varying degrees. Chapter four provides a detailed discussion of the findings from the analysis of the interview data.

## 3.7 Methodological Issues

### 3.7.1 Criticisms of Qualitative Research

When compared to quantitative methods of enquiry, perhaps the greatest benefit of the qualitative approach lies in its ability to provide a rich and detailed understanding of human behaviour (Hewitt-Taylor 2001). According to Myers (2002) "one of the greatest strengths of the qualitative approach is the richness and depth of explorations and descriptions" (p.3). However the problem of adequate validity or reliability is a major criticism (Decroup 1999). The subjective nature of qualitative data and its origin in single contexts means that it is difficult to apply conventional standards of reliability or validity. As such, it is necessary to adopt a systematic and ordered approach in order to successfully present qualitative data, so that complex data can be collated and presented in a manageable form (Hewitt-Taylor 2001). This study uses illustrations to provide an overview of the situation and to communicate the credibility of theory. Further, the process of repeatedly testing the emerging categories ensures that the categories are valid and robust and thus enhances the trustworthiness of the qualitative analysis. This further underpins the fact that qualitative research has validity.

A further criticism of the qualitative approach concerns the transferability of the methodology to other studies (Myers 2002). Myers (2002) points out that "future researchers may not have access to the same subjects, and if other subjects are used, results may differ". She continues "subjects (respondents) may openly communicate with one researcher and remain distant with others" (p.2). However she also points out that "... the most rewarding results do not come from the ability to do extensive generalisations, but rather from the ability to seek answers to how persons or groups make sense of their experiences" (p.4). Whilst this study is derived from data applicable to Scotland and is therefore not necessarily transferable to other destinations, it does provide a detailed analysis of the subject area thus adding to the current understanding of lifestyle entrepreneurship and its component parts.

### 3.7.2 Interview Method

The telephone interview was advantageous as it is time and cost effective (each interview was for a duration of between twenty minutes and one hour) when compared to face-to-face interviews within the respondent's home (Sturges and Hanrahan 2004; Saunders, Lewis and Thornhill 2007). This type of interview technique also removed geographical limitations and as such, provided the opportunity to obtain data from individuals who were difficult and expensive to access in person (e.g. those respondents from remote rural areas, particularly the Highlands and Islands). A wider variety of respondents could therefore be included thus increasing sample variation and generating more information than would have otherwise been possible with face-to-face interviews alone. One of the main drawbacks with this type of interview is that you cannot see the respondent to gauge their response. Saunders, Lewis and Thornhill (2007) note that "with telephone interviews you lose the opportunity to witness the non-verbal behaviour of your participant, which may adversely affect your interpretation of how far to pursue a particular line of questioning" (p. 342). However, the absence of visual communication made it possible to take notes without disturbing the interviewee. As such, this interviewing technique made it possible to stay clearly focused on the interviewee responses. All but one of the telephone interviewees attained a friendly rapport similar to the face-to-face interviews. Data analysis confirms that there are no appreciable differences in the quality or quantity of the data gathered, regardless of whether the data was collected from either the face-

to-face or telephone interviews. The following examples illustrate this point. The respondents were asked directly why they decided to create a Bed and Breakfast rather than pursue some other form of employment. One face-to-face interviewee responded as follows: *"Just as an occupation that would fit in and I had the room. It was an occupation that would allow me to stay at home with the children"*. A similarly detailed response was provided by a telephone interviewee who stated: *"I don't drive and to work at anything that I would be qualified to work at I would have to go to Lerwick and that's 30 miles away so I would need to have public transport and that would have been difficult to go and work outside the family"*. The respondents were also asked whether they were members of any public/private sector organisations and to discuss the advantages and disadvantages associated with organisation membership. One face-to-face interview answered the question as follows: *"The tourist board wanted all singing, all dancing stuff. We had three or four inspections before we had somebody who knew what we were about. We also know people who have been told their furniture is dated and carpets are worn. People who have come to inspect the B&B have on the whole, been involved with hotels. We feel that the B&B has a whole different ethos"*. In comparison one telephone interviewee stated: *"The key advantages [of tourist board membership] would be grading and classification but I would say that that is the only benefit and also the web presence. Disadvantages would be the cost of being a member and being graded and classified, I know they can't do it for nothing but it is a lot of money. The costs have been escalating steeply. When I first started, it was £40 to be a member of Shetland Tourist Board, it's now £183; it really has gone up. That enables you to be included in the publication for this area, however if you want a picture, you have to pay extra on top of that. You can't be in there unless you are graded and classified by VisitScotland so you know, you have to pay all of it, it soon adds up. However, going by the B&B's in this area, who are not members they all seem to make a living"*. Thus both the face-to-face and the telephone interviews discussed their concerns regarding organisation membership, placing particular emphasis on factors relating to tourist board membership. Given the similarities in terms of the nature and depth of the responses given above, it can be concluded that the interview method did not appear to influence the data to any degree.

## 3.8 Chapter Summary

This chapter has outlined the methodological approach to this research. It has given a brief account of the largely quantitative approaches traditionally applied to both tourism and small business research and highlighted the inability of this approach to answer the how and why questions. Given that the focus of this research was to gain an in-depth understanding of the meaning and experience of the lifestyle concept, a methodological approach was required which allowed scope for a comprehensive understanding of the phenomenon. A qualitative approach was therefore applied to this research. As discussed above, this research approach is particularly useful for exploring a particular issue in-depth as opposed to simply measuring it. Details are provided regarding the techniques used in collecting and analysing the data. Data collection methods include interviews, both face-to-face and over the telephone. The interviews were semi-structured in nature and sought to gain an insight into Bed and Breakfast proprietorship as viewed through the eyes of the respondents. Semi-structured interviews enabled respondents to discuss their experiences in detail, thus providing a more comprehensive understanding of respondent's attitudes and opinions than would be the case if structured interviews were conducted. Details are provided regarding the way in which the interviews were transcribed and how the interview responses were analysed in order to gain an understanding of lifestyle issues in the Bed and Breakfast accommodation market in Scotland. Details are also provided regarding the sampling methods used and the resulting sample size required to achieve theoretical saturation.

The constant comparative method of qualitative data analysis was deemed the most appropriate methodology in the analysis of the interview transcripts. Constant comparative analysis was used to identify themes and categories in the data. Adopting this research approach meant that the view of each individual could be captured and recalled and the data could be presented in a logical sequence in relation to the questions to be addressed. Furthermore, by examining this group on their own as opposed to making comparisons with traditional profit seeking entrepreneurs, it was possible to investigate issues other than financial motives and thus providing an understanding of the lifestyle concept from a different angle.

The latter part of the chapter discussed the methodological issues, particularly the criticisms of qualitative research and the advantages and disadvantages of the telephone interview.

The following chapter discusses the findings of the research, arising from the analysis of the interview data. This research begins by trying to provide an understanding of the entrepreneur and their motivations for business.

# Chapter 4:  Data Analysis

## 4.1  Chapter Introduction

The previous chapter discussed the research design and the methods employed in the collection of the data.  The purpose of this chapter is to present a detailed overview of the respondent motivations findings and the many factors which have influenced respondents to create a Bed and Breakfast accommodation business.

As indicated in the literature review provided in chapter two, an increasing number of studies have emerged in recent years which address the concept of lifestyle in the context of the small business.  Research has shown that entry into small business entrepreneurship is often linked to non-economic reasons such as being self-employed or to experience a certain lifestyle (see for example Ateljevic and Doorne 2000; Morrison, Baum and Andrew 2001; Claire 2012).  The literature distinguishes these lifestyle entrepreneurs by their contributions to family, community and quality of life as opposed to high growth.  Examples of entrepreneurial lifestyle motivations include earning enough money to support the family, acting as a host whilst still maintaining a relatively unencumbered lifestyle and moving away from the perceived "rat race" of city living to a rural location of natural scenic beauty (Morrison 2002).  The most prominent and noteworthy examples of lifestyle entrepreneurship can be found in the areas of tourism and hospitality, however a small, but equally important number of studies can be found in entrepreneurship and small business literature.  As indicated in chapter three, this study aims to build on recent qualitative work in these areas to provide an enhanced understanding of lifestyle theory.

In order to explore the nature of lifestyle proprietorship and the possible impact of this approach on business operations, this chapter will provide an analysis of the data gathered from Bed and Breakfast accommodation businesses in Scotland.  Specifically, it analyses some of the possible motivations for business to help to determine the meaning and experience of 'lifestyle' in small business operations and to identify whether different motivations create different opportunities for achieving different lifestyle

objectives.  In doing so, it aims to improve our current understanding of what a lifestyle business may mean.

It is suggested that answering questions about why and how individuals enter the B&B accommodation industry may be useful in understanding the aspirations and motivations of the individual and how these characteristics influence the decision making process.  As Kuratko, Hornsby and Naffziger (2001) point out, it is worthwhile to study individual characteristics, as an understanding of what motivates entrepreneurs to create and sustain their businesses is crucial to understanding the complete entrepreneurial process.

## 4.2  Motivations and Aspirations

This section addresses the motivations and aspirations of the respondents towards venture creation in the Bed and Breakfast accommodation market. The interview transcripts reveal a broad range of motivations for self-employment.  These range from the desire for greater autonomy, independence and flexibility, to an opportunity to make more money and other associated reasons.  Interviewees rarely expressed only one motivational factor, but rather a range of factors appear to have influenced and motivated these individuals.  This research also revealed a number of factors which affect individual motivations, many of which have also been highlighted in previous studies of entrepreneurial intentions (see for example Morrison 2002; Marcketti, Niehm and Fuloria 2006).  These include factors such as family background and social variables which have been found to impact upon individual perceptions of feasibility, desirability and self efficacy.  These issues will be discussed in detail below.

## 4.2.1  Developmental Experiences

According to Krueger (2007) entrepreneurs are made not born.  For an individual to become involved in entrepreneurial activity, starting a new business must be a believable opportunity (Fayolle 2007).  Krueger (2007) points out that entrepreneurial expertise is learned over time and as such, attitudes towards entrepreneurship may be derived partly from early exposure to entrepreneurial activity.  The data from this study would appear to support this contention.  The interview transcripts indicate that early exposure to

entrepreneurial behaviour may provide knowledge and furthermore, may influence the individual in their desire to participate in entrepreneurial activity.

The attitudes and opinions of friends and relatives appear to offer important developmental influences (Krueger 2007). According to Krueger and Brazeal (1994) an individual's desire to act is often tied to social norms and their perception of what important people in their lives would think should they launch a new business. According to Shapero (1984) these individuals often act as key figures in shaping one's perception of the feasibility of starting a new business. As such, individual motivations, and decisions are often influenced by social interaction with friends, family and community members, with those individuals perceived as knowledgeable, exercising a certain degree of social influence over those considering entrepreneurship as a career option (Shapero 1984). In the context of the current study, the transcripts show a strong correlation between social influence and career intentions, these are summarised in table 4.1 with brief illustrations.

Existing research has revealed that a high proportion of entrepreneurs know someone who is self-employed in their close environment (Orhan and Scott 2001). Baron (2004) for example states that it is unlikely that he would ever have considered this career path had he not been previously exposed to an actual entrepreneur. Having somebody who is self-employed within their close environment perhaps eliminates some of the uncertainty associated with the creation of a new venture. According to Shapero (1975) starting a new venture becomes an "imaginable act" when the individual can refer to a role model who has tried it before.

**Table 4.1: Developmental Experiences**

| Interview 2 | "Shelia's family are self-employed. They previously operated a self-catering holiday complex. We were both influenced to an extent by Shelia's parents". |
|---|---|
| Interview 12 | "My sister-in-law operates a similar business … she has operated a successful business for a number of years … I thought if my sister-in-law can make it work then perhaps I can too". |

| Interview 19 | *"My mother had done B&B before so I was used to being brought up with B&B in the family, I think this had a great influence on my decision to provide Bed and Breakfast accommodation".* |
|---|---|
| Interview 21 | *"My grandparents ran a hotel and my mother ran a cafe so I was kind of … I grew up with it around me".* |
| Interview 24 | *Bed and Breakfast was a suggestion that was made to us by friends of my mothers who came to visit; they had been in the habit of using a Bed and Breakfast and were able to provide us with information".* |

Whilst this research shows that early exposure to entrepreneurial activity and social influence can affect an individual's propensity to act, the data also indicates that this exposure can also challenge an individual's notion of a successful business.   Anne and Arthur (Interview 8) for example were influenced to a certain extent by what they perceived to be a potential failing in the provision of B&B accommodation by one of their neighbours. This is illustrated in the following comments: *"Our neighbours across the road used to do B&B and we would sit in the summertime watching people waiting to get into the B&B as the owners would put people out first thing in the morning and not let them in until 9pm.  We thought if we ever do B&B, we will never do that".*   The motivation for business in this particular example appears to be related to the concept of self-esteem, particularly the desire to provide a service, which in their opinion is more acceptable and pleasing to the customer than that provided by their neighbour.  Previous research suggests that self esteem may be regarded as high when an individual believes s/he can perform an act or complete a task (Crocker 2002a), particularly when it is of the highest quality and standard and better than that provided by the competition (Twigger-Ross and Uzzel 1996).  Self esteem issues will be explored further in section 4.5 and will be discussed in detail in section 4.14.  Existing research has shown that when a business idea becomes a realistic possibility, the individual may then consider what is desirable in terms of the nature of the business and the opportunities the business may provide (Fayolle 2007).

### 4.2.2 Life Experience

According to Krueger (2007 p.128) "Life experiences are very strong predictors of vocational preference". The data shows that family background and the social environment may precipitate entrepreneurship however, other life experiences such as previous work experience and previous life path changes have also acted as a trigger for entrepreneurial behaviour. These are discussed in detail below.

### 4.2.2.1 Escapism

A number of respondents expressed a clear need to 'escape' their current lifestyle by moving away from the perceived "rat race" of modern city living to a rural location. Examples are given in table 4.2. The idea of starting the business appears to meet a personal desire to improve their quality of life.

**Table 4.2: Escapism**

| Interview 2 | *"The rural location and the associated change of lifestyle influenced us in our decision to provide B&B accommodation. I have family in Scotland and spent much of my childhood here ... this influenced us in our decision to move to Scotland".* |
|---|---|
| Interview 18 | *"We wanted to live by the sea and be on the West coast of Scotland as we were moving from Glasgow".* |

The need to 'escape' would appear to have arisen as a result of previous life experiences such as the occupational stress associated with large corporations and the effect of urban living on the wellbeing of the individual. The enhanced perception of their life quality is reflected in their comments about the local area. Examples are provided in table 4.3.

**Table 4.3: Life Quality**

| Interview 2 | *"There is a lot of wildlife in the surrounding area ... it is peaceful in comparison to our life in London ... we enjoy the tranquillity of the area".* |
|---|---|
| Interview 18 | *"We have an excellent view of the sea and mountains and we are right on the shore, the sea comes right up to the fence at the end of the garden".* |

Bed and Breakfast accommodation provision would appear, to enable these individuals to fulfil their desire to improve their quality of life. Furthermore, the autonomy and independence associated with Bed and Breakfast proprietorship appears to aid a reduction in the occupational stress levels these respondents experienced in their former employment situation. The physical locality of the business is also important to these respondents in terms of the lifestyle opportunities the area has to offer. However perceived improvements to life quality appear to depend upon their life view and past experiences which, as shown often act as a catalyst for entrepreneurship.

### 4.2.2.2 Place Attachment

This research indicates that locational decisions may be heavily influenced by personal preferences and previous life path changes of the individual. For example, for one rural owner/operator, the provision of Bed and Breakfast accommodation has enabled her to return to the town in which she spent much of her childhood and early adult life:

Interview 9: *"I wanted to return to the area after spending many years living in London...I wanted to escape the hectic London lifestyle and return to the town which I left in my early twenties. I wanted return to the town for some time, however upon enquiring I found that the council would not put me on their list of prospective tenants. I therefore decided that I needed a house which would pay for itself. My son subsequently purchased the Bed and Breakfast. I have been providing Bed and Breakfast accommodation for approximately 5 years. I intend to retire soon and sell the property; this will allow me to buy another property in the area".*

Location is therefore, at times important not only in terms of the appeal of a particular landscape but also in terms of the emotional attachment the respondent has to the local area and the local community. According to Milligan (1998), "place attachment [is] the emotional bond formed by an individual to a physical site due to the meaning given to the site through interactional processes" (p.1). This provides the individual with a sense of belonging and continuity with their personal past.

The development of a sense of place can also be applied to the physical space of the family home.  Emotional bonding may arise as a consequence of past experiences or 'memories' associated with the property such as family growing up, and future experiences imagined at the property (Milligan, 1998).  Past research reveals that ties may become stronger over time, as familiarity is an important aspect of place and leads to the development of a sense of order. In the context of the current study, the examples given in table 4.4 illustrate that for many business owners, emotional attachment to the physical locality and home environment is of significant importance, particularly among those who view the provision of Bed and Breakfast accommodation as a means of maintaining the family home.

**Table 4.4:  Place Attachment**

| Interview 1 | *"The house was the family home prior to creating the B&B.  I wanted to earn a living and liked the idea of self employment".* |
| --- | --- |
| Interview 8 | *"We bought this house in 1978 as we had children and elderly parents nearby.  As this was originally our family home, we didn't want to lose it... We started the business in 1997...Our house has 6 bedrooms so we had to use it or lose it....We must make money to pay our expenses however we are not in it solely for the money ... we want to provide a service for people who come to the town and to help them have a good holiday".* |
| Interview 17 | *"This was originally the family home.  We live in a very rural area and I don't drive and to work at anything that I would be qualified to work at, I would have to go to Lerwick and that's 30 miles away and I would need to take public transport so it would be difficult to go and work outside the family".* |

Many of these Bed and Breakfast owner/operators appear to have invested enormous amounts of time and emotion in their homes it is therefore not surprising that for many, their identities are, at least, partly attached to their family and their home.  In some cases, the development of a sense of place and the subsequent attachment to the family home appears to have arisen, in part as a result of past experiences associated with intergenerational relationships and the role of the individual within the family.  For example, Alexia (Interview 10) comments *"My mother-in-law operated a B&B in this*

*house for 19 years; I helped my mother-in-law which I really enjoyed, this influenced my decision to provide bed and breakfast accommodation".* She continues *"We have a house which is now too big for myself and my husband however the income from the business helps us to maintain our home".* These findings indicate that attachment to the family home arises based on the accumulation of everyday experiences. However the degree of attachment depends upon the length of time spent at the property and the nature of the interactions which have taken place there.

## 4.3  Flexibility

The rationale for B&B accommodation provision, in preference to any other type of business activity appears to be related to the potential for freedom, independence, flexibility and the opportunity for self-fulfilment. Respondents cited the potential for freedom and flexibility associated with self-employment as influential in the decision to provide Bed and Breakfast accommodation. Ownership of the business and being one's own boss would appear to provide respondents with the freedom and flexibility to structure the workday according to their preferences. From the perspective of a number of interviewees, the freedom associated with being their own boss and the perceived benefits of schedule flexibility are key factors which form part of the attraction in providing B&B accommodation. Illustrative quotations are given in table 4.5.

**Table 4.5:  Flexibility**

| Interview 7 | *"I like being my own boss … if anything goes wrong you are responsible, however, it also gives you scope for imagination and flair to do things".* |
|---|---|
| Interview 12 | *"I like having the business in my own home and enjoy being my own boss and the freedom associated with this".* |
| Interview 19 | *"If there are things you want to do then you don't ask anybody, if you need time off then you just score off your calendar"* |

As previously indicated, a number of owner/operators highlight the need to escape from the corporate world. The following example illustrates what independence and control means to them: *"I used to work for a huge global*

*company in Edinburgh for a lot of years, it was a very very pressured job, and this has changed my life completely. I was fortunate, I got out while I was still relatively young. This business has allowed us to live in an area that we like, to live in a house which we have designed and built and enables me to do something which I enjoy"* (Interview 18).

A large number of owner/operator responses centred around family commitments. The examples given in table 4.6 show that occupational flexibility is especially advantageous for those B&B owners who see entrepreneurship as a means of accommodating their work and child-rearing role simultaneously.

**Table 4.6: Independence**

| Interview 15 | *"I chose to operate a B&B so that I could stay at home with the children".* |
|---|---|
| Interview 27 | *"The fact that I could work from home appealed to me most about the business because I have young children and also help out on the farm, so it left me here".* |
| Interview 28 | *"It was a business I could do at home with a small family, we wanted a better quality of life for the children, a nice house".* |

Bed and Breakfast accommodation provision also appears to afford the owner/operator with the freedom of operating a business which does not demand 12-month attention but benefits from the effects of seasonality with a four to five month annual closed season. This has enabled a number of individuals to add a B&B enterprise to their existing activities. Examples are shown in table 4.7.

**Table 4.7: Seasonality**

| Interview 6 | *"My wife currently works as a supply teacher and I work as a land agent … I was previously employed by a company which went into liquidation… when I found myself unemployed I set up my own business from home however the commission payments can be erratic, it's either a famine or a feast … We then decided that B&B may be good option".* |
|---|---|

| Interview 7 | *"We decided to open a B&B as we knew we could do this in addition to our existing jobs … we required the extra money as our children were privately educated and then went on to university".* |
|---|---|

These individuals have created their business with the capital derived from employment in a traditional profession.  The seasonal nature of B&B accommodation operations has enabled them to supplement their existing income and thus fulfil the desire for greater wealth without the restrictions associated with operating a business which demands 12-month attention.

## 4.4  Social Relationships

Distinct from many other types of business start-up, this type of business is often associated with the social relationships which are often formed between the host and guest.  Social interaction is one of the most frequent motivations for business.  For a large number of respondents, their business provides a means of meeting new people and gaining personal experiences, particularly the opportunity to experience different cultures and nationalities.  This was expressed in a number of ways.  Illustrative quotations are given in table 4.8.

**Table 4.8:  Social Collaboration**

| Interview 2 | *"We like to meet people and share our enthusiasm and experiences with others, this influenced us in our decision to set up the business".* |
|---|---|
| Interview 5 | *"We like to experience different cultures and we particularly enjoy learning about other nationalities".* |
| Interview 22 | *"We like to experience different cultures and learn about other nationalities"* |

B&B accommodation provision clearly provides the means by which the individual can form social relationships with others, however the data indicates that the level of host-guest interaction and the subsequent quest for self-satisfaction and social fulfilment, may be strongly influenced by their motivations for business.  For example, social interaction appears to be less desirable among those respondents who emphasise monetary reward.  This is illustrated in the comments made by Elizabeth (Interview 4).   Elizabeth

comments: "*Guests are greeted when they arrive and shown the facilities, I tell them where they can find me if they need anything but I don't mix with the guests and leave them alone unless they approach me for advice*".

The life cycle stage of entrepreneurial families also appears to impact on the level of host/guest interaction. Owner/operators, who postponed the start-up phase of their business until their children had left the family home for example, appear to seek the greatest level of social interaction in comparison to those with young family members. Ruth (Interview 1) for example comments *"I started the B&B once the family had grown up. I like meeting people and listening to their stories I enjoy sharing ideas and finding out guests attitudes and opinions of the local area"*. Whereas Robert (Interview 6) remarks *"We sought to develop our property as we were about to have our third son and needed more room. The building is designed in such a way that we can still have our private life downstairs with our family and the guests can stay upstairs, there is a staircase to the upper floor which is separate from the main family home"*. As shown, the degree of host/guest interaction and the subsequent quest for self satisfaction and social fulfilment appears to be heavily influenced by the lifecycle stages of the host family. It is suggested that respondents whose children have left the family home and whom have entered the "empty nest" stage will have experienced considerable adjustments in their lifestyles. For some of these individuals, changes to the household composition will possibly result in large periods of time spent in isolation thus increasing their desire for host/guest interaction.

### 4.5 Self

It became apparent from an examination of interviewee responses that the decision to provide B&B accommodation may also be related to a personal interest in one or more aspects of B&B accommodation operations. Examples illustrating this are given in table 4.9.

**Table 4.9: Self**

| Interview 1 | "I established the business following a personal interest which developed as a result of being an outside caterer in Edinburgh for many years". |
| --- | --- |

| Interview 13 | *"We always fancied a B&B, even when the children were small. My husband loves to cook and he thought it would be great, and I like to clean".* |
|---|---|

The examples given above indicate that in some cases, entrepreneurial motivations include the desire to utilise the skills of the individual to provide an enhanced service to guests. This is particularly well illustrated in the comments made by Anne (Interview 8) regarding her husband's cookery skills and the significance of these skills in operating their business. Anne comments *"Arthur was a lecturer in professional cookery for 25 years. Prior to this he was a chef at the Central Hotel in Glasgow when it was the place to be. He has enormous skill and therefore cooks the breakfast. He is careful about preparing the breakfast according to his guests wishes for example, there was a guest this week who was a vegetarian, he cooked their breakfast separately in tin foil dishes under the grill so nothing was touching the grill where the sausages were. Arthur also makes porridge for guests and many other things that they might request".* In many cases it would appear that the utilisation of these skills is not only beneficial in terms of the service provided to guests but, perhaps more importantly, they also allow the owner/operator to express their individual style and creativity. Furthermore, guest feedback and subsequent approval allows the individual to place a value on their own abilities and competencies in the pursuit self-esteem and self-worth.

According to Vignoles, Chryssochoou and Breakwell (2002) people often seek or create social contexts which provide self-confirming feedback as individuals strive to maintain or enhance their self-esteem. Crocker, Brook, Niiya and Villacorta (2006) point out that increases in self-esteem are pleasurable and as such, individuals will pay greater attention and show more confidence in information which supports a positive self-evaluation (Vignoles, Chryssochoou and Breakwell 2002). The pursuit of self-esteem, although not the only motivational factor, would appear, for many, to play a key role in the creation of their business. Illustrative quotations are provided in table 4.10.

**Table 4.10: Self Esteem**

| Interview 3 | "*I like to make sure that guests leave satisfied with a good impression of the business and I am particularly pleased when guests say how much they have enjoyed staying here*". |
|---|---|
| Interview 17 | "*The smiles on people's faces when they are leaving give me greatest satisfaction. People say that it comes across that I really care*". |
| Interview 18 | "*We are heavily booked in advance because guests like what we are doing … they see it as an upmarket place to stay for an attractive price*". |
| Interview 27 | "*When they get here they (the guests) are left to do their own thing, some of them say it's actually better than being at home*". |
| Interview 21 | "*I have a nice house and lots of nice things … People keep coming back as they feel comfortable in our house, they like our hospitality and it is good value, that's what I enjoy*". |

Past research indicates that self-esteem is a key component in shaping an individual's identity (Breakwell 1992). In the context of the current study, it would seem that engaging in entrepreneurial activity, has for a number of Bed and Breakfast owners created the opportunity to realise, express and project their identities. This is particularly well illustrated in the following comments: *"We have lived in the area for over 30 years, we are well known in the local community as we are members of various organisations. This has led to visits from missionaries from Africa and people from church homes as our friends at the church know we do B&B. Meeting and cooking for these people gives us great satisfaction"* (Anne and Arthur, Interview 8). In shaping their identity, Anne and Arthur have attempted to differentiate themselves from others by their aims and objectives. Anne comments: *"We don't know of anybody else who was in business when we started and with the same objectives. Most other people are only interested in the money. We must make money to pay our expenses but we are not in it solely for the money, this is not our prime objective, we set out to provide a service for people who come to the town and to help them have a good holiday"*. These respondents appear to have created an entrepreneurial sense of self through the provision of B&B accommodation which they regard as distinctive in that they have designed

the accommodation to appeal to a particular market. Their desire to differentiate themselves from others is further emphasised in the following statement: *"We don't offer all the fancy things that other B&B's offer. The B&B attracts people who are seeing a bit of Scotland on a shoestring but also those who are "spending the kid's inheritance".* These findings support previous research which suggests that an important source of an individual's sense of identity is his/her feeling of being distinctive as a group member and as an individual (Breakwell 1992; Vignoles, Chryssochoou and Breakwell 2002).

From the above, it would appear that Bed and Breakfast proprietorship enables respondents to construct a situation that provides them with information about who they believe themselves to be. This self-image is often validated through host guest interaction. Thus respondents appear to value B&B proprietorship, not only for the income such a business provides, but also as a means of seeking the opinions and perhaps approval of others with regard to their chosen lifestyle. Haggard and Williams (1992, p.2) point out, that this "affirmation of identity images is not merely self-esteem enhancement, it is an active, healthy ongoing process of continual self-definition, validation, maintenance, and enhancement undertaken by virtually all individuals". The notion of self enhancement is further illustrated in the following statement: *"We are very old fashioned where our standards are concerned, you know for example, how the tables are set, the use of crystal and silver and cloth napkins, you know, we just try to do the extra. These things make a big difference. China cups for their tea, this kind of thing, pretty things"* (Sandra, Interview 24). Again, the respondent appears to be implying that the business aspect is secondary to the social benefits. The respondent thus appears to be promoting the 'self' through her business and in this sense the business appears to have become a vehicle for enacting the self (or how she would like to be seen). Therefore, Bed and Breakfast accommodation provision appears, in a number of cases to enable a particular lifestyle which aids the self affirmation process and boosts individual levels of self esteem.

In striving to achieve the emotional high associated with self-worth, individuals may present themselves to suit the situation/location. In the

context of the current study, this is illustrated in the comments of Eileen (Interview 5). Eileen comments: *"We believe the friendliness and politeness of the proprietors is important"*. She continues *"we try to create a good atmosphere and we believe in treating our guests like members of our own family"*. These statements appear to illustrate a need to maintain a certain degree of control over the environment within which the service is delivered which enables Bill and Eileen to assert their own sense of self and self-identity and subsequently present themselves to others with positive regard.

A further example of the desire to develop a sense of personal identity is shown in the case of Sarah (Interview 28). For Sarah, the acts of cleaning and polishing play an important role in developing a sense of personal identity. When asked to describe the aspects of the business which provide her with the greatest level of satisfaction, she replies *""Ironically going into a room after you have totally cleaned it and freshened it up and thinking I could just stay here myself"*. The notion of cleaning up after strangers would, for many be an unpleasant experience. However, for Sarah, the cleaning process is regarded as inconsequential when compared to the significant social benefits the business provides. Part of her personal identity is manifested in the acts of cleaning and polishing. She therefore involves herself in the process of cleaning not only as a service provided to guests, but also as a means of achieving a certain level of self-satisfaction.

## 4.6 Intrinsic and Extrinsic Motivation

The respondent motivations discussed above can be divided into two distinct types: intrinsic motivation and extrinsic motivation. As previously indicated in chapter two, intrinsic motivation refers to doing something because it is inherently satisfying and as such requires no apparent reinforcement other than the process of performing the activity itself. Whereas extrinsic motivation refers to the act of doing something in order to attain a valued outcome which is distinct from the activity itself (Ryan and Deci 2000). Hence perceived enjoyment is a form of intrinsic motivation and perceived usefulness a form of extrinsic motivation. It is suggested that examining interviewee responses in terms of these contrasting motivations may provide a better understanding of the factors which exert influence on individual expectations and ambitions and thus provide a more detailed understanding of what it

actually means to have a lifestyle business.  This might then be used to determine the usefulness of the explanatory power of the lifestyle concept thus providing an indication as to whether lifestyle may be deemed, in this instance as a relevant business category.  Table 4.11 provides a summary of the respondents' intrinsic and extrinsic motivations for business.

**Table:  4.11  Intrinsic and Extrinsic Motivations**

| Interview | Intrinsic motivations | Extrinsic motivations |
|---|---|---|
| 1 Ruth | Personal interest as a result of being an outside caterer for many years | Own boss; meeting people |
| 2 Fraser & Shelia | | Stress of former employment situation; relocation |
| 3 Sheena | Meeting people | Own boss; independence |
| 4 Elizabeth | | Income; own boss |
| 5 Bill & Eileen | Meeting people | To satisfy financial challenges due to early retirement |
| 6 Robert & Susan | | Income and working from home |
| 7 Ken | | Income |
| 8 Anne & Arthur | Personal interest in cooking and meeting people | Income to maintain the family home |
| 9 Molly | | Income and relocation |
| 10 Alexia | Meeting people | Income to maintain the family home |
| 11 Helen | | Income; freedom |
| 12 Maureen | | Income to maintain the family home |
| 13 Lesley | Personal interest and perception of being successful | Change in career |
| 14 Hilda | Cooking; meeting people | Income |
| 15 Jackie | | Income and working from home |
| 16 Liz & Patrick | | Income and working from home |

| 17 Maria | Meeting people | Income |
|---|---|---|
| 18 Neil | Personal interest in cooking, food & contemporary design. Desire to meet people | Redundancy. |
| 19 George & Grace | | Income and working from home |
| 20 Sally & Les | Wanted to do this for years | Being at home to look after the family |
| 21 Rae | | Income and being at home |
| 22 Moira | | Own boss; flexibility |
| 23 Sue | Personal interest | Previous experience of the hospitality industry |
| 24 Sandra | Meeting people | Income and being at home to look after the family |
| 25 Julie & Sandy | | To satisfy financial challenges due to early retirement |
| 26 Sandra | | Redundancy |
| 27 Jo & Steve | | Previous experience of the hospitality industry; being at home to look after the family |
| 28 Sarah | | Previous experience of the hospitality industry; being at home to look after the family; flexibility |
| 29 Vera | | Income and being at home to look after the family |

The examples given show that both intrinsic and extrinsic rewards are present in the construct of motivation in the context of Bed and Breakfast operations. Just over one fifth of interviewees appear to have acted initially, as a result of their inherent interest in one or more aspects of B&B accommodation operations.  Neil, (Interview 18) for example cites a personal interest in cooking and food and a desire to meet people as key motivating factors.  Neil appears to elicit pleasure from his work; he states that B&B accommodation provision has *"completely changed my life...for the better"*.  Neil's personal

interests include cooking and meeting people, as such, he achieves a high level of satisfaction in the day-to-day running of the business however, the income generated is also important as it allows Neil to live in the house he desires in an area of his choice.  Thus Neil's initial intrinsic motivations are perhaps affected by the perceived usefulness of the business in generating external financial rewards.  It would therefore appear that, as indicated in the literature review in chapter two, intrinsic and extrinsic rewards are not mutually exclusive and thus both may be present in an individual's motivation for business.  Further evidence of this is provided in the case of Hilda.  Hilda (Interview 14) appears to have acted on her inherent interest in cooking for others.  However B&B accommodation provision has also provided the income necessary to fund an extension to the family home.  Thus Hilda is not only intrinsically motivated to provide B&B accommodation but is also motivated by the potential to generate financial reward.

It would appear that in some cases, where money exists as an external reward, this may lead individuals to revaluate an activity from one which is primarily intrinsically motivated to one which is motivated by the potential to generate financial rewards.  According to Deci (1971), a monetary reinforcer may indeed decrease intrinsic motivation and therefore the behaviour determined by it.  In the context of the current study, this is perhaps best demonstrated in the comments made by Moira (Interview 22).  When asked what she initially considered the most important aspect of her business, Moira indicated that looking after her guests was of utmost importance, she states that *"… I used to do their (guests) washing for them at 9 o'clock at night, I would have tea, coffee and home baking ready when they arrived"*. Whilst Moira continues to acknowledge the importance of the comfort of her guests, she has since adopted a more laid back approach.  She no longer provides such an array of services for guests and now appears to place greater emphasis on the financial aspects of the business. This is reflected in the following statement *"my main priority at the moment is making sure the rooms are full each night"*.

Whilst the above comments support the findings of Deci (1971) which suggest that financial rewards have the potential to influence an individual's intrinsic motivation, previous research has also shown that not all external rewards will

negatively influence an individual's motivation. External rewards such as positive performance feedback for example have been shown to enhance intrinsic motivation (Deci 1975). In the context of the current study, this is clearly illustrated in the comments of Sandra (Interview 24). Sandra's initial motivations for business were linked to financial gain. Sandra comments *"We started the B&B 21 years ago. When we started, we had one income and with two of the children going to University and a young child, we needed an extra source of income".* Sandra's motivations however, appear to have changed with time and circumstance and she now views her business as more of a hobby like activity. The degree of emphasis she places on external monetary rewards therefore appears to have diminished with time with Sandra currently placing greater value on the events associated with the day-to-day running of the B&B as opposed to the potential for financial reward. Changing family circumstances have clearly impacted on Sandra's initial motivations for business, however verbal endorsement and positive feedback also appear to have positively impacted on her intrinsic motivation. This is illustrated in the following statement: *"…our hobby is our house and the way it is presented and the way it's furnished and you know, there's a lot of artwork, there's paintings and pottery, my husband paints. It gives us a reason for really looking after the house because people admire it".* These comments would appear to suggest that Sandra views endorsement from others as a reason to maintain and present her home in a particular way. Verbal endorsement provides Sandra with a feeling of competence that she is creating an environment conducive to the provision of a standard of B&B accommodation provision which she feels results in high levels of customer satisfaction. She appears to gain a great deal of satisfaction from what she interprets as 'mastering' the task of providing B&B in comfortable and friendly surroundings. Fisher (1978) points out that a task may impact positively on an individual's level of intrinsic motivation if it provides one with a feeling of competence.

Maria (Interview 17) also cites monetary reward as a key factor in the creation of the business however as her circumstances have changed over time, so too have the nature of her motivations for business from that of necessity where financial reward and the ability to stay at home and look after her family were the key motivating factors to that of opportunity, in particular for social

fulfilment. Maria comments *"at the time (when the business was created), I smoked and I decided that one night or two nights a week would buy my cigarettes. However I stopped smoking soon afterwards but I still do the business. The most important thing for me now is meeting people as I enjoy the company"*.

The above examples show that respondents were moved to act for a number of different reasons and with varying degrees of enthusiasm. There appear to be two key reasons for B&B proprietorship; the degree of enjoyment an individual may experience in carrying out the everyday tasks associated with their business and the perceived instrumental value of the business in providing external rewards. These intrinsic and extrinsic motivations are illustrated in figure 4.1.

**Figure 4.1: Intrinsic and Extrinsic Motivations**
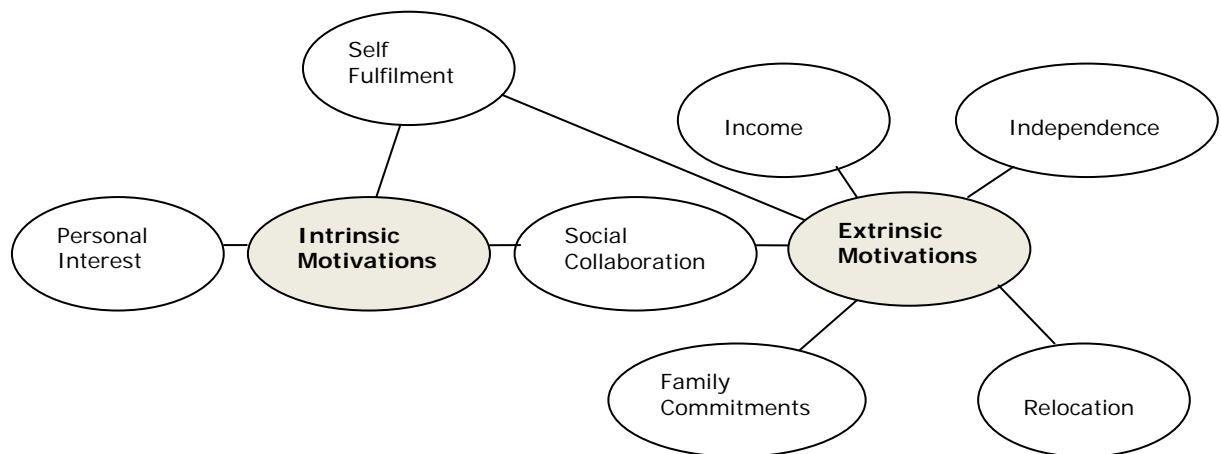


From the above, it can surmised that motivational factors in the context of Bed and Breakfast accommodation operations can include the desire for both intrinsic and extrinsic rewards however the degree of emphasis the individual places on either appears to be dependent upon time and circumstance. It is therefore suggested that it is not possible to provide a clear-cut classification of motivations into intrinsic and extrinsic factors. Rather the majority of individuals display a combination of both intrinsic and extrinsic factors at any given time. This research has shown that changes in the personal circumstances of the individual can have significant implications for the way in which respondents feel about their business and their subsequent approach to

accommodation provision. The issues which impact on the motivations of the individual therefore appear to include:

- The presence of money as an external reward; this may affect the level of intrinsic motivation an individual previously held for that activity.
- Written and verbal endorsement. Verbal reinforcement increases an individual's sense of competence and therefore increases their intrinsic motivation.
- Lifecycle stages and household composition.

Any one or a combination of the above factors can significantly impact the motivation of the individual. However, as previously mentioned, individuals are unlikely to be influenced by just one motivator. They are likely to be affected by a number of motivators at any one time. Different motivations therefore appear to create different opportunities for achieving different objectives however, it is necessary to take into account the characteristics and circumstances of each individual to provide an accurate representation of their reasons for business.

## 4.7 Push and Pull Factors

It is suggested that in addition to intrinsic and extrinsic factors, the push and pull framework may be used to further explain motivated behaviour. According to this framework, push factors refer to the various influences that might drive (push) behaviour, while the pull factors refer to those which attract (pull) an individual towards entrepreneurship (Klenosky 2002). Table 4.12 presents a summary of the push and pull factors identified from the data as motivating Bed and Breakfast accommodation entry. The data shows that respondents appear to experience both opportunity-pulled entrepreneurship where the perceived opportunities such as freedom and flexibility alert individuals into entrepreneurial activities and necessity-pushed entrepreneurship whereby the individual is pushed towards entrepreneurship as a result of negative situational factors. However, like intrinsic and extrinsic motivators, push and pull factors are not mutually exclusive and both may be present at any given time. An example of both opportunity-pulled and necessity-pushed entrepreneurship is illustrated in the comments made by Neil (Interview 18). Neil cites perceived opportunities such as the ability to

live in the house and location of choice as the key reasons for entrepreneurial activity. However negative situational factors appear to have also played a significant part in Neil's decision, in particular the threat of redundancy from his previous employer. It would therefore appear that for Neil, entrepreneurship is both opportunity-pulled and necessity-pushed. A further case of mixed pull and push motivation is evident in the case of Anne and Arthur (Interview 8). Anne and Arthur commenced an after-retirement Bed and Breakfast to satisfy the financial challenges which arose as a result of early retirement. Whilst the financial benefits have allowed Anne and Arthur to continue living in the family home, B&B accommodation provision has also fulfilled their desire for frequent social interaction. These examples illustrate that push and pull factors are not mutually exclusive and as such the opportunity of entrepreneurship can be both opportunity-pulled and necessity pushed, dependent on the circumstances of the individual at any given time.

**Table 4.12: Push and Pull Factors**

| Push Factors | Pull Factors |
|---|---|
| To subsidise an income from a decline in traditional industry | Relocation |
| Redundancy | Freedom and flexibility |
| To earn a living (no other desirable alternatives) | Balance work/life and family time |
| | Independence |
| | Attachment to destination/family home |

## 4.8 Section Summary

Different circumstances have given rise to different motivations for self employment in the Bed and Breakfast sector. Intrinsic and extrinsic factors and the push/pull framework can be used to explain a little of why respondents were attracted to their business, however this framework fails to provide an explanation of what they actually do or why they do it. In other words, it fails to specify in any way how the respondent engages in the entrepreneurial process or indeed the outcomes. Further analysis of the interview data is therefore required in order to provide a more detailed understanding of what owning and operating such a business actually means for respondents.

## 4.9 Motivation Orientation

The previous sections of this chapter have discussed the nature and focus of motivation among respondents and across situations. The antecedents to individual motivations for business were discussed in detail with particular reference to both intrinsic and extrinsic motivations. The potential for change due to changes in the personal circumstances of the individual were also discussed and push and pull motivations were also considered. The latter sections of this chapter provide a more detailed analysis of the interview data and in doing so, aim to provide further insight into the overall entrepreneurial process. It will do so by categorising the respondents according to their key motivations for business. However the nature of the analytical approach is such that there will be a degree of overlap as the analysis develops from descriptive categories to a more detailed analysis of the interview data.
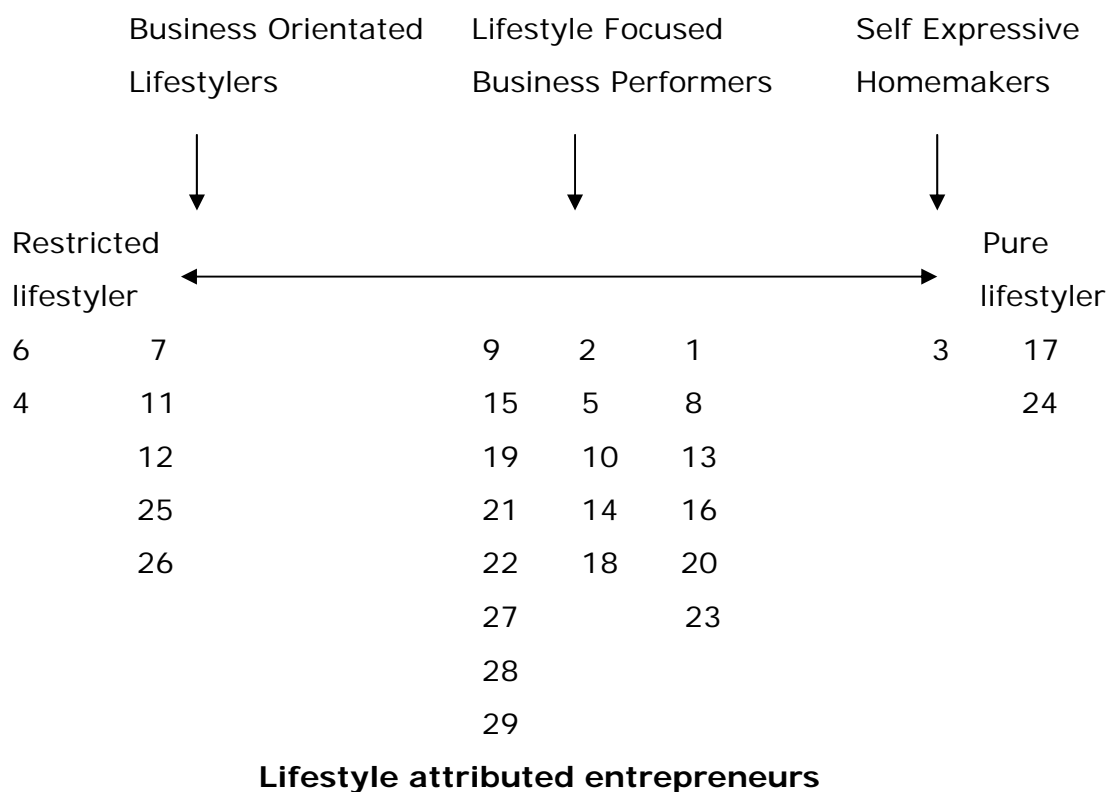
## 4.10 Approach to Business

In the early stages of reading through the interview data, there were numerous comments which suggested a clear distinction between those respondents whose motivations were linked to the desire to achieve a certain lifestyle and those who were motivated mainly by the potential to generate an income. However, a more in-depth analysis of the interview data revealed that whilst there was a clear desire among a number of the respondents to maximise the earning potential of the business, their responses also indicated that lifestyle factors play a role, albeit sometimes minor, in business behaviour. As such, it is suggested that it is not possible to categorise these 'lifestyle' entrepreneurs under one umbrella, rather, this research proposes that entrepreneurship progresses along a continuum from partial immersion to complete immersion in the processes associated with lifestyle entrepreneurship. It is suggested that an individual's position on the continuum may be determined by the examination of their objectives and key motivations for business, taking into account both intrinsic and extrinsic factors.

Further analysis of the interview data revealed five key factors which appear to influence the individual in their strategy for business and in the realisation of their objectives. These include: Freedom and Flexibility; Physical Boundaries; Continuity and Change; Social Interaction and finally, the Self.

These factors were applicable to some degree in all cases and were therefore used to determine an individual's place on the lifestyle continuum. Drawing from the interview data, and using the five factors listed above, respondents in this study appear to fall into one of three ideal types based on the degree to which they focus on lifestyle objectives. For the purposes of this research, the groups of respondents were labelled as follows: the Business Orientated Lifestylers; the Lifestyle Focused Business Performers and the Self Expressive Homemakers. The categories are differentiated by characteristics, motivation and behaviour and defined by their degree of focus on the lifestyle issues mentioned above. However they are broad categories and whilst there are key differences between the respondents in each category, there is also a degree of commonality. The latter two groups were the most difficult to differentiate as many of their views are similar. Figure 4.2 provides an overview of the proposed continuum of lifestyle entrepreneurship. As figure 4.2 shows, not all respondents fall neatly into one or other grouping, rather, they fall somewhere between the two extremes. A detailed account of the development and characteristics of these categories is discussed below.

**Figure 4.2: A Lifestyle Continuum Approach**

| Business Orientated Lifestylers | | Lifestyle Focused Business Performers | | | Self Expressive Homemakers | |
|---|---|---|---|---|---|---|
| Restricted lifestyler | | | | | | Pure lifestyler |
| 6 | 7 | 9 | 2 | 1 | 3 | 17 |
| 4 | 11 | 15 | 5 | 8 | | 24 |
| | 12 | 19 | 10 | 13 | | |
| | 25 | 21 | 14 | 16 | | |
| | 26 | 22 | 18 | 20 | | |
| | | 27 | | 23 | | |
| | | 28 | | | | |
| | | 29 | | | | |

**Lifestyle attributed entrepreneurs**

## 4.11 Freedom and Flexibility

The data in this study indicates that the respondents seek freedom and flexibility to varying degrees. As the examples given in table 4.13 show, the Business Orientated Lifestylers expressed the greatest desire for freedom and flexibility. They view their business as a serious business created primarily to generate an income (although it should be noted that the income generated is supplementary) and appear to recognise that B&B accommodation provision provides a greater deal of freedom than would otherwise be the case if they were working for an employer. This is echoed in the comments made by Julie (Interview 25) who comments *"I only do Bed and Breakfast when I choose to be doing it"*. For Julie, the freedom associated with self-employment is particularly important. Due to the fact that she operates her business from home, she feels that she can take time away from the business as and when she chooses, simply by not accepting guests for that given period of time. In an effort to maximise their personal freedom, a number of these respondents have also introduced rules which guests are expected to follow to minimise incidences of host/guest contact, and thus fulfil their desire for freedom and flexibility. For example Elizabeth (Interview 4) comments: *"I ask guests to come between 4pm and 6pm so that I have my own time and don't have guests arriving at all hours. Guests are asked to leave by 10am"*. These Business Orientated Lifestylers view their business as distinct from the family home and often use physical barriers to minimise host/guest contact in order to free up time. These include a separate guest entrance and limiting guest access to certain home spaces. Physical barriers will be explored further in the following section. These respondents appear to value the control they have over their business as it enables them to structure their working arrangements and thus maximise their free time. For these respondents freedom and flexibility appears to relate to the time available to deal with issues unrelated to their business. As the quotations in table 4.13 illustrate, this was an important feature among all of the respondents in this group.

**Table 4.13: Freedom and Flexibility**

| Business Orientated Lifestylers | |
|---|---|
| Interview 4 | *"I like having the freedom to close when I want and being able to use my time as I want".* |
| Interview 6 | *"We like the flexibility of being our own boss".* |
| Interview 11 | *"I like working for myself. It's good because I can do what I want when I want to do it. B&B is good because you are finished by 12 o'clock and you have the rest of the day to yourself".* |
| **Lifestyle Focused Business Performers** | |
| Interview 15 | *"I chose to do B&B as an occupation that would fit in and I had the room. I chose this instead of working for somebody else as I had children and B&B allowed me to stay at home with the children"* |
| Interview 22 | *"Just that I could work the hours that I wanted and I could work the months I wanted".* |
| Interview 18 | *"This business has allowed us to live in an area that we like, to live in a house which we have designed and built and enables me to do something which I enjoy".* |
| Interview 20 | *"I liked the fact that I can work from home as at the time when I started the business, I had a young son".* |
| Interview 27 | *"The fact that I could work at home … also because I work on the farm so it left me here".* |
| **Self Expressive Homemakers** | |
| Interview 3 | *"I thought it would be a nice way to meet people".* |

The Lifestyle Focused Business Performers also express a strong desire for occupational flexibility. As previously mentioned, the freedom and flexibility associated with Bed and Breakfast proprietorship, has for some, enabled them to escape from the corporate world and live in a location of their choice. For others, Bed and Breakfast accommodation provision has enabled them to stay at home with their family and to maintain the family home. Illustrations are given in table 4.13. Like the Business Orientated Lifestylers this group of respondents also view their business as distinct from the family home and as such often set physical boundaries within the home to achieve a certain degree of physical separation from their guests. However, the implementation

of rules to minimise host/guest contact appears to be of lesser importance. On the contrary, many of the respondents within this group actively seek host/guest interaction.

The Self Expressive Homemakers interpret freedom and flexibility rather differently. As the quotations in table 4.13 illustrate, for many of these respondents, freedom and flexibility is related to the time available to interact with others and having the freedom and flexibility to meet people in the comfort of their own home. However, surprisingly, the perception of being tied to the business is greatest among this group of respondents. This is most clearly demonstrated in the comments made by Maria (Interview 17). Maria comments: "*If you work for an employer and have a wedding to go to, you can take the day off, however if you do Bed and Breakfast, then you have already committed yourself to looking after those people and I think you are more tied*". This feeling of being 'tied' to the business has perhaps arisen as a result of the way in which Maria views her business and her guests. Many of the respondents in this group view their guests as friends and as such feel a sense of duty towards their guests which includes fulfilling any requests for accommodation, even at times when it may be less than convenient for the host. This is in contrast to the Business Orientated Lifestylers who rarely view their guests as friends and therefore do not experience the same sense of duty towards their guests as experienced by the Self Expressive Homemakers.

All three groups of respondents would therefore appear to recognise freedom and flexibility as one of the key advantages of B&B proprietorship. However, it would seem that their interpretation of freedom and flexibility is somewhat different. The above comments demonstrate that an individual's expectation of freedom and flexibility is affected by their perception of their business particularly the degree to which they view their business in the traditional sense as a business created for profit or simply as a home with an income.

## 4.12  Physical and Psychological Boundaries

According to Bowlby, Gregory and McKie (1997) home is often regarded as a haven from the pressures of paid employment and public life. However, it is argued that this classification does not always apply to the commercial home, rather, the commercial home, such as Bed and Breakfast accommodation,

frequently contains both public and private areas, with guest access limited to certain home spaces.  As discussed in the literature review, Goffman (1959) in his study of a small hotel in Shetland uses a front and back region concept to refer to these public and private areas.  He suggests that homes are organised on a front-back axis whereby people act differently in different places within the house and according to which individuals are present at any particular given time.  In the context of the current study, evidence of this front stage setting is illustrated in the comments made by Jo (Interview 27).  Jo remarks *"I think it is crucial to the success of the business to make people feel at home and be friendly, you know having the same face on everyday"*.  This frontness/backness will be discussed in further detail below.

As previously indicated, the Business Orientated Lifestylers view physical barriers as extremely important.  Interviewees display clear signs of the need to achieve the separation of their business from certain areas of the home.  This group of respondents view their business as distinct from the family home and set boundaries to separate the private from the public.  They use a number of methods by which they achieve physical separation, these include dividing the home by retaining a floor or an area for sole use by the proprietors and limiting guest access to certain parts of the home. The need to achieve physical separation is particularly well illustrated in the comments of Robert (Interview 6).  When referring to the family home, Robert states that: *"the building is designed in such a way that we can still have our private life downstairs with the family and the guests can stay upstairs.  There is a staircase to the upper floor which is separated from the main family home"*. When boundaries between the public and private areas are crossed, Robert perceives it as an invasion of his family's privacy and his feelings of irritation are evident, this is shown in the following comments: *"We have had a number of guests who have in the past, wandered into our living space, I get frustrated with those guests who have no respect for the family's privacy"*. Physical boundaries are also important to Julie (Interview 25).  Julie spends little time interacting with her guests and guests are forbidden from entering the private home area other than in the morning for breakfast.  She shows what can almost be described as a reluctance to interact with guests.  When asked how important she perceives her visitors to be she comments: *"I don't really know now, probably when I first started quite a lot, but as time goes on,*

*you detach yourself a wee bit to be honest"*. Elizabeth (Interview 4) also limits guest access to certain areas within the home. Helen (Interview 11) sets rules for guests; however there are fewer physical barriers when compared to Elizabeth. Like Helen, Ken and Alison (Interview 7) also set rules for guests regarding the time of check-in and check-out and the dropping off and storing of luggage. Physical barriers include segregated areas within the home which guests are forbidden to enter. Other physical barriers mentioned by the Business Orientated Lifestylers include the provision of an area exclusively for guests (Interview 7) and a separate guest entrance to the lodging property (Interview 25). Maureen (Interview 12) has not indicated the presence of physical barriers however, the absence of personal space and privacy within the home is evident. When asked if she has a separate area within the house for her family, she replied *"I would have liked that but the property simply isn't big enough. I have to use all of the spare rooms to maximise my income"*. Economically, Maureen needs the income from the business to raise the money she requires to maintain the property and therefore has little scope to implement measures such as expanding the property which would enable her to obtain a greater degree of separation from her guests. Thus, with the exception of Maureen, the Business Orientated Lifestylers structure their lives around two separate areas within the home, marked by a boundary to define what they consider to be their space. Separate entrances and locked doors would appear to indicate the private areas of their home and the Bed and Breakfast. These measures are used to regulate how the different areas of their home are used and by whom, which in turn, enables this group of respondents to structure their working arrangements in order to maximise their free time away from the business. Further examples of physical separation are set out in table 4.14.

The Lifestyle Focused Business Performers also view their business as distinct from the family home and they frequently set physical boundaries within the home to achieve a certain degree of physical separation from their guests. Their desire for physical separation however varies. A large number of these respondents purchased or purpose-built their property specifically for the purpose of becoming a bed and breakfast, these include: Grace (Interview 19); Neil (Interview 18); Fraser and Shelia (Interview 2); Liz (Interview 16) and Sue (Interview 23). This group tend to have clear separation of the public

and private domains.  Grace (Interview 19) remarks: *"we have designed the house so that the guests have access to and from the house without me actually having to be there so if they are staying for several days I can go off and do what I want".*  Similarly, Fraser and Shelia (Interview 2) also have a separate entrance to the lodging property.  Other physical barriers mentioned include: guest accommodation which is separate from the family home (Interview 28) and a separate area of the house for guest accommodation (Interviews 16 and 23).  However, whilst a large number of these respondents evidently express a desire for separate private and public areas within the home, the degree of physical separation at times appears to depend upon the structural arrangements of the lodging property.  For example, Hilda (Interview 14), when asked if she has a separate area within the house for her family, replied *"I would have loved that but it just wasn't possible.  The guests don't have a lounge, they have a bedroom with nice comfy chairs with a television and tea facilities and to some extent, the kitchen is separate but it's not separate, separate if you know what I mean".* Anne and Arthur (Interview 8) chose to provide Bed and Breakfast accommodation as a means of increasing the personal space within the family home.  Following Arthur's retirement and prior to establishing the B&B, Anne and Arthur would provide accommodation for foreign language students who would stay with the couple for a period of almost one year.  However, following Anne's retirement in 1997, they felt that accommodating students was no longer a feasible option due to the absence of personal space within the family home.  This is reflected in the following statement: *"When I retired, we realised that accommodating students was no longer going to work as there were times when I wanted to be on my own and they wanted to be on their own.  There were also times when we all wanted to use the kitchen at the same time".* According to Salazar (2001), personal space has an invisible boundary, the physical and mental aspects of which may vary dependent upon circumstances and time.  For Anne, a change in her personal circumstances due to retirement has resulted in an increased desire for more personal space within the family home thus resulting in a change in the nature and type of accommodation provided from that of low cost student accommodation to Bed and Breakfast provision.  B&B accommodation provision was considered a desirable option as this type of accommodation provision was perceived as a way in which Anne and Arthur

could continue managing a home-based commercial venture whilst also fulfilling their desire to achieve privacy in certain areas of the family home.

Furthermore, a number of the Lifestyle Focused Business Performers previously held what they perceive to be positions of importance in more traditional forms of employment. For example, as previously mentioned, Neil (Interview 18) states that he worked in a position of responsibility for a huge global company in Edinburgh for many years. Similarly, Fraser and Shelia (Interview 2) were also previously employed in positions of authority in large organisations. Bed and Breakfast proprietorship would appear to have enabled these respondents to maintain a sense of importance and a degree of self-focus which they experienced previously and in doing so enables the individual to preserve a degree of continuity in their view of themselves as successful business people. This perhaps explains to some extent, their attitude towards B&B accommodation provision and the need to view it as a serious business which should be kept separate from their home and private life through the use of physical barriers.

Whilst the Lifestyle Focused Business Performers are similar to the Business Orientated Lifestylers in that they also express a desire for physical barriers, their attitude towards the host/guest relationship is somewhat different with this group actively seeking social interaction with their guests as opposed to implementing measures to minimise host/guest contact. Social interaction and the host/guest relationship will be discussed in further detail in the next section.

For the Self Expressive Homemakers, physical barriers are not important and are thus rarely mentioned. An exception to this is shown in the case of Sheena (Interview 3) who states "*The house was originally a bungalow however many years ago we added a second floor, we now live on the first floor and the guests are accommodated downstairs*". For Sheena, physical separation has arisen as a result of the structural arrangements of the lodging property as opposed to an expressed desire for physical separation. On the contrary, Sheena expresses a clear desire to spend time with her guests. Further, many of the Self Expressive Homemakers have lived in their property for many years and view it more strongly as their home than their business.

For these respondents, their business and family life are carried out simultaneously and are therefore two intertwined aspects of their lives as opposed to two separate entities with guests often viewed as friends and sometimes members of their extended family.

**Table 4.14: Physical Barriers**

| Business Orientated Lifestylers | |
| --- | --- |
| Interview 4 | *"Guests have their own lounge. I don't mix with the guests and leave them alone unless they approach me for advice".* |
| Interview 6 | *"We lose a lot of business as we only have one guest room. We have four bedrooms downstairs but these are not for guests as they are in the family home and we will not move away from the principal that behind the door is the family".* |
| Interview 25 | *"The guest accommodation is completely separate; they only enter the house to gain access to the conservatory for breakfast".* |
| **Lifestyle Focused Business Performers** | |
| Interview 16 | *"The guest accommodation is two spacious rooms which are located on the first floor".* |
| Interview 23 | *"We have one wing of the house which we use for guests".* |
| Interview 28 | *"The guest accommodation is in a three bedroom bungalow adjoining the family home".* |
| **Self Expressive Homemakers** | |
| Interview 24 | *"I still feel that my house is very much my home and we do B&B and I suppose it is a business, but it's just not the way I think of it. It's almost like a hobby. When people come in they settle in very quickly and when people come back, they come back as friends..."* |

Overall there appear to be two key reasons for the existence of physical barriers: 1) a desire to segregate the personal from the public; 2) the structural arrangements of the lodging property. The Business Orientated Lifestylers appear to display the strongest desire to create physical boundaries in their home spaces. Contrastingly, for the Self Expressive Homemakers, physical barriers are not important. For this group of respondents, business

and family life go hand-in-hand and guests are often regarded as friends and/or members of their extended family.

## 4.13 Social Interaction

One of the key aspects of B&B accommodation provision is host/guest interaction and in many cases is given as one of key reasons for business creation. The level of social interaction between the host and their guests would appear to be directed to some degree by the nature of their motivations for business and whether they view Bed and Breakfast accommodation provision primarily as a means of supplementing an income or simply as a home with an income. These differing approaches to business will affect the degree of immersion in the activities associated with owning and operating a Bed and Breakfast, particularly the level of social interaction and subsequently the type of service provided.

Bed and Breakfast accommodation proprietorship would appear to provide the ideal environment in which the host can form social relationships with others. However this research shows that individuals differ in their opinions regarding their desire for social interaction. For some, in particular the Business Orientated Lifestylers who display the greatest degree of concern for the economic viability of their business, interaction is often viewed as unimportant other than as a necessary process by which they can achieve some other end, namely financial gain. For others social interaction is highly desirable and in a number of cases, deemed to be one of the key reasons for business, this is particularly evident among the Self Expressive Homemakers many of whom regard B&B proprietorship almost purely as a lifestyle choice. These respondents appear to place greater value on the events associated with the day-to-day running of the B&B as opposed to the potential for external rewards.

As the quotations given in table 4.15 show, the Business Orientated Lifestylers spend little time interacting with their guests. In many cases, they also set structures to exert social control over their guests and the host/guest relationship. Elizabeth (Interview 4) for example, actively engages in setting rules which she expects her guests to closely observe when visiting the property. Elizabeth spends little time interacting with her guests and she

states that *"meeting people did not influence my decision to create the business; I have a good social life so meeting people was not one of my objectives"*.  Robert (Interview 6) also sets rules for guests, these relate to the areas within the family home which guests are permitted to use.   Unlike Elizabeth, Robert will engage in conversation with his guests, however, he clearly demonstrates the desire to separate his personal life from the business, not only through the use of physical barriers, but also in his comments regarding his relationship with his guests.   Robert remarks *"I talk to guests but I do not want to view them as friends"*.  He continues *"if you do not keep your life separate (from the business) it takes over your whole life"*.   Robert also expresses his desire to develop his property into self-catering accommodation and thus further reduce the need for host/guest contact.  Ken (Interview 7) expresses a similar desire to Robert in that he too wishes to develop his property into self-catering units, thus reducing the need for social interaction.   In a similar approach, Helen (Interview 11) also sets rules for guests regarding the use of home spaces.  She spends little time talking to her guests but states that she will engage in conversation if required.   Maureen (Interview 12) shares a similar view.  She will however spend time talking to guests but this is dependent upon her personal viewpoint, in particular how she interprets their personality and their reasons for visiting.  In this particular case, the level of interaction appears to be determined by Maureen's opinion of her guests and whether she considers them to be interesting enough to talk to.

For the Lifestyle Focused Business Performers, the monetary rewards associated with the business would appear to be fundamental in enabling a number of these respondents to live in the house they desire in a location of their choice.   For example, as previously mentioned, Bed and Breakfast accommodation provision has also made it possible for Fraser and Shelia (Interview 2) and Neil (Interview 18) to move to the location of their choice. It has also enabled George and Grace (Interview 19) to live in an area of scenic beauty.  For many of these respondents, social interaction is regarded as a necessary process because it leads to a valued outcome, namely repeat business and subsequently financial reward, necessary to maintain the lodging property and sustain their desired lifestyle.  This is perhaps best illustrated in the comments of Neil (Interview 18) and Sarah (Interview 28).   Neil states

that "*it is important that people like what you do to encourage repeat bookings*".  Whereas Sarah comments *"we communicate with our customers to determine levels of satisfaction as without them there would be no business".* For these respondents and others, the degree of importance they place on host/guest interaction is also determined by their perception of their guests and their ability to fulfil their desire for self enhancement.  This is particularly well illustrated in the case of Moira (Interview 22).  Moira's objectives appear to be related to her desire to improve the 'self' by learning about other cultures and nationalities.   However like Maureen (Interview 12) whose objectives relate primarily to financial gain, Moira's level of engagement with her guests depends upon the reasons for their visit.   Moira suggests that whilst she finds the tourists interesting to talk to, she does not share this sentiment in her interaction with workmen.  She states that "*workmen are not interesting as all they want is bed and breakfast and that's it*".  The notion of self will be explored further in the following section.

The Self Expressive Homemakers express a strong desire for social collaboration.   Their desire for social interaction has arisen simply for the enjoyment of meeting others.  Sheena (Interview 3) for example cites a desire to meet people as the key reason for business.  These underlying motivations appear to have influenced her approach to business and subsequently her behaviour, towards others.   Sheena remarks *"I find it a pleasure meeting people and I'm always willing to give guests my time, I tell guests about the local area, the attractions and facilities and I'm particularly pleased when guests say how much they have enjoyed staying here".*   Similar comments were made by Sandra (Interview 24) who like Sheena, also appears to regard her guests as friends.  Sandra comments *"when people come, they settle in very quickly and when people come back, they come back as friends but I get paid at the end of it. It's a bit like having friends to stay really; it's just a nice life".*

It would however, appear that host/guest interaction is pursued simply for the enjoyment of meeting others as opposed to seeking a valued outcome, only where there is a given level of financial security already established or the owner does not require the business to be a key source of income.   This is particularly well illustrated in the remarks made by Sheena (Interview 3).  She

comments: *"my husband works and earns enough money to support us both, so I don't actually have to work. In fact, I operate the business through choice rather than necessity and the money earned is ploughed back into the business".*

Whilst many of the Self Expressive Homemakers appear to enjoy meeting others and regard many of their guests as friends, it should be noted that for a number of these respondents, their initial motivations were not linked to social interaction but rather self-employment in the Bed and Breakfast industry was sought as a career option which was conducive to balancing work and family role responsibilities. For example, Maria's (Interview 17) motivations were initially linked to her desire to earn a living whilst being at home to care for her family however as her family circumstances have changed over time (she is currently entering the 'empty nest' stage of her lifecycle) so too have the nature of her motivations. Her current motivations are linked to her desire for social interaction. Maria comments: *"Well I'm not a great person for going out, so having all these people coming to visit me, that's how I look at it, that they are coming to visit, they just have to pay for it. That way I learn so much about their lives, their culture, everything".* When asked if she views her guests as friends she replies: *"absolutely and some of the people who came here ten years ago still send Christmas cards, e-mails and things like that, so I mean, they must feel the same way".* Maria then goes on to discuss her retirement. *She states that "I think this will be a difficult business to give up, even when I retire I will feel compelled to allow the people who have been coming here for so long to keep coming, … I will miss the company".* Similarly, for Sandra, (Interview 24), Bed and Breakfast proprietorship was initially viewed as an occupation which would allow her to stay at home whilst her youngest child completed their schooling. However, as previously mentioned, social interaction is now her main reason for being in business. Sandra comments *"I see my business as a good way of meeting people".* Thus for these respondents, changing family circumstances appear to have affected the nature of their business operations and subsequently the degree of social interaction sought by these hosts.

**Table 4.15: Social Interaction**

| Business Orientated Lifestylers | |
|---|---|
| Interview 4 | *"I don't mix with the guests and leave them alone unless they approach me for advice".* |
| Interview 6 | *"We are currently putting in a kitchen upstairs with a view to developing self-catering. That way we would have to cater less for guests than we do at the moment".* |
| Interview 7 | *"We would like to operate the B&B on a different level when we retire and perhaps let out the rooms on a self-catering basis"* |
| Interview 11 | *"I don't spend much time talking to guests but I will provide information and engage in a conversation with guests if required".* |
| Interview 12 | *"I will spend time talking to guests but it really depends on their personality and the reasons they are visiting".* |
| Interview 25 | *"I only spend time with my guests in the mornings when I welcome them in".* |
| **Lifestyle Focused Business Performers** | |
| Interview 1 | *"We like to meet people from different countries, background and cultures".* |
| Interview 9 | *"I spend time speaking to guests, I think this is especially important when guests are arriving and leaving".* |
| Interview 14 | *"I enjoy meeting people; I particularly enjoy meeting people from other countries".* |
| Interview 15 | *"I enjoy meeting people and I get a lot of return business so I must be doing something right".* |
| Interview 18 | *"We will operate as a B&B for as long as it takes to make it viable for us to live here. Speaking to guests is important to determine levels of satisfaction and encourage repeat bookings as without the guests we would have no business".* |
| Interview 19 | *"My customers are important; if they are happy they will come back".* |
| **Self Expressive Homemakers** | |
| Interview 3 | *"I like to ensure that my guests leave satisfied and with a good impression of the business and the area as a whole".* |

| Interview 17 | *"I enjoy meeting people … I think people appreciate it when you take the time to talk to them".* |
| Interview 24 | *"I enjoy speaking to visitors".* |

This research thus shows that a number of respondents pursue social collaboration simply for the enjoyment of meeting others; B&B proprietorship provides a means by which to do so in the comfort of one's own home. This is a particular feature among the Self Expressive Homemakers. Social interaction is also an important feature among the Lifestyle Focused Business Performers, many of whom enjoy meeting others for the educational and social benefits social interaction brings. For the Business Orientated Lifestylers, meeting people is regarded as necessary process because it leads to a valued outcome, distinct from the activity itself, namely financial reward.

It is suggested that as the host-guest relationship is central to the product experience in this type of accommodation (Tucker and Lynch 2004) high levels of host-guest interaction may be a keystone for ensuring repeat business and generating a profit. Ironically, this research indicates that the level of host/guest interaction is greater among those whose primary focus relates more to lifestyle issues as opposed to those who operate their business for both income and lifestyle reasons but for whom income is the primary focus.

## 4.14  Portrayal of Self

Among those respondents seeking social interaction, a large number seek social approval in the pursuit of self-esteem. Bed and Breakfast proprietorship is a means by which they can obtain the opinions and approval of others with regard to their chosen lifestyle. This is discussed in greater detail below.

For a number of respondents (particularly the Business Orientated Lifestylers), their key motivations for using their home as a business appear to be linked primarily to financial objectives and their ability to validate their status as business owners. Income and the professional reputation of the proprietor are important in evaluating their ability. This is particularly well illustrated in the case of Ken (Interview 7). Ken comments *"We are upgrading the property to make it more attractive, that way we can charge higher prices and will generate more income"*. Particular emphasis is placed on the star rating of the

property as achieving a higher star rating has the potential to generate higher levels of income. Ken continues "*It is obvious that customers are looking for high quality and are possibly willing to pay more ... that's why I wanted to achieve 4 star as then you move into a different bracket of custome*r". From this perspective, self-identity would appear to be closely related to the financial success of the business and the ability of the individual to validate their status in the B&B accommodation sector as successful business entrepreneurs. In this respect it would appear that their business is not a true reflection of the self, but rather a means by which they can generate an income (in most cases a supplementary income) and maintain a professional reputation in the workplace. Further illustrations are provided in table 4.16.

Other respondents (particularly the Lifestyle Focused Business Performers) have entered into business to be their own boss and to escape the pressures of a previous employment situation. Their motivations are predominantly driven by the desire to leave the 'rat race' of urban living. They favour Bed and Breakfast accommodation because of the potential to generate an income and as a result of the perceived lifestyle benefits. Many of these respondents have either bought an existing property or built a new property with a view to providing Bed and Breakfast accommodation. For a number of these respondents, Bed and Breakfast proprietorship has become a measure of their success and an avenue for differentiating themselves from others. For example Neil (Interview 18) states that "*we designed and built the house ourselves, it is a contemporary design by award winning architects. We thought the contemporary design would be a unique selling point as well, you know, making full use of the views and being completely different to anything else which is around*". Neil has sought to create and maintain a property which is distinct from others in the area and as such, would appear to place a high degree of value on uniqueness; these sentiments are confirmed in the following statement: "*for my particular type of business we set out to develop a niche and we appear to have been relatively successful in developing that niche ...*". Emphasising the distinctive nature of the business sets the business aside from other B&B providers and as such the B&B has been the subject of positive media exposure; "*In reality, the price isn't much of a driver, it's the building and its location and also the write up we have had in the media, the exposure in things like special places to stay in Britain and*

*Scotland's Best, they are very important in creating a good feeling about your business".* In this particular case, as a male entrepreneur in an industry which is frequently considered a female domain, Neil perhaps feels the need to maintain the sense of importance and the same degree of self-focus which he experienced whilst previously working in a position of authority for a large global company. According to Purcell (2013 p.38) "caring for the comfort and welfare of others and preparing and serving food are quintessentially sex-typed 'women's' work …" whilst Gabriel (1988) suggests that the hospitality industry generally, is stigmatised because of its associations with personal servitude. Positive distinctiveness appears to provide Neil with a sense of self worth and offers the opportunity to assert a strong personal identity which he experienced in his former employment situation and which afforded a certain level of respect.

The need for positive distinctiveness from others is also shown in the case of Fraser and Shelia (Interview 2). Like Neil, both Fraser and Shelia were also previously employed in positions of authority within large organisations. Fraser and Shelia have attempted to create a bespoke upmarket B&B. They differentiate themselves from other B&B accommodation providers by providing additional services for guests to enjoy. These include speciality menus which include both vegetarian and vegan foods and the option for aromatherapy massage. Additionally, aromatherapy products (created by the owner) are provided for guest use and are also available for sale. Self fulfilment is therefore derived from their ability to impress their guests with the physical aspects of the property and their creativity in producing their own products for their guests to enjoy. For these respondents, being distinctive is an important source of their identity and appears to provide them with a sense of achievement and a way in which they can present themselves to others as successful business people. However, whilst their business may reflect their tastes and character, their desire to preserve the self socially through the creation of a particular identity, would suggest that guests are presented with an edited version of the 'self', in as much as the behaviour of the host is perhaps modified in an attempt to portray the 'correct' image to guests and thus maximise their personal utility through the endorsement of the self. In this sense, they are presenting an identity to others, a character which they

themselves have initiated and one which perhaps does not provide a true representation of the 'self'.

The Lifestyle Focused Business Performers were also shown to express the strongest desire to improve the 'self' by learning about other cultures and nationalities. For example, as previously discussed, Moira (Interview 22) views the opportunity to learn about other cultures and nationalities as self-enhancing. Bill and Eileen (Interview 5) also express their desire to learn about other cultures and nationalities and in this respect view host/guest interaction as a form of self-enhancement. Similarly, Hilda (Interview 14) also appears to enjoy learning about other people and their lives. For these respondents, and others (Ruth, Interview 1), the desire to learn appears to be connected with self esteem, in particular the feeling that it is important to be knowledgeable as this will distinguish these individuals from others in some way. Further examples are given in table 4.16.

As mentioned previously, a number of respondents in this study indicated that they had lived in their home for many years, prior to developing their property into a Bed and Breakfast. This is a significant feature among the Self Expressive Homemakers. However a number of the Lifestyle Focused Business Performers have also revealed the same. For many of these respondents, their property is the family home and as such holds memories of years gone by and past experiences. Their connection to their family is often reflected through their home and their possessions. For example, as noted previously Sandra (Interview 24) regards her home as a means of promoting the self and presenting a favourable impression to others. She adorns her home with objects and paintings, many of which have been created by her husband and which subsequently reflect their individual tastes and personalities. In a similar vein, Rae (Interview 21) also presents her home in a particular way to present a favourable impression to others. Rae comments *"I have a nice house and lots of nice things... People keep coming back as they feel comfortable in our house, they like our hospitality and it is good value, that's what I enjoy"*. For these respondents, their self image is reflected in their home and also in their possessions. In this sense, the business would appear to be an exhibition, a demonstration of their lifestyle and subsequently an extension of who they are, reflecting their personal taste

and individual character. Their business is closely aligned to the personal self with their homes providing an accurate portrayal of their lifestyle and everyday family life. Many of these respondents (for example Ruth, Interview 1; Sheena, Interview 3; Maria, Interview 17; Rae, Interview 21; Sandra, Interview 24), have entered the 'empty nest' stage in their lifecycle and as such have recently experienced considerable adjustments to their lifestyle as their children have left the family home. Bed and Breakfast proprietorship appears in some cases to provide these respondents with the same sense of purpose they derived from looking after their family. This enables them to continue in their view of the 'self' as homemaker and carer and thus provides them with a sense of purpose and self-fulfilment.

As indicated previously, social interaction with others appears to aid the self-affirmation process. Visitor feedback and approval are of particular importance as they enable respondents to validate their own abilities and competencies in the pursuit of self esteem and self worth. Vignoles, Chryssochoou and Breakwell (2002) and Crocker (2002b) point out that people often pursue or create social situations which enable them to obtain the approval and admiration of others as this enhances their self-belief and boosts their self-esteem. The importance of host/guest interaction in boosting individual levels self-esteem is particularly evident in the comments made by Sandra (Interview 24). Sandra appears to view endorsement from others as a reason to maintain and present her home is a particular way. Verbal endorsement appears to provide her with a feeling of competence that she is creating an environment conducive to the provision of a standard of Bed and Breakfast accommodation which she feels results in high levels of customer satisfaction. She seems to gain a great deal of satisfaction from what she interprets as 'mastering' the task of providing Bed and Breakfast in comfortable and friendly surroundings. Maria (Interview 17) also appears to view endorsement from others as important in boosting levels of self-esteem. Maria remarks *"The smiles on people's faces when they are leaving give me greatest satisfaction".* Verbal endorsement thus appears to play an important role in achieving a positive view of the self. Heine et al (1999) point out that it is important that individuals view themselves in a positive light as a positive self view is key to achieving mental health. Further examples of self endorsement are given in table 4.16.

111

Whilst verbal endorsement thus appears to support a positive self view, negative comments and criticism have been shown to have the opposite effect. This is most clearly shown in relationship these proprietors have with their local area tourist board. When asked to discuss their relationship with the tourist board, the majority of the respondents in this study indicated that it had been somewhat problematic. This was mainly due to the nature of the criteria associated with the tourist board grading scheme and the negative comments from grading inspectors regarding certain elements of their homes. However, as the following statements indicate, the level of discontentment varied with the highest levels of dissatisfaction expressed by the Lifestyle Focused Business Performers and the Self Expressive Homemakers. Anne and Arthur (Interview 8) for example, comment "*When we started, we were given a two star grading which was not on. At that time, in the big bedroom, there was a wardrobe and chest of drawers which didn't match but you had to look quite closely, there was also a tallboy. The drawers were different – we received very disparaging remarks about this and we were put under pressure to improve the quality of the furniture in the big bedroom*". They continue "*it came about that one of our friends was moving to a smaller house and offered an antique pine bedroom suite for a pittance – well, we were not prepared to spend thousands of pounds putting in furniture that people were going to lay hot cups on or worse still, a bottle of alcohol or hairspray so we took the furniture from our friend as we thought that would make a difference to the grading – the lady who had visited on the first two occasions, was more in sympathy with what we were doing – she said she would give us three star if we upgraded the furniture asap but we said no and to keep the two star grading. However she wasn't the one that came the following year when we had bought this singing and dancing thing. We didn't say that the furniture had changed and the woman didn't comment (this was the only thing to have changed within the house) however, the woman came downstairs and made a comment about the carpet in the dining room and therefore we didn't receive an upgrade*". They state that "*inconsistencies arise when they send different people to see the property as they have different priorities*". They continue "*We left the tourist board as we were paying around £400-£500 a year between fees and inspections ... it's nearly £100 for an inspection and is still £85 even when they don't come for an overnight stay. That's a lot of beds to*

fill at £17.50 or £18.50 to make that amount of money". Similar comments were made by Bill and Eileen (Interview 5) and Alexia (Interview 10). Bill and Eileen comment *"We feel that the B&B should have been awarded four stars rather than the three it has. We received our three star rating based on the fact that there were no heaters in the bathroom, however we weren't officially open for business at that time and this was something we had yet to have installed …. we also received criticism from the tourist board as the eggs we cooked for breakfast cooked were not round enough!"* They continue, *"We have a friend who received fewer points from the tourist board because she failed to pick up leaves which had fallen from the trees in her garden. It is getting more and more difficult to operate a B&B as a living and the standards don't appear to be consistent throughout each area, we have visited other 3 star B&B's and some of them have been awful! The problem with the tourist board is that they want hotel standards however B&B's cannot charge hotel prices".* Whereas Alexia states *"I am a member of the tourist board mainly for the star grading".* She continues *"I have been a member of the tourist board for twenty four years but what they expect is becoming out-of-hand … they don't have a clue how to look after people and are more interested in Edwardian type houses full of antiques than they are in the type of service provided … the tourist board want hotel facilities at B&B prices".* Maria (Interview 17) also appears to have a strong opinion regarding her local tourist board. Maria states: *"It reassures people to have a grading, you know, especially on the net if you are able to say we are four stars. This is done every year, but every year, they want more and more and more, you know higher standards. I'm not against higher standards, especially with cleanliness and all the rest of it, but if it were on par, that would be ok because, I mean, we only go away once a year, and because my daughter is at University in Edinburgh, we have been staying in a hotel there and comparisons between the hotel there and what we are expected to offer is not real".* She continues *"You know how you get the hospitality tray, two coffees, two milk and two teas and tiny little biscuits and that's your hospitality tray and here they are expecting us to have all different kinds of herbal teas, cocoa, chocolate, you know, all that sort of thing, plus homemade cake or shortbread or something on the tray. You would think that for a small B&B they would have a certain standard, you know, a few biscuits in a pack, you know that's sort of half decent, you would say to yourself that three gypsy creams or whatever, that's*

113

*a sensible amount, but it's all homemade this, homemade the next".* These respondents appear to have their own ideas and opinions regarding the grading of their accommodation and they appear to take exception to the comments and recommendations made by the grading inspectors. For many of these respondents, their home environment is a reflection of the self, reflecting their individual tastes and character. The comments made by these inspectors are regarded as aversive, perhaps because the information given challenges their home environment, and subsequently their self view. As such, this information is viewed as unfavourable and unwanted.

As previously mentioned, many respondents have few if any physical barriers between their home and their business. This is a significant feature among the Self Expressive Homemakers. It is would appear that their desire to view their guests as friends, and perhaps more importantly, in some cases as members of their extended family, suggests that there is an absence of not only physical barriers but social barriers also. Furthermore, a number of these respondents have reached an age at which most people would consider retiring however several have indicated that they may continue to provide B&B accommodation for a number of years to come. This appears to be due, in part, to the commitment they feel they have to their guests, many of whom they regard as friends, but also as a result of the desire for self fulfilment. This is perhaps best illustrated in the comments made by Maria (Interview 17). Maria comments "*I think this will be a difficult business to give up, even when I retire, as I feel compelled to allow the people who have been coming for so long to keep coming".* She continues, "*people say that it comes across that I really care".* The above comments appear to indicate that for a number of respondents, particularly the Self Expressive Homemakers, their business is an extension of the Self, reflecting individual tastes and character.

**Table 4.16: Portrayal of Self**

| Business Orientated Lifestylers | |
| --- | --- |
| Interview 6 | *"Our Bed and Breakfast is a bit more expensive as it has four stars and therefore tends to attract more wealthy people".* |

| Lifestyle Focused Business Performers | |
|---|---|
| Interview 22 | *"We have a visitor's book, there's lots of stuff written in that, it's nice to read that you were good and that".* |
| Interview 14 | *"It's important "that all my guests go away with a good impression ... I have my book and an award for it".* |
| **Self Expressive Homemakers** | |
| Interview 3 | *"I am happy when guests leave satisfied".* |

This study thus indicates that respondents express their identity to others to insure that other people have an accurate interpretation of who they are or who they believe themselves to be. However the image portrayed to others and the extent to which the business is aligned to the self appears to depend upon whether the property is perceived primarily as a home or as a business.

## 4.15 Change and Continuity

The extent to which individual respondents seek continuity and change varies. The Business Orientated Lifestylers appear to express a strong desire to maintain financial continuity in their life course but show little desire for change. B&B proprietorship is viewed as a means by which they can generate an income. This income is often used to subsidise an income from a decline in traditional industry (e.g. farming) or to supplement an income from more traditional forms of employment. Examples are given in table 4.17. This group of respondents express little or no desire for change, on the contrary, many implement measures by which they can minimise the amount of time spent dealing with the business (for example they implement rules which guests are expected to follow and in many cases have physical barriers to minimise host/guest interaction) and therefore carry on with their lives, pretty much as they were before. Contrastingly for the other two groups of respondents, continuity and change are simultaneously present.

When discussing the Lifestyle Focused Business Performers, it is important to note that there appear to be two sub-categories within this group of respondents. The first category includes those who express a clear need to 'escape' their current lifestyle by moving away from the perceived "rat race" of modern city living to a rural location. Examples include Fraser and Shelia (Interview 2). The idea of starting their own business appears to meet their

personal desire to improve their quality of life by providing the opportunity to change their existing lifestyle and create a new one. This is illustrated in the following statement: *"We both previously worked in London for large corporations and we moved here to operate the Bed and Breakfast as we wanted a less stressful lifestyle"* (Fraser and Shelia, Interview 2). Bed and Breakfast accommodation provision has thus provided these respondents with the means of changing their existing lifestyle. Furthermore, as indicated previously, the data shows that distinctiveness in terms of the material aspects of the home and the service provided helps to set these respondents apart from other B&B accommodation providers. As such they are able to construct their business as a meaningful enterprise which perhaps enables them to recreate the sense of responsibility and self worth they experienced in their former employment situation and thus continue in their view of themselves as successful business people. Therefore, for these respondents, B&B accommodation provision has not only created an opportunity for change in terms of their previous employment situation and subsequent lifestyle, but also provides continuity in terms of how these respondents view themselves as successful business people.

The second sub-category of respondents includes those who have recently experienced considerable adjustments to their lifestyle as their children have left the family home and as such, they have entered the 'empty nest' stage of their lifecycle. Bed and Breakfast appears to provide them with the same sense of purpose they derived from looking after their family, enabling them to continue in their view of the 'self' as homemaker and carer. Therefore, unlike the respondents mentioned above, Bed and Breakfast proprietorship provides the opportunity to maintain an existing lifestyle as opposed to creating a new one. Anne and Arthur (Interview 8) for example, express their desire for continuity in their life course, this is illustrated in the following statement: *"This was the family home and we are not keen to lose it but as the house has six bedrooms, we had to use it or lose it".* A similar explanation was given by Bill and Eileen (Interview 5) when asked to discuss their reasons for entering the B&B accommodation market. These respondents appear to seek continuity through place attachment. As previously mentioned, place attachment appears to arise from their emotional attachment to the family home.

Anne and Arthur (Interview 8) and Bill and Eileen (Interview 5) are of retirement age. Life stage is of significance as according to Atchley (1989) "Continuity Theory holds that, in making adaptive choices, [such as the decision to provide B&B accommodation], middle-aged and older adults attempt to preserve and maintain existing internal and external structures; and they prefer to accomplish this objective by using strategies tied to their past experiences of themselves and their social world" (p. 183). Anne and Arthur (Interview 8) have devoted themselves to their home and family with the role of parents being a key feature throughout their adult lives. The connection to their family is reflected through their home and their possessions; hence the reluctance to lose the family home and the strong desire to maintain a sense of continuity to their personal past. Continuity of attachment over time is, maintained primarily through their involvement in B&B accommodation provision which provides the income, necessary to maintain the family home. They also demonstrate a clear reluctance to adapt or change any aspects of the family home. This is perhaps linked to the home environment which is familiar and appears to provide them with a sense of order. According to Shenk, Kuwahara and Zablotsky (2004) the continued use of a particular space can result in the development of routines and rituals. Examples would include food being cooked in a way that is particular to the individual and household chores being carried out in a particular sequence or order. These are things which Anne and Arthur refer to when discussing their daily routine. These rituals perhaps help to give meaning to Anne and Arthur in terms of who they are, where they are, what they do, and why they do it (Pastalan and Barnes 1999) and furthermore act as an anchor to the home, its contents and thus their personal past. This perhaps explains to a certain degree their reluctance to adapt or change the physical aspects of the family home. This reluctance is illustrated in the following statement: *"There are no kettles in the bedrooms as that is when the bedrooms start to get messy, there are also no televisions and we don't have en-suite bedrooms as we didn't want to start knocking down walls as the house is old and we didn't want to put in wee boxes for toilets. If people want a cup of tea at night, I will make it for them"*. The lack of facilities in the bedroom, would, for many guests, appear strange, especially those who are well-travelled and have

stayed in a variety of different types of accommodation, however, for Anne and Arthur, it is perfectly acceptable.

As previously mentioned, as well as providing the income necessary to maintain the family home, B&B proprietorship also provides these respondents with the chance to interact with others, giving them the opportunity to learn about other cultures and nationalities. Host/guest interaction is viewed as a form of self enhancement, resulting in changes to their levels of self-esteem. For example Anne and Arthur (Interview 8) comment *"We spend a lot of time speaking to guests, we get the greatest satisfaction from cooking for people and meeting people"*. They continue *"we set out to provide a service for people who come to the town and to help them have a good holiday"*. According to Marcketti Niehm and Fuloria (2006), this type of business is often created for reasons connected to life quality. This includes meeting new people, and subsequently the opportunity to share ideas and experiences and learn about other cultures and nationalities. Thus for these Lifestyle Focused Business Performers, the desire to enter the B&B accommodation market appears to be connected to their desire for continuity in their life-course in terms of the house that they live in and in their view of themselves as homemaker. However, Bed and Breakfast accommodation provision also acts as medium to gain personal experiences.

Finally, in the case of the Self Expressive Homemakers, their business has been formed predominantly to maintain a sense of continuity in their life course. Notably, host/guest interaction is viewed as a way of maintaining their quality of life. Interaction with their guests, for many of these respondents, meets their desire for social fulfilment. A desire that has often arisen due to a change in their personal circumstances, notably children leaving the family home, thus resulting in a reduction in social contact opportunities. Bed and Breakfast accommodation provision appears to fill this gap by proving numerous opportunities for social interaction. Furthermore, Bed and Breakfast proprietorship also enables these respondents to continue in their view of themselves as homemaker/carer, thus providing them with a sense of purpose. Examples are given in table 4.17.

118

**Table 4.17:  Change and Continuity**

| Business Orientated Lifestylers | |
|---|---|
| Interview 4 | *"I created the business mainly for the extra income.  My husband is a farmer and there was a time when farming was reasonably good however it's not what it used to be".* |
| Interview 6 | *"We created the business for the additional income.  I was previously employed by a company but the company went into liquidation, I subsequently work from home however the commission payments can be erratic".* |
| Interview 11 | *"I created the business so that I could stop working but I find that the income is not enough so I still work full-time".* |
| Interview 12 | *"I needed the income to maintain the house".* |
| Interview 25 | *"I wanted to earn a bit of extra money".* |
| **Lifestyle Focused Business Performers** | |
| Interview 5 | *"The B&B business was created to bridge the gap between leaving the post office and receiving a pension.  The business provided the money required at that time to maintain the family home, however the business was not created purely for financial reasons as we also enjoy meeting people and learning about other cultures and nationalities".* |
| Interview 18 | *"We will go on for a period of time to make it viable for us to live here.  I need to do it, but also I enjoy doing it".* |
| Interview 23 | *"It has always been the family home but my kids have grown up and moved away.  Providing Bed and Breakfast helps with the living costs but I also enjoy the social aspects of the business".* |
| **Self Expressive Homemakers** | |
| Interview 24 | *"I like entertaining and I enjoy the atmosphere when people are visiting the house, it's a way of life really and a hobby, something that I enjoy doing now".* |

This study therefore shows that Bed and Breakfast proprietorship enables respondents to maintain continuity in their life course, whether it is in terms of the lifestyle provided by the income generated or in their view of themselves as a successful business person or homemaker/carer.  However owning and operating a Bed and Breakfast accommodation business also affords the

opportunity for change whether it be a change of physical location or the pursuit of a different social network.

## 4.16 Chapter Summary

This chapter has analysed the personal viewpoint of respondents using their interview transcripts to gain an understanding of lifestyle issues in the Bed and Breakfast accommodation market in Scotland. The transcripts suggest that individual motivations are often complex and frequently relate to a variety of issues. These include the potential to generate an income and to fulfil lifestyle objectives which include, among others, freedom and flexibility, self-fulfilment and the opportunity for social collaboration. Overall, respondents tend to favour Bed and Breakfast proprietorship because of the lifestyle benefits.

However the findings outlined in this chapter show that it is not possible to categorise these 'lifestyle' entrepreneurs under one umbrella, rather there appear to be multiple manifestations of lifestyle entrepreneurship as the degree of involvement in the practices associated with lifestyle entrepreneurship varies among individuals, this is dependent upon a number of factors including lifecycle stage, age and personal circumstances. This, it is argued, provides evidence for the need to view respondent motivations on a continuum rather than distinct categories which divide responses according to either lifestyle or economic variables.

Drawing from the interview data, the respondents in this study were divided into one of three groups, based on the degree to which they focus on the lifestyle objectives and practices identified. For the purposes of the research, the groups of respondents were labelled as follows: the Business Orientated Lifestylers; the Lifestyle Focused Business Performers and the Self Expressive Homemakers. The categories were differentiated by characteristics, motivation and behaviour. However they are broad categories and whilst there are key differences between the respondents in each category, there is also a degree of commonality. The latter two groups were the most difficult to differentiate as many of their views are similar. The importance of these lifestyle practices to each group of respondents is shown in table 4.18.

**Table 4.18: Group Summary: Lifestyle Meanings**

| Group | Business Orientated Lifestylers | Lifestyle Focused Business Performers | Self Expressive Homemakers |
|---|---|---|---|
| **Lifestage** | Younger/Middle aged. Some have young family members | Middle aged/approaching retirement | 'Empty Nesters'. Retirement age or approaching retirement age. |
| **Primary focus** | Income (often supplementary). | Income and change/continuity of lifestyle and in their view of themselves. | Continuity of lifestyle and in view of themselves as homemaker/carer. |
| **Freedom and flexibility** | Freedom and flexibility are of significant importance in terms of the time these respondents can spend carrying out tasks unrelated to their business. | Time away from the business is of importance however the business also provides the flexibility to meet people in the comfort of one's own home. | The business provides the freedom and flexibility to meet people in the comfort of one's own home. However the perception of being tied to the business is greatest among this group of respondents. This is perhaps due to their perception of their guests as their friends. |
| **Physical barriers** | Commonplace: Restricts host/guest interaction to free up time. | A certain degree of physical separation is desirable to free up time for tasks which are not associated with the business. | Incorporate their business into the family home and family life. Physical barriers are not important. |

| | | | |
|---|---|---|---|
| **Self Image** | Mainly concerned with professional image required to generate an income. Their image is defined by their own perception of success. | Feel that it is important to gain the approval of others to continue in their view of themselves as successful business person or carer/homemaker. | Use their home and their possessions to accurately portray their lifestyle to others. Desire to be viewed as friendly and hospitable. Guest feedback is important. |
| **Social Inter-action** | Is not valued for its own sake but is deemed as a necessary process because it leads to a valued outcome, namely financial reward. | Enjoy host/guest interaction. Many seek the approval of others with regards to their chosen lifestyle. | A pleasure in its own right but also important in deriving a sense of self. These respondents often view their visitors as friends. |
| **Change and Continuity** | Seek financial continuity in their lives. | Seek continuity in view of themselves as either homemaker /carer or in the work role as a successful business person.<br>a. Seek change of lifestyle in terms of the physical locality and resulting lifestyle.<br>b. Business acts a medium to gain personal experiences, in particular the opportunity to learn about other people, their culture and nationality. | Seek continuity in their view of themselves as homemaker/carer and in the degree of social contact with others. |

Further analysis of the interview data revealed that the practices shown in table 4.18 are intertwined and interrelated. For example, physical barriers may be used (or not) to control the desired level of social interaction. Social interaction in turn is often desired to achieve a sense of self which may fulfil the individual's desire for continuity in their life course. However, the degree and nature of the interplay between these attributes is dependent upon the degree of focus the individual places on lifestyle issues or not. The relationship between these individual practices is illustrated in figure 4.3.

**Figure 4.3: Lifestyle Practices**
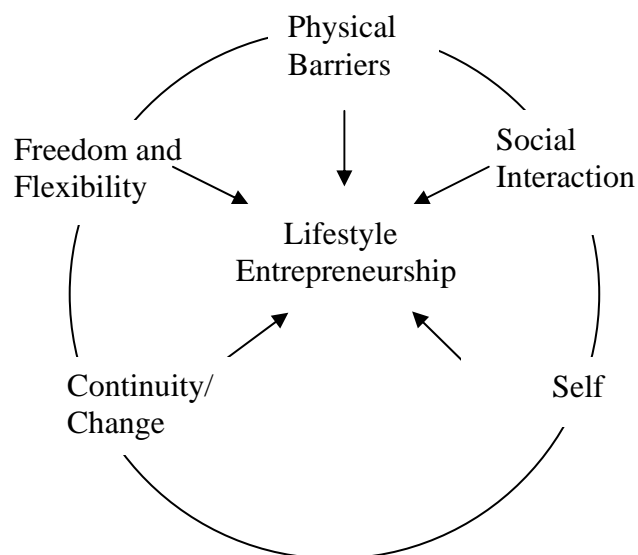


It is suggested that variations in the motives of these lifestyle entrepreneurs and the resulting lifestyle practices provide further support for the need to view lifestyle entrepreneurship on a continuum as opposed to a single group with almost uniform objectives. Furthermore, these findings reinforce the notion that lifestyle entrepreneurship is a multifaceted, multi-dimensional and therefore complex issue which is subject to individual interpretation.

**Chapter 5: Discussion**

**5.1 Chapter Introduction**

The previous chapter analysed the findings from the interviews with Bed and Breakfast operators throughout Scotland. An initial categorisation of the data indicated that the majority of respondents were motivated to some degree by both financial and lifestyle objectives. This chapter aims to evaluate the findings of the previous chapter in the context of the existing research into lifestyle attributed entrepreneurs. It will identify where the study links to existing work, where perceived gaps in knowledge exist within the literature and thus identify its contribution to knowledge and the understanding of 'lifestyle' entrepreneurship.

As indicated in the literature review, provided in chapter two, recent years have witnessed the emergence of a number of studies which address the lifestyle concept in the context of the small business. The majority of these studies can be found in the literature pertaining to tourism and hospitality with a smaller, but equally important number of studies in the areas of entrepreneurship and small business. Initially, the main focuses of study were the key differences between entrepreneurs who develop their business for profit and those who are motivated by lifestyle. However a number of studies have since emerged which examine the concept of lifestyle in detail (e.g. Morrison, Baum and Andrew 2001; Hollick and Braun 2005; Marcketti, Niehm and Fuloria 2006).

The literature has revealed that 'lifestyle' is a complex and subjective issue with individual interpretations of lifestyle varying according to the characteristics of the individual and the influence of the external environment within which they operate (see for example Di Domenico 2003; Skokic and Morrison 2011). As such, there is no consensus as to what lifestyle actually means. Previous research has approached this complexity by examining entrepreneurial motivations for business and subsequent objectives. Attention has been given to the significance of these motivations in achieving an aspired lifestyle. This has led to considerable insight and understanding, of the lifestyle concept and its component parts.

As noted in the literature review, a large number of studies have been undertaken which explore owner/operator motivations for business with entry often related to a desire to balance work and family commitments. This is a common finding, particularly within many small tourism and hospitality firms with a large number of owner/operators generally referred to in the literature as lifestyle entrepreneurs. In common with these previous studies concerning the motivations of small hospitality business owner/operators, this study has also shown that non-economic concerns are more important than financial outcomes. Whilst the responses given in this study are not identical to those found in existing studies, they do show similarities, particularly with regard to the importance of non-economic motivations. This research particularly supports the notion that way of life objectives frequently motivate individuals to act.

## 5.2  Lifestyle Motivations

As indicated in the literature review, lifestyle entrepreneurs have been identified as those individuals who are motivated by quality of life issues as opposed to purely profit motives. Research into lifestyle entrepreneurship has identified a number of key motivations which indicate that many owner/operators are strongly influenced by lifestyle considerations. These include: the desire to be one's own boss; to avoid unemployment or redundancy; to live in a specific area; to escape a hectic urban life; to maintain the family home; the desire for social interaction; and the opportunity for self-fulfilment among others (Di Domenico 2003; Getz and Carlsen 2005; Sweeney and Lynch 2007). A significant body of research exists, particularly within the areas of tourism and hospitality which considers these motivational factors in order to explain the degree to which an individual is motivated by lifestyle issues and/or economic variables, however, few have given a detailed account of the individual practices which appear to define this concept and the value individuals place on each of the objectives present.

As the research has indicated, value, in the context of the small business was traditionally considered in terms of the economic benefits a business could provide with growth and profitability regarded as key measures of business success (Shane, Locke and Collins 2003; Blackburn and Smallbone 2008). In the context of the current study, the research has revealed that non-economic

concerns are more important than growth and income.   None of the respondents refer to growth when discussing their business.   Rather the motivating values of the respondents are related to lifestyle concerns and the value of their business in terms of providing lifestyle opportunities. In this sense, whilst growth in economic terms is not regarded as a key objective, growth of the individuals involved is clearly evident.

This study has identified a diversity of lifestyle related motivations and objectives.   Key motivators include: freedom and flexibility; physical barriers; social interaction; the self; and continuity and change.   Key differences lie in the value each respondent attaches to these lifestyle objectives and the way in which these objectives are met through lifestyle practices.   Common lifestyle practices identified include:  the pursuit of social interaction as a way of meeting people and forming friendships;  the implementation of physical barriers to control the desired level of social interaction and personalisation of the home which enables the owner/operator to promote their identity and present a favourable impression to others.   Thus each individual was shown to have their own combination of motivations and objectives which were met through lifestyle practices.

In considering each of these lifestyle objectives and practices in detail, the findings showed a number of similarities to existing studies of the lifestyle entrepreneur, particularly with regard to the use of physical barriers and the implications for host/guest social interaction.   However, this study has also identified a number of areas where there was little or no existing work, particularly concerning the role of the self in the entrepreneurial process.

Researchers attempting to define lifestyle entrepreneurship, typically develop a list of reasons for business such as those discussed above, however, the notion of self appears to be understated in the current body of literature.  The data presented in the previous chapter illustrates the importance of the self in the entrepreneurial process with particular reference to the role of home hosting in achieving continuity of self in the life course.  Individual desire for life quality was shown to be strongly linked with the need to endorse the self. Home hosting was identified as providing the opportunity for individuals to create their own narrative of who they are and further was shown to provide

126

the conditions by which these individuals can continue in their view of the self as successful business person or homemaker/carer. Part of this study's contribution therefore lies in the ability to demonstrate the role of home hosting in providing a continuity of self. The significance of self in the context of the current study will be discussed further later in this chapter.

Whilst the majority of the existing studies have considered the non-economic motivations, objectives and practices of the lifestyle entrepreneur, few have categorised these entrepreneurs according to their motivations for business (for exceptions see Sweeney and Lynch 2009 and McIntosh, Lynch and Sweeney 2011). This research has shown that different motivations and objectives have given rise to different combinations of lifestyle practices among respondents. Distinct from previous studies of lifestyle entrepreneurship, this study has suggested that the variations in the motives of these lifestyle entrepreneurs and the resulting lifestyle practices provide support for the need to view lifestyle entrepreneurship on a continuum as opposed to a single group with almost uniform objectives. Along this continuum three groupings of lifestyle entrepreneur were identified. These can be conceptualised as distinct 'types' or categories of lifestyle entrepreneur. They are: the Business Orientated Lifestylers, the Lifestyle Focused Business Performers and the Self-Expressive Homemakers. These categories were differentiated by characteristics, motivation and behaviour and defined by their degree of focus on the lifestyle issues mentioned above. Whilst these typologies are not conclusive as they are defined by situational factors and context, it is suggested that they are useful in furthering an understanding of the lifestyle entrepreneur and the environment within which they operate.

In the discussion above, it was shown that existing studies of lifestyle entrepreneurship have identified numerous different lifestyle objectives and practices in the context of the small business. This study indicates that these lifestyle practices are intertwined and interrelated. The relationship *between* these lifestyle objectives and practices has been largely overlooked in recent studies of lifestyle entrepreneurship with many failing to provide a detailed analysis of the interplay between these lifestyle objectives and practices. In the context of the current study, the model presented at the end of the previous chapter, was derived from the lifestyle practices identified in the

interview data. It shows the dynamic interplay between the lifestyle practices, for example, physical barriers were shown to be useful in controlling the desired level of social interaction. Social interaction in turn was often desired to achieve a sense of self which on many occasions fulfilled the individual's desire for continuity in their life course. It was suggested that these findings provide further support for the notion that entrepreneurship progresses along a continuum from partial immersion to complete immersion in the processes associated with lifestyle entrepreneurship. An important element of this study is thus that it demonstrates the dynamic relationship between the lifestyle practices identified.

This research has also shown that regardless of an individual's position on the continuum between the Business Orientated Lifestyler and Self Expressive Homemaker, it is considered that individual motivations and objectives are dynamic and will therefore change with time and circumstance. This is particularly notable with regards to the desire for social interaction and the resulting physical separation and psychological barriers. As discussed in the review of literature in chapter two, entrepreneurial motivations, and the ways in which the relationship between the entrepreneur and their business changes during the entrepreneurial process are a particular feature of the entrepreneurship and small business literature. Within the field of tourism and hospitality, (which features a large proportion of the lifestyle studies undertaken to-date) a large number of studies have failed to take this into account. This study therefore extends the current research in this area.

A detailed discussion of the lifestyle practices identified in this study and the resulting categories are discussed in detail below.

### 5.2.1 Social Interaction

A common feature of Bed and Breakfast accommodation provision is that there is a sense that the product is being "hosted" (Tucker and Lynch 2004) often resulting in close levels of contact between the hosts and guests. Socialising with others has frequently been identified in the literature as an important element of lifestyle entrepreneurship (See for example Di Domenico 2003 and Tucker and Lynch 2004). However, the level of engagement and the authenticity of the experience have been shown to be related to the owner's

characteristics and aspirations for their business (see for example Wang 2007). The current research supports this notion. The present study indicates that the desire for social interaction is often linked to the desire for friendship with the business acting as means for social engagement. Socialising with others is therefore an important aspect of the hosting experience. However, the current research also shows that the value of this interaction is dependent upon an individual's motivations for business, in particular, whether they view their business in the traditional sense as a business created for profit, or simply as a home with an income. The Self-Expressive Homemakers, (many of whom view their business as a hobby-like activity) for example, expressed a strong desire for friendship whereas the Business Orientated Lifestylers who adopt a much more formal approach, regard host/guest interaction as a necessary process which leads to a valued outcome, namely financial reward. These findings are similar to those of Di Domenico (2003) who, in a study of guest house owner/occupiers found that whilst the majority of the proprietors interviewed expressed their desire to interact with their guests as an element of their enjoyment, one proprietor had a very formal approach and did not engage with guests as they wanted their business to be taken seriously.

Lifecycle stage and household composition have also been shown to impact on the motivations of the individual in terms of their desire for social interaction. As indicated previously, this is a particular feature of the entrepreneurship and small business literature, however a small number of tourism and hospitality studies have considered the same (See for example McIntosh, Lynch and Sweeney 2011). The research presented here supports these findings. Changing motivations are a key feature of the present study, particularly among the Self-Expressive Homemakers. For this group of respondents, Bed and Breakfast accommodation provision was initially regarded as a business which would generate an income whilst enabling them to stay at home with their family. However as these respondents entered the 'empty nest' stage of their lifecycle, their personal circumstances changed, and so too did their motivations for business from that of necessity to opportunity, in particular the opportunity for social fulfilment.

The data in this study have also indicated that social interaction is inextricably linked to the 'self' with many respondents actively seeking feedback from their

guests which maintains a positive self view. Social interaction with others is therefore important as it facilitates the self-affirmation process. Furthermore, for a significant number of interviewees, their business is associated with the opportunity to improve the self by learning about other people, countries and cultures.

### 5.2.2 Freedom and Flexibility

The desire for freedom and flexibility has also been cited in the literature as one of the key factors in the creation of a small business (See for example Di Domenico 2003; Sweeney and Lynch 2009). In a similar vein, the findings of this study show that Bed and Breakfast proprietorship is regarded by many as a means by which the individual can balance their work and family role responsibilities. Some however indicated that they felt their time was constrained due to their commitment to the work role. The present study indicated that for the Business Orientated Lifestylers, who regard monetary reward as a key factor in the creation of their business, freedom and flexibility relates to the degree of time they can afford to spend carrying out tasks unrelated to the business itself, in-other-words, the degree of time spent away from the business is important to this group of respondents. As shown in chapter 4, one respondent commented *"I like having the freedom to close when I want and being able to use my time as I want"* (Elizabeth, Interview 4). The Lifestyle Focused Business Performers on the other hand were shown to interpret freedom and flexibility as the ability to manage their work and family role responsibilities. Whereas the Self Expressive Homemakers who entered the market almost purely as a lifestyle choice, felt that providing Bed and Breakfast accommodation provided the freedom to communicate and socialise with many people of different cultures and social backgrounds without leaving home. The perception of being tied to the business was most evident in the responses given by the latter group of respondents. These findings differ to those found in previous studies of lifestyle attributed entrepreneurs, the majority of which suggest that the perception of being tied to the business is greater where the proprietor defines their commercial home as a formal business enterprise (see for example Di Domenico 2003).

In view of the above evidence, it might be argued that different interpretations of freedom and flexibility arise as a result of the way in which the groups of

respondents identified in this study view their business.  This is perhaps best explained using the example of Maria (Interview 17) and Julie (Interview 25).  Maria views her business as a home with an income.  She perceives her guests as friends and as such, she feels a strong sense of loyalty towards her guests.  This has resulted in a feeling of being 'tied' to the business as she feels that she cannot take a day off as she has committed herself to looking after her 'friends' and is reluctant to let them down.  Julie, on the other hand exhibits a take-it-or-leave-it approach.  Julie does not view her guests as friends.  As such, she feels that she can have time away from the business as and when she chooses too, simply by not accepting guests for that given period of time.  She also minimises host/guest contact and thus incidences of social interaction through the use of physical barriers.  Thus closer examination of the statements regarding freedom and flexibility within this study have revealed that although all respondents value freedom and flexibility, they conceptualise them in two quite different ways and a way which differs from the findings of previous studies.

### 5.2.3  Physical Barriers

Researchers attempting to define lifestyle entrepreneurship have identified physical separation as an important factor in the overall management of many lifestyle businesses.  One of the earliest studies of the commercial home was carried out by Stringer (1981).  Stringer found that the opportunity for privacy was a problem when the home environment was offered to tourists.  Similarly, Di Domenico (2003) and Sweeney and Lynch (2006) in their study of the host's relationship with the commercial home, found that hosts may use a number of methods by which they segregate the different areas of the commercial home, these include dividing the home and restricting guest access to certain areas within the house through the use of signs or similar.  Whilst the data in this study support the notion that physical barriers are often used to achieve physical separation from guests, it also shows that the degree to which physical barriers are implemented is dependent upon the individual's view of their business and their personal circumstances.  For example, as briefly discussed in section 5.2.1, the data show that physical barriers are most prevalent among the Business Orientated Lifestylers, the majority of whom define their home as a serious business as opposed to a home with an income.  This would appear to be logical given that this group of respondents

also display the lowest level of desire for host/guest interaction and thus implement physical barriers to minimise incidences of host/guest contact. In this sense, the desire for physical separation would appear to be linked to the desire for personal freedom (as discussed in section 5.2.2) and as such perhaps goes some way towards explaining why the perception of being tied to their business is lowest among this group of respondents. Examples provided in this study include Robert (Interview 6) who expressed his desire to maximise the income from his business whilst also communicating his desire to maintain a degree of separation from his guests through the use of physical barriers.

Contrastingly, the Self-Expressive Homemakers who view their business as a home with an income were identified as being at the lowest end of the scale in relation to having space separated from guests with the majority actively seeking host/guest interaction. The pleasure of socialising and friendship practices and rituals such as sending Christmas cards to one another are some of the dimensions identified within this group of respondents. As discussed in section 5.2.2, it is suggested that it is the perception of their guests as friends and the sense of loyalty they feel towards their guests that results in the feeling of being tied to the business. The findings of this research therefore support existing studies such as that of Sweeney and Lynch (2006) and others such as Di Domenico (2003) in that they indicate that physical barriers play an important role in determining the desired level of social interaction. However, as previously mentioned the feeling of being 'tied' to the business is most prevalent among those who view their business as a home with an income as opposed to those who wish to have a more professional relationship with their business, as identified in previous studies of lifestyle entrepreneurship.

### 5.2.4 Self

Many scholars studying lifestyle entrepreneurship acknowledge that an individual's self view may be shaped by their business (See for example Lynch 2005 and Sweeney and Lynch 2009). However it is suggested that greater attention should be given to understanding the various aspects of the self in lifestyle entrepreneurship as this has been largely overlooked, to the detriment of fully understanding the significance of self in lifestyle entrepreneurship.

This study highlights the importance of self among the different groups of respondents and suggests that lifestyle entrepreneurship arises as a direct result of an individual's anticipation of the idealised self and it is this that marks them out from traditional entrepreneurs.  Bed and Breakfast accommodation provision enables respondents to build a coherent story about who they are, what they do and why.  However this study has shown that individual perceptions of the idealised self vary significantly.  Where the property is viewed more strongly as a home as opposed to a business, Bed and Breakfast proprietorship is often not considered to be a serious profession, but rather it is regarded as a hobby-like activity.  As such the home is often a true reflection of an individual's lifestyle and personality and there are few, if any physical barriers between the home and the business.  Guests are often viewed as friends and sometimes members of the extended family.  As such, guest feedback and approval are deemed as important.  Individual personal identity is therefore defined in relation to their perceived success in making friends and providing what they regard as excellent levels of customer service.  These are particular features among the Self Expressive Homemakers.  Examples include Maria (Interview 17) who indicated that she will find it difficult to retire as she will miss the company.  For these respondents, the business aspects of B&B proprietorship appear to be secondary to the social benefits.  In this sense, these respondents are perhaps in search of the authentic self, defined by their interaction with others. Contrastingly, where Bed and Breakfast proprietorship is regarded as a professional business, guests are often presented with an edited version of the 'self' in as much as the hosts behaviour is often modified in order to present the 'correct' image to guests and thus maximise their personal utility through the endorsement of the 'self'.  From this perspective, self-identity is more closely aligned to the success of the business and the ability of the individual to validate their status as successful entrepreneurs than it is to the social aspects of the business.  Neil (Interview 18) for example, in discussing his business commented, *"In reality, the price isn't much of a driver, it's the building and its location and also the write up we have had in the media, the exposure in things like special places to stay in Britain and Scotland the Best, they are very important in creating a good feeling about your business".* Whilst Bed and Breakfast accommodation provision enables this group of respondents to affirm valued aspects of their identity, the character they are presenting to others is one

which they have initiated themselves and one which perhaps does not provide a true representation of the 'self', thus resulting in an inauthentic experience for guests.

As previously indicated and distinct from other studies of lifestyle entrepreneurship, this study has also illustrated the importance of the small hospitality business in providing respondents with continuity of the self. The data has shown that Bed and Breakfast proprietorship can enable individuals to continue in their view of themselves as homemaker/carer, thus providing them with a sense of purpose. Continuity and change are discussed in detail below.

## 5.2.5 Continuity/Change

Few studies have discussed the small business as a catalyst for continuity or change in an individual's life-course. Of those studies which have addressed these issues, the majority can found in the areas of entrepreneurship and social psychology and refer to matters such as place attachment and the emotional attachment an individual feels to their home as a dwelling space (See for example Marcus 1995; Milligan 1998). A small number of tourism and hospitality studies have however discussed the significance of an individual's emotional attachment to their home. These studies appear to suggest that an individual's connection to the home usually arises as a result of the memories and the past experiences they associate with their home (See for example Sweeney and Lynch 2009). The present study supports the findings of this research. For many respondents, particularly the Self Expressive Homemakers, their property is the family home and as such holds memories of years gone by and past experiences. These respondents appear to seek continuity through place attachment. Place attachment arises as a result of their emotional attachment to the family home. Continuity of attachment over time is maintained primarily through their involvement in B&B accommodation provision. Furthermore, Bed and Breakfast appears to provide many of these respondents with the same sense of purpose they derived from looking after their family, enabling them to continue in their view of the 'self' as homemaker and carer.

Continuity of self is also an important feature among the Lifestyle Focused Business Performers, many of whom, like the Self Expressive Homemakers, seek continuity through place attachment and wish to continue in their view of the 'self' as homemaker/carer. However for many of these respondents, Bed and Breakfast accommodation provision also provides the opportunity for change. This is perhaps best explained using the examples of Neil (Interview 18) and Fraser and Shelia (Interview 2). Neil created a Bed and Breakfast as a means of escaping his former hectic urban lifestyle and creating a new one. Similarly Fraser and Shelia also chose Bed and Breakfast proprietorship to move away from a stressful lifestyle associated with urban living. These respondents were making conscious decisions about changing their lifestyle with Bed and Breakfast proprietorship regarded as a means of facilitating the desired changes. However, Bed and Breakfast proprietorship also provided these respondents with a sense of continuity, namely in their view of themselves as successful business people, thus providing the opportunity to assert a strong personal identity which they experienced in their former employment situations. Thus these respondents appear to seek consistency in their self view whilst simultaneously seeking new stimulation and personal development.

## 5.3  Chapter Summary

This study has highlighted the importance of the personal perspectives of the small business owner in gaining a clear and accurate understanding of the nature of the lifestyle concept, its processes and outcomes. The results of this study highlight the fact that lifestyle entrepreneurship, as suggested by other scholars is indeed subjective and subject to individual interpretation.

This research has identified three types of lifestyle entrepreneur: the Business Orientated Lifestylers, the Lifestyle Focused Business Performers and those at the opposite end of the spectrum, the Self Expressive Homemakers. The categories were differentiated by characteristics, motivation and behaviour. Five key characteristics were identified as influencing the individual in their approach to business: Freedom and Flexibility; Physical Boundaries; Social Interaction; Continuity and Change and finally the 'Self'. The results indicate that lifestyle attributes are clearly linked to respondent motivations and

confirm that a continuum from low to high intensity lifestyle goals and objectives is present.

This study therefore recognises that the objectives of the small business owner/operator are not mutually exclusive as individuals are motivated by a range of lifestyle orientated objectives as well as income generation. This study therefore challenges the literature, particularly within the entrepreneurship and small business domain which suggests that individuals are motivated by either business or lifestyle objectives and provides support for those studies which suggest that individuals are motivated by a combination of both lifestyle and financial (See for example Morrison, Baum and Andrew 2001). This research also crucially recognises that regardless of an individual's position of the continuum between the Business Orientated Lifestyler and Self Expressive Homemaker, individual motivations and objectives are dynamic and will therefore change with time and circumstance.

Furthermore, whilst this research is similar to previous research in that it has identified different types of lifestyle entrepreneur (see for example Shaw and Williams 1998; Marchant and Mottiar 2011) it also differs in that it examines the empirical relationship among the possible determinants. In doing so it provides a more comprehensive and detailed understanding of the lifestyle entrepreneur. The results of the study show that all of the lifestyle attributes identified are intertwined and interdependent. Of particular importance is the notion of 'self' as the findings appear to suggest that an individual's desire for social interaction, freedom and flexibility and the resulting physical barriers coupled with their desire for change or continuity manifest themselves in aspects of the 'self'. Further, the degree to which these factors are perceived to be important, is dependent upon the degree to which an individual views their business as a serious business or simply as a home with an income, thus providing evidence for the need to view respondent motivations on a continuum rather than distinct categories which divide responses according to either lifestyle or economic variables. This study therefore adds to the current understanding of lifestyle entrepreneurship and provides a more detailed comprehension of individual motivations for business in this sector.

**Chapter 6: Conclusion**

**6.1 Chapter Introduction**

The notion of lifestyle has emerged as a growing area of interest among academics in a number of subject areas, particularly in the areas of tourism and hospitality. Qualitative data gathering has resulted in detailed studies of the lifestyle concept and its application in small tourism and hospitality businesses with particular reference to the accommodation sector.

This study set out to provide an understanding of the role and nature of lifestyle motivations in small hospitality operations with specific reference to Bed and Breakfast accommodation operations. The key objectives of the research included: the examination of previous literature pertaining to the lifestyle motivations of the accommodation provider; identifying the motivations and behaviours which constitute lifestyle entrepreneurship; gathering data to provide an enhanced understanding of the lifestyle construct in the context of the small business provider; evaluating the nature and extent of these motivations in the B&B accommodation sector in Scotland; and finally, this study sought to examine the utility of the concept of 'lifestyle' as an explanation of entrepreneurial behaviour. As indicated in chapter one, to provide an evaluation of lifestyle motivations within the Bed and Breakfast sector, this study sought to address the following research questions:

1. Why do individuals choose to become individual owner/operators (as opposed to employees in more traditional industries)?
2. What behaviours constitute lifestyle entrepreneurship?
3. To what extent does the lifestyle approach influence individual behaviour?
4. What are the implications of the lifestyle approach in terms of the possible impact on business operations?

As indicated in the methodology chapter by examining this group of entrepreneurs on their own as opposed to making comparisons with traditional profit seeking entrepreneurs, it was possible to investigate issues other than financial motives and thus provide an understanding of the lifestyle concept from a different angle. The key findings of this study are discussed in detail below.

## 6.2 Key findings

The qualitative approach applied to this research sought to gain an understanding of the phenomenon of 'lifestyle' in the context of the small-scale accommodation provider. This study demonstrated the utility of the qualitative approach in providing a valuable insight into the motivations and behaviour of the individual in relation to Bed and Breakfast proprietorship.

The study began by reviewing the literature from two important research fields (tourism and hospitality and, entrepreneurship and small business) with the purpose of understanding theory, identifying important issues and highlighting areas in need of further research. The literature pertaining to social psychology was also taken into consideration. Reviewing the existing research relating to lifestyle attributed businesses, highlighted a number of issues regarding the concept of lifestyle entrepreneurship. Firstly, it was noted that lifestyle motivations in the small business sector were particularly well articulated in the tourism and hospitality literature, however, the importance of lifestyle entrepreneurship and its application to the study of the small firm has not received a great deal of attention in the entrepreneurship and small business domain. Thus, there appears to be a disconnect between the hospitality and tourism and the entrepreneurship and small business literature. Secondly there is no consensus as to what lifestyle entrepreneurship actually is other than these entrepreneurs displaying common entrepreneurial objectives. These include, among others, the desire to be one's own boss; to avoid unemployment or redundancy; to live in a specific area; to escape a busy urban setting; to maintain the family home; the desire for social collaboration; and the opportunity for self-fulfilment. As such, there are a number of different conceptions of lifestyle, which appear to be dependent upon the analysis of these lifestyle objectives and resulting practices as the explanatory link to tell us what they do and why. Common lifestyle practices identified in the literature include: socialising with guests which provides the opportunity for friendship; the use of physical barriers to control the desired level of social interaction and presenting the property in a particular way to present a favourable impression to others.

An analysis of the interviewee responses given in this study revealed multiple lifestyle related motivations and objectives which influence the individual in

their strategy for business and in the realisation of their objectives. These include: the desire for freedom and flexibility; the degree to which the respondents make use of physical boundaries and display signs of psychological boundaries; their desire for, and the advantages/disadvantages of social interaction; the need to maintain a positive self view and the desire for change and/or continuity in the life course. It was noted that these lifestyle practices were not experienced as discreet factors but rather more than one factor was desired by any one individual at any given time. Three ideal types of lifestyle entrepreneur were subsequently identified and described as follows: the Business Orientated Lifestylers, the Lifestyle Focused Business Performers and finally those at the opposite end of the spectrum, the Self-Expressive Homemakers. These categorisations are ideal typifications, differentiated by characteristics, motivation and behaviour. However the results of this study indicated that not all respondents fell neatly into one or other grouping, rather they sat somewhere between the two extremes. As such, it was not possible to categorise these 'lifestyle' entrepreneurs under one umbrella as the degree of focus each individual placed on these lifestyle objectives varied from person to person.

In considering each of the lifestyle objectives and the resulting categories in detail, the findings showed a number of similarities to existing studies of the lifestyle entrepreneur, particularly with regard to the use of physical barriers and the implications for host/guest social interaction. Concerning the role of self in the entrepreneurial process, it is clear from the literature review that the notion of self has been addressed within the entrepreneurship literature however, given the perceived importance of the role of self in lifestyle entrepreneurship, it is somewhat understated in the areas of tourism and hospitality. This study provides a detailed discussion of the self in the entrepreneurial process, with particular reference to the role of home hosting in providing continuity of self. As such, this study extends the current research in this area.

Distinct from previous studies of lifestyle entrepreneurship, this study used the model of a continuum to portray these lifestyle business owners as being between low intensity and high intensity lifestyle goals and objectives. Respondents at any point on the continuum between the Business Orientated

Lifestylers and the Self Expressive Homemakers might experience the desire for the same lifestyle objectives; however these were shown to manifest themselves differently. For example, the Business Orientated Lifestylers interpret freedom and flexibility as the time available to deal with issues unrelated to their business whereas the Self Expressive Homemakers were shown to interpret freedom and flexibility as the time available to interact with others and having the freedom and flexibility to meet people in the comfort of their own home. This study has also revealed that, whilst individuals at any point on the continuum may have similar desires regarding lifestyle practices, their position on the continuum is dynamic and will change with time and circumstance. The entrepreneurship and small business literature refers to this changing relationship between the entrepreneur and their business during the entrepreneurial process, however, this is something which is has been largely overlooked in the areas of tourism and hospitality.

By taking a continuum approach to lifestyle entrepreneurship, this study has been able to demonstrate that not only do lifestyle practices vary from person to person but that these practices are intertwined and interdependent. It has shown that there is a great deal of interplay and connection between the lifestyle practices. For example, physical barriers (or not) have been highlighted as a means of controlling the desired level of host/guest interaction. Social interaction and the resulting visitor feedback, in turn, have been shown to support a positive self view, which in many cases fulfils the individual's desire for continuity in their view of themselves as a successful business person or homemaker/carer. There is little existing research which considers this dynamic interplay between the lifestyle practices and none which matches the degree of analysis presented here. It is therefore suggested that the model developed in this study will assist researchers to better understand the lifestyle concept, its processes and outcomes.

## 6.3 Contribution to Knowledge

This study has contributed to knowledge in a number of ways. These are discussed in detail below.

- This study has highlighted the importance of the personal perspectives of the small business owner in gaining a clear and accurate

understanding of the nature of the lifestyle concept, its processes and outcomes.  In doing so, it has extended the literature relating to lifestyle entrepreneurship.

- Methodologically, this study has illustrated the effectiveness of a qualitative approach in gaining the views of the respondents, providing rich description and thus enabling a detailed understanding of the entrepreneurial process.

- This study has recognised that in order to enable a conceptualisation of lifestyle as a whole, it is necessary to integrate the literature from the tourism and hospitality sector and the entrepreneurship and small business domain and place the component parts (e.g. studies of the commercial home), which have been well articulated in the literature into a broader understanding of lifestyle businesses.  The findings of this study were therefore discussed in relation to the literature pertaining to these two different areas of study.  The social psychology literature was also taken into consideration.

- This study has identified differing degrees of lifestyle entrepreneurship and shown the utility of a lifestyle continuum as a means of illustrating this.  It has demonstrated that none of the business owners interviewed could be characterised as having only lifestyle or business motivations; every respondent gave evidence of both.

- Discussion of the lifestyle concept in the literature has focussed largely on the general tendencies of the individual such as the desire for flexibility and independence which are expressed in their behaviour. This study extends this literature by revealing the importance of the self in the entrepreneurial process, particularly the relationship between lifestyle entrepreneurship and the desire for continuity of self.  It has shown that Bed and Breakfast proprietorship can enable individuals to continue in their view of themselves as homemaker/carer, thus providing them with a sense of purpose.  A sense of self is therefore

articulated in realising purpose through extending the role of home maker into a commercial framework. This study therefore provides a useful starting point for further research into the importance of lifestyle entrepreneurship in the development of the self.

- This study has also illustrated the dynamic relationship between the lifestyle practices identified. It has examined the empirical relationship among the possible determinants to provide a more comprehensive and detailed understanding of the lifestyle entrepreneur. In doing so, it has reinforced the notion that lifestyle entrepreneurship is a multifaceted, multi-dimensional and therefore complex issue which is subject to individual interpretation and also provides further evidence to support the notion that lifestyle entrepreneurs should be viewed on a continuum rather than a single group with almost uniform objectives.

Taking these statements into account, it is suggested that this study enhances the current understanding of lifestyle entrepreneurship and thus provides a fuller understanding or explanation of the whole. The benefits of this study for policy makers and practitioners are set out in the following section.

## 6.4 Policy and Practice Implications

It is anticipated that the typologies and subsequent lifestyle continuum presented in this study will assist researchers to better understand the lifestyle entrepreneur and the environment within which they operate. This understanding can also be used by policy makers and practitioners to better support these lifestyle entrepreneurs in the operation of their business. Such understanding should serve to improve the current relationship many of these operators have with public sector bodies such as VisitScotland, which, as the findings of this study indicate, is somewhat problematic due to a perceived lack of understanding on the part of this industry body.

It is suggested that in seeking to achieve a more detailed understanding of these small accommodation businesses, it is important that policy makers and practitioners take into account the complexity of individual motivations and behaviours and the resulting lifestyle practices as the lifestyle of the host will impact on the authenticity of the host-guest experience. This research has

shown that the value of host/guest interaction and the subsequent guest experience is heavily related to an individual's motivations for business, in particular whether they view their business in the traditional sense as a business created and operated for profit or simply as a home with an income. This raises issues regarding the definition of 'quality' within these establishments. 'Quality' is currently defined by the Tourist Board star grading system however this research has demonstrated that 'quality' in the context of the current study is defined by the lifestyle practices of the host and the resulting impact upon the host/guest experience as opposed to the physical aspects of the lodging property. It is suggested that VisitScotland are more likely to be successful in their quest to standardise and raise standards for guests if they recognise that they are looking at different types of businesses which may need to be tackled in different ways. An improved understanding should, in turn provide the opportunity to improve the small accommodation sector as a whole.

## 6.5 Research Limitations

This research is derived from data applicable to small accommodation businesses within Scotland, it is suggested that this should be taken into account when generalising the findings of this research to other businesses, destinations and cultural contexts. As such, generalisations can be made from this analysis however they will not be applicable to all people. Thus further studies of the lifestyle concept may differ in nature, dependent upon the geographic location and cultural context within which they are carried out. Furthermore, whilst the lifestyle practices identified in this study have been highlighted in previous studies of lifestyle entrepreneurship, it is recognised that further studies may add to, alter or exclude some of the practices identified here, dependent upon the group of respondents under investigation. Nonetheless, it is argued that the continuum presented here serves as a valuable guide by which to further investigate lifestyle entrepreneurship.

## 6.6 Recommendations for Future Research

This research provides a useful starting point for further research into the significance of lifestyle entrepreneurship, particularly the importance of lifestyle entrepreneurship in the development of the self. It is suggested that greater attention should be given to the importance of the self and its role in

understanding the lifestyle entrepreneur. It would be interesting to understand the perspectives of the entrepreneur in this regard in future research.

Further research could be carried out to gain a deeper understanding of lifestyle entrepreneurship generally, but more notably, the relationship between the lifestyle attributes. As noted in chapter four, this research has indicated that physical barriers may be used (or not) to control the desired level of social interaction. Social interaction in turn is often desired to achieve a sense of self which may fulfil the individual's desire for continuity in their life course. However, the degree and nature of the interplay between these attributes is dependent upon the degree of focus the individual places on lifestyle issues or not. It is suggested that there is scope for further research into the dynamics of these lifestyle attributes. However, in carrying out any further research, it should be noted that the results from this study would appear to suggest that in order to provide a clearer and more comprehensive understanding of the lifestyle concept and its component parts, it will be necessary to take into account the literature from the areas of tourism and hospitality and the entrepreneurship and small business domain. Integrating the literature from these different areas of expertise, should broaden the current understanding of the lifestyle concept in the small business sector and should also serve to further highlight the significance of the self in the entrepreneurial process.

Now that this continuum has been developed, it would be possible to test its applicability to small accommodation businesses across the UK, or internationally through the development of a quantitative survey instrument. This kind of study would be able to establish the generalisability of the categories featured here and to determine the proportion of businesses found in each category in different geographical regions. Equally, further qualitative or quantitative studies could apply these findings to small businesses in other sectors in order to compare and contrast motivations in other industries.

## 6.7  Conclusion

This study's contribution is based on the findings, and the significance of these findings in the context of existing studies of lifestyle entrepreneurship.  This study has revealed a variety of lifestyle related motivations which influence the individual in their strategy for business and in the realisation of their objectives, therefore supporting the notion that lifestyle entrepreneurship is a complex subject, encompassing a range of motivations and objectives.  In this sense, every individual's experience of lifestyle entrepreneurship is unique, related to their motivations and expectations as well as to external factors. The key lies in the meanings the individual attaches to their business.

This study has demonstrated the value of a lifestyle continuum in providing a clear and comprehensive understanding of the lifestyle motivations, objectives and practices identified.  It is anticipated that the lifestyle continuum presented here will assist further research in this area and furthermore, enable policy makers and practitioners to better understand the lifestyle entrepreneur and the environment within which they operate.  Key recommendations regarding future research include integrating the literature from the areas of tourism and hospitality and the entrepreneurship and small business domain to provide a richer and fuller understanding of the lifestyle concept in the small business sector.

**Reference List**

Aldrich, H.E., 1991. Methods in our madness? Trends in entrepreneurship research. In Sexton, D.L. and Kasarda, J.D., Eds. *The State of the Art in Entrepreneurship Research*. Boston: PWS-Kent.

Alsos, G., Ljunggren, E. and Pettersen, L., 2003. Farm-based entrepreneurs: what triggers the start-up of new business activities? *Journal of Small Business and Enterprise Development*, 10 (4), pp. 435-443.

Alteljevic, I. and Doorne, S., 2000. Staying Within the Fence: Lifestyle Entrepreneurship in Tourism. *Journal of Sustainable Tourism,* 8 (5), pp. 378-392.

Amit, R. and Muller, E., 1995. "Push" and "Pull" Entrepreneurship. *Journal of Small Business and Entrepreneurship,* 12 (4), pp. 64-80.

Anderson, A.R., 2000. The Protean Entrepreneur: The entrepreneurial process as fitting self and circumstance. *Journal of Enterprising Culture,* 8 (3), pp. 201-234.

Anderson, A.R. and Starnawska, M., 2008. Research Practices in Entrepreneurship: Problems of definition, description and meaning. *The International Journal of Entrepreneurship and Innovation,* 9 (4), pp. 221-230.

Anderson, A. R. and Ullah, F., 2014. The condition of smallness; how what it means to be small deters firms from getting bigger. *Management Decision*, 52 (2) 8-8.

Andersson, T., Carlsen, J. and Getz, D., 2002. Family Business Goals in the Tourism and Hospitality Sector: Case Studies and Cross-Case Analysis from Australia, Canada and Sweden. *Family Business Review*, 15 (2), pp. 89-106.

Arvidsson, A., 2008. The Ethical Economy of Customer Coproduction. *Journal of Macromarketing*, 28 (4), pp. 326-338.

Atchley, R., 1989. A Continuity Theory of Normal Ageing. *The Gerontologist,* 29 (2), pp. 183-190.

Baard, P., Deci, E. and Ryan, R., 2004. Intrinsic Need Satisfaction: A Motivational Basis of Performance and Well-Being in Two Work Settings. *Journal of Applied Social Psychology,* 34 (10), pp. 2045-2068.

Baker, W.E. and Sinkula, J.M., 2009. The Complementary Effects of Market Orientation and Entrepreneurial Orientation on Profitability in Small Business. *Journal of Small Business Management,* 47 (2), pp 443-464.

Baron, R., 2004. The Cognitive Perspective: A Valuable Tool for Answering Entrepreneurship's Basic "Why" Questions. *Journal of Business Venturing*, 19, pp. 221-239.

Basu, A., 2004. Entrepreneurial Aspirations Among Family Business Owners: An analysis of ethnic business owners in the UK. *International Journal of Entrepreneurial Behaviour and Research,* 10, (1/2), pp. 12-33.

Baum, T., 1999. Themes and issues in comparative destination research: the use of lesson-drawing in comparative tourism research in the North Atlantic. *Tourism Management,* 20, pp. 627-633.

Baum, T. and Hagen, L., 1999. Responses to seasonality: the experiences of peripheral destinations. *International journal of tourism research,* 1 (5), pp. 299-312.

Beaver, G., 2002. *Small Business, Entrepreneurship and Enterprise Development*, London: Financial Times/Prentice Hall.

Benabou, R. and Tirole, J., 2003. Intrinsic and Extrinsic Motivation. *Review of Economic Studies,* 70, pp. 489-520.

Bennett, R., 2006. Business lecturers' perception of the nature of entrepreneurship. *International Journal of Entrepreneurial Behaviour and Research,* 12 (3), pp 165–188.

147

Bialiski, P., 2006. Intimate Tourism: Friendships in a state of mobility – The case of the online hospitality network. Available from: www.intimatetourism.wordpress.com [Accessed 30<sup>th</sup> June 2014].

Bird, B., 1988. Implementing Entrepreneurial Ideas: The Case for Intention. *Academy of Management Review,* 13 (3), pp. 442-453.

Bird, B., 1989. *Entrepreneurial Behaviour,* Glenview, III: Scott Foresman.

Birley, S., Moss, C. and Saunders, P., 1987. Do Women Entrepreneurs Require Different Training? *American Journal of Small Business*, Summer, pp. 27-35.

Blackburn, R. and Smallbone, D., 2008. Researching Small Firms and Entrepreneurship in the UK: Developments and Distinctiveness. *Entrepreneurship Theory and Practice*, March, pp. 267-288.

Bowen, A., Lockwood, A. and Jones, P., 2004. Best Practice in UK Hospitality and Tourism SMEs: The Implication of Size, Location and Owner Style. *World Conference of the International Council for Small Businesses,* Johannesburg. 2004.

Bowlby, S., Gregory, S. And McKie, L., 1997. "Doing Home": Patriarchy, caring and space. *Women's Studies International Forum*, 20 (3), pp. 343-350.

Boyd, D. and Gumpert, D., 1983. Coping with Entrepreneurial Stress. *Harvard Business Review,* (March-April), pp 44-64.

Braun, P., 2002. Networking Tourism SMEs: E-Commerce and E-marketing Issues in Regional Australia. *Information Technology and Tourism,* 5 (1), pp. 13-24.

Breakwell, G., 1992. *Social Psychology of Identity and the Self Concept*. Surrey University Press in association with Academic Press.

Brenner, O.C., Pringle, C.D. and Greenhaus, JH., 1991. Perceived Fulfilment of Organisational Employment versus Entrepreneurship: work values and career

intention of business college graduates. *Journal of Small Business Management*, 29, pp. 62-74.

Brunoso, K., Scholderer, K. and Grunert, K., 2004. Closing the gap between values and behaviour – a means-end theory of lifestyle. *Journal of Business Research*, 57, pp. 665-670.

Brunt, P. and Courtney, P., 1999. Host Perceptions of Sociocultural Impacts. *Annals of Tourism Research*, 26 (3), pp. 493-515.

Bryant, B. and Morrison, A., 1980. Travel market segmentation and the implementation of market strategies. *Journal of Travel Research,* 18 (3), pp. 2-8.

Buick, I., Halcro, K. and Lynch, P A., 2000. Death of the lifestyle entrepreneur: A study of Scottish Hotel Proprietors. *Journal of Applied Hospitality Management* Praxis 2 (2). pp. 114-125

Burns, P. and Holden, A., 1995. *Tourism a new perspective*. Hemel Hempstead: Prentice Hall.

Businesses in Scotland 2012. Available from: www.scotland.gov/Topics/Statistics/Browse/Business/Corporate [Accessed 4th April 2013].

Bygrave, W., 1989. The Entrepreneurship Paradigm: A Philosophical Look at its Research Methodologies. *Entrepreneurship Theory and Practice*, 14 (1), pp7-26.

Carland, J., Hoy, F., Boulton, W. and Carland, J., 1984. Differentiating Entrepreneurs from Small Business Owners: A Conceptualization. *The Academy of Management Review*, 9 (2), pp. 354-359.

Carmichael, B. and Morrison, A., 2011. "Tourism Entrepreneurship Research." *Tourism Planning & Development,* 8 (2), pp. 115-119.

Catley, S. and Hamilton, R., 1998. Small business development and gender of owner. *Journal of Management Development*, 17 (1), pp 75-82.

Chaney, D., 1996. *Lifestyles*. London: Routledge.

Churchill, N.C. and Lewis, V., 1986. Entrepreneurial research directions and methods. In Sexton, D.L and Smilor R.W Eds. *The Art and Science of Entrepreneurship*, Ballinger, Cambridge, MA, pp. 333-365.

Claire, L., 2012. Re-Storying the Entrepreneurial Ideal: Lifestyle Entrepreneurs as Hero. Tamara – *Journal for Critical Organization Inquiry*, 10 (1), pp. 31-39.

Cohen, E., 1971. Arab Boys and Tourist Girls in a Mixed Jewish-Arab Community. *International Journal of Comparative Sociology*, 12 (4), pp. 217-233.

Cohen, E., 1973. Nomads from Affluence: Notes on the Phenomenon of Drifter-Tourism. *International Journal of Comparative Sociology*, 14 (1/2), pp. 89-103.

Cohen, E., 1988. Traditions in the Qualitative Sociology of Tourism. *Annals of Tourism Research,* 15, pp. 29-46.

Connell, J. and Lowe A., 1997. Generating Grounded Theory from Qualitative Data: The Application of Inductive Methods in Tourism and Hospitality Management Research. *Progress in Tourism and Hospitality Research*, 3, pp. 165-173.

Cooper, C., Fletcher, J., Gilbert. D. and Wanhill. S., 1998. *Tourism Principles and Practice*. 2nd ed. Harlow: Longman.

Cope, J., 2003. Entrepreneurial Learning and Critical Reflection: Discontinuous Events as triggers for higher-level learning. *Management Learning*, 34 (4), pp. 429-450.

Corbin, J. and Strauss, A., 1998. *Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory*. Sage Publications.

Coyne, I., 1997. Sampling in Qualitative Research. Purposeful and Theoretical Sampling; merging or clear boundaries? *Journal of Advanced Nursing*, 26, pp. 623-630.

Crant, J.M., 1996. The Proactive Personality Scale as a Predictor of Entrepreneurial Intentions*. Journal of Small Business Management*, July pp. 42-49.

Crocker, J., 2002a. Contingencies of Self-Worth: Implication for Self-Worth: Implications for Self-Regulation and Psychological Vulnerability. *Self and Identity*, 1, pp. 143-149.

Crocker, J., 2002b. The Costs of Seeking self-esteem. *Journal of Social Issues,* 58 (3), pp. 597-615.

Crocker, J., Brook, A., Niiya, Y. and Villacorta, M., 2006. The Pursuit of Self-Esteem: Contingencies of Self-Worth and Self-Regulation. *Journal of Personality,* 74 (6), pp. 1749-1772.

Cunningham, H., 1982. Class and Leisure in mid-Victorian England. In Waites, B. Bennett, T. and Marton, G., eds. *Popular Culture – Past and Present.* London: Croom Helm, (pp 66-91).

Cunningham, J. and Lischeron, J., 1991. Defining Entrepreneurship. *Journal of Small Business Management*, 29 (1), pp. 45-61.

Dahles, H., 1999. A Theoretical Perspective. In Dahles, H and Bras, K eds. *Tourism and Small Entrepreneurs. Development, National Policy and Culture: Indonesian Cases.* Cognizant Communication Corporation. New York, pp. 8-16.

Dann, G., Nash, D. and Pearce, P., 1988. Methodology in Tourism Research, *Annals of Tourism Research*, 15, pp. 1-28.

Dawson, D., Fountain, J. and Cohen, D., 2011. Seasonality and the lifestyle "conundrum": An analysis of lifestyle entrepreneurship in wine tourism regions. *Asia Pacific Journal of Tourism Research,* 16 (5), pp. 551-572.

Deci, E., 1971. Effects of externally mediated rewards on intrinsic motivation. *Journal of Personality and Psychology*, 18 (1), pp. 105-115.

Deci, E., 1972. Intrinsic Motivation, Extrinsic Reinforcement, and Inequity, *Journal of Personality and Social Psychology*, 22 (1), pp. 113-120.

Deci, E., 1975. *Intrinsic Motivation.* New York: Plenum.

Decroup, A., 1999. Triangulation in qualitative tourism research. *Tourism Management*, 20, pp. 157-161.

Denzin, N.K. and Lincoln, Y.S., 1994. Introduction: Entering the field of qualitative research. In N.K. Denzin & Y.S. Lincoln, Eds. *Handbook of Qualitative Research*. Thousand Oaks, CA: Sage.

Dewhurst, P. and Horobin, H., 1998. Small Business Owners. In R. Thomas. Ed. *The Management of Small Tourism and Hospitality Firms.* London: Cassell. pp. 19-39.

Dewhurst, H., Dewhurst, P. and Livesey, R., 2007. Tourism and Hospitality SME training needs and provision: A sub-regional analysis. *Tourism and Hospitality Research,* 7, pp. 131-143.

Di Domenico, M., 2003. Lifestyle Entrepreneurs in the Hospitality Sector: Guest House Owner-Occupiers. PhD thesis, University of Strathclyde, Glasgow.

Di Domenico, M. and Lynch, P., 2007. Host/Guest Encounters in the Commercial Home. *Leisure Studies,* 26 (3), pp. 321-338.

Di Domenico, M. and Ball, K., 2011. A hotel inspector calls: Exploring surveillance at the home-work interface. *Organization*, 18(5), pp. 615-636.

Douglas, E. and Shepherd, D., 1999. Entrepreneurship as a Utility Maximising Response. *Journal of Business Venturing,* 15, pp. 231-251.

Eccles, J. and Wigfield, A., 2002. Motivational Beliefs, Values and Goals. *Annual Review of Psychology*, 53, pp. 109-132.

Elder, G.H., 1998. The Life Course as Developmental Theory. *Child Development* 69 (1), pp. 1-12.

European Commission 2013. Available from: www.europa.eu.int/comm/enterprise [Accessed 4th May 2013].

Executive Summary on the Evaluation of the SME definition September 2012. Centre for Strategy and Evaluation Services. Available from: www.ec.europa/enterprise/policies.sme.files.studies/executive- [Accessed 2nd February 2015].

Evans, D. and Jackson, T., RESOLVE working paper 03-07. University of Surrey.

Farver, J., 1984. Tourism and employment in the Gambia. *Annals of Tourism Research*, 11 (2), pp. 249-265.

Fayolle, A., 2007. *Entrepreneurship and New Value Creation: The Dynamic of the Entrepreneurial Process.* Cambridge University Press.

Federation of Small Businesses. Available from: www.fsb.org/stats [Accessed 2nd March 2012].

Fillis, I., 2006. A Biographical Approach to Researching Entrepreneurship in the Smaller Firm, *Management Decision*, 44 (2), pp. 198-212.

Fisher, C., 1978. The Effects of Personal Control, Competence and Extrinsic Reward Systems on Intrinsic Motivation. *Organisational Behaviour and Human Performance,* 21, pp. 273-288.

153

Gabriel, Y., 1988. *Working Lives in Catering.* Routledge, Kegan Paul, London.

Gartner, W.B., 1988. Who is an entrepreneur? Is the wrong question. *Entrepreneurship Theory and Practice,* 13 (4), 47-68.

Getz, D. and Carlsen, J., 2000. Characteristics and goals of family and owner-operated businesses in the rural tourism and hospitality sectors. *Tourism Management,* 21(6), pp. 547-560.

Getz, D. and Carlsen, J., 2005. Family Business in Tourism: State of the Art. *Annals of Tourism Research*, 32 (1), pp. 237-258.

Getz, D. and Nilsson, P., 2004. Responses of family business to extreme seasonality in demand: the case of Bornholm, Denmark. *Tourism Management,* 25, pp. 17-30.

Getz, D. and Petersen, T., 2005. Growth and profit oriented entrepreneurship among family business owners in the tourism and hospitality industry. *International Journal of Hospitality Management,* 24(2), pp. 219-242.

Gibb, A.A. and Ritchie, J., 1982. Understanding the Process of Starting Small Businesses. *European Small Business Journal*, 1 (1), pp. 26-45.

Giddens, A., 1991. *Modernity and Self-Identity: Self and Society in the late modern age.* London: Polity Press.

Glancey, K. and Pettigrew, M., 1997. Entrepreneurship in the small hotel sector. *International Journal of Contemporary Hospitality Management,* 9 (1), pp. 21-24.

Glancey, K., 1998. Determinants of growth and profitability in small entrepreneurial firms. *International Journal of Entrepreneurial Behaviour and Research*, 4 (1), pp. 18-27.

Glancey, K., Greig, M. and Pettigrew, M., 1998. Entrepreneurial Dynamics in Small Business Service Firms. *International Journal of Entrepreneurial Behaviour and Research,* 4 (3), pp. 249-268.

Glaser, B., 1965. The Constant Comparative Method of Qualitative Analysis. *Social Problems*, 12 (4), pp 436-445.

Glasser, B. and Strauss, A., 1967. *The Discovery of Grounded Theory: strategies for qualitative research.* New York: Aldine De Gruyter.

Godfrey, K. and Clarke, J., 2000. *The Tourism Development Handbook.* London: Continuum.

Goffman, E., 1959. *Presentation of Self in Everyday Life*. Doubleday Anchor Books, Garden City, New York.

Gonzalez, A. and Bello, L., 2002. The construct "lifestyle" in market segmentation: The behaviour of tourist consumers. *European Journal of Marketing*, 36 (1/2), pp. 51-85.

Goulding, P., Baum, T. and Morrison, A., 2004. Seasonal Trading and Lifestyle Motivation: Experiences of Small Tourism Businesses in Scotland. In Thyne, M and Laws. E., eds. *Hospitality, Tourism and Lifestyle Concepts*. New York: The Haworth Hospitality Press. pp. 209-238.

Graburn, G., 1977. Tourism: The Sacred Journey. In Smith, V., ed. *Hosts and Guests – The Anthropology of Tourism*. 2nd edition. Philadelphia: University of Pennsylvania. pp 37-52.

Gray, C., 2002. Entrepreneurship, resistance to change and growth in small firms. *Journal of Small Business and Enterprise Development*, 9 (1), pp. 61-72.

Haggard, L. and Williams, D., 1992. Identity Affirmation through Leisure Activities: Leisure Symbols of the Self. *Journal of Leisure Research*, 24 (1), pp. 1-18.

155

Hall, M. and Rusher, K., 2004. Risky lifestyles? Entrepreneurial characteristics of the New Zealand bed and breakfast sector. In: Thomas, R., Ed. *Small Firms in Tourism: International Perspective.* Oxford: Elsevier. pp. 83-97.

Heine, S., Markus, H., Lehman, D. and Kitayama, S., 1999. Is there a Universal Need for Positive Self-Regard? *Psychological Review*, 106 (4), pp. 766-794.

Henderson, R. and Robertson, M., 2000. Who wants to be an entrepreneur? young adult attitudes to entrepreneurship as a career. *Career Development International,* 5 (6), pp. 279-287.

Herron, L. and Sapienza, H., 1992. The Entrepreneur and the Initiation of New Venture Launch Activities. *Entrepreneurship Theory and Practice*, Fall, pp. 49-55.

Herslund, L. and Tanvig, H., 2012. When Lifestyle Entrepreneurs Establish Micro-Businesses in Rural Areas – The Case of Women in the Danish Countryside. *Rural Development - Contemporary Issues and Practices* pp. 375-392.

Hewitt-Taylor, J., 2001. Use of Constant Comparative Analysis in Qualitative Research. *Nursing Standard* 15 (42), pp 39-42.

Hill, J. and McGowan, P., 1999. Small Business and Enterprise Development Questions about Research Methodology. *International Journal of Entrepreneurial Behaviour and Research,* 5, (1), pp5-18.

Hill, J., McGowan, P. And Drummond, P., 1999. The development and application of a qualitative approach to researching the marketing networks of small firm entrepreneurs. *Qualitative Market Research: An International Journal,* 2 (2), pp. 71-81.

Hill, J. and Wright, L., 2001. A qualitative research agenda for small to medium enterprises. *Marketing Intelligence and Planning*, 19 (6), pp. 432-443.

Hollick, M. and Braun, P., 2005. Lifestyle entrepreneurship: the unusual nature of the tourism entrepreneur. *Proceedings of the Second Annual AGSE International Entrepreneurship Research Exchange.* Swinburne Press, Melbourne, pp. 10-11.

Holloway, C. and Robinson, C., 1995. *Marketing for Tourism*. Harlow: Longman.

Hwang, J. and Lockwood, A., 2006. Understanding the challenges of implementing best practices in hospitality and tourism SMEs. *Benchmarking: An International Journal,* 13 (3), pp. 337-354.

Jayawarna, D., Rouse, J. and Kitching, J., 2013. Entrepreneurial Motivations and Lifecourse. *International Small Business Journal*, (31), 1, pp. 34-56.

Jones, E. and Haven-Tang, C., 2005. *Tourism SMEs, Service Quality and Destination Competitiveness*. Wallingford: CABI Publishing.

Klenosky, D., 2002. The "Pull" of Tourism Destinations: A Means-End Investigation. *Journal of Travel Research*, 40, pp. 385-395.

Koh, H., 1996. Testing hypotheses of entrepreneurial characteristics: A study of Hong Kong MBA students. *Journal of Managerial Psychology,* 11 (3), pp. 12-25.

Kottke, M., 1988. Estimating economic impacts of tourism. *Annals of Tourism Research*, 15 (1), pp. 122-133.

Kozak, K., 2010. Negotiating the boundaries of home in bed-and-breakfast operations in Calgary, Alberta. *Leisure,* 34 (1), pp. 71-83.

Krueger, N., 1993. The Impact of Prior Entrepreneurial Exposure on Perceptions of New Venture Feasibility and Desirability. *Entrepreneurship Theory and Practice,* Fall, pp. 5-21.

Krueger, N., 2007. What Lies Beneath? The Experiential Essence of Entrepreneurial Thinking. *Entrepreneurship Theory and Practice,* January, pp. 123-138.

Krueger, N., Reilly, M. and Carsrud, A., 2000. Competing Models of Entrepreneurial Intentions. *Journal of Business Venturing*, 15, pp. 411-432.

Kuratko, D., Hornsby, J. and Naffziger, D., 1997. An Examination of Owner's Goals in Sustaining Entrepreneurship. *Journal of Small Business Management,* January 1997, p. 24-33.

Lashley, C. and Rowson, B., 2008. Lifestyle businesses: Insights into Blackpool's hotel sector. *Proceedings of the 2008 CAUTHE Conference.*

Laverie, D., Kleine, R. and Kleine, S., 1993. Linking Emotions and Values in Consumption Experiences: An Exploratory Study. *Advances in Consumer Research,* 20, pp. 70-75.

Lawson, R., Tidwell L., Rainbird, P., Loudon, D. and Della Bitta, A., 1997. *Consumer Behaviour in Australia and New Zealand*, Sydney: Mc Graw-Hill.

Lawson, R.W., Williams, J., Young, T. and Cossens, J., 1998. A comparison of residents' attitudes towards tourism in 10 New Zealand destinations. *Tourism Management,* 19 (3), pp. 247-256.

Learned, K.E., 1992. What Happened Before the Organisation? A Model of Organisation Formation. *Entrepreneurial Theory and Practice,* 17 (1), pp.39-48.

Lazer, W., 1963. Lifestyle Concepts and Marketing. In: Greyser, S., ed. *Toward Scientific Marketing*. Chicago: American Marketing Association, 37.

Lee, J., McInerney, D., Liem, G. and Ortiga, Y., 2010. The Relationship between future goals and achievement goal orientation: An intrinsic-extrinsic motivation perspective. *Contemporary Educational Psychology,* 35, pp. 264-279.

Leiper, N., 2004. *Tourism Management*. 3rd edition. Australia: Pearson Education.

Levine, J., Resnick, L. and Higgins, T., 1993. Social Foundations of Cognition. *Annual Review of Psychology*, 44, pp. 585-612.

Lowyck, E., Van Langenhove, L. and Bollaert, L., 1992. Typologies of Tourist Roles. In Johnson, P. and Thomas, P., eds. *Choice and Demand in Tourism*. London: Mansell.

Lynch, P., 1998. Female microentrepreneurs in the host family sector: Key motivations and socio-economic variables. *Hospitality Management*, 17, pp. 319-342.

Lynch, P., 1999. Host attitudes towards guests in the homestay sector. *Tourism and Hospitality Research,* 1 (2), pp. 119-144.

Lynch, P., 2000. Setting and its significance in the Hospitality Homestay Sector: Explorations. In: Roper, A and Guerrier, Y., eds. *A Decade of Hospitality Management Research.* Oxford, UK, Butterworth-Heinemann, pp. 101-120.

Lynch, P., 2005. The commercial home enterprise and host: a United Kingdom perspective. *Hospitality Management,* 24, pp. 533-553.

MacCannell D., 1976. *The Tourist- A New Theory of the Leisure Class*. New York: Schocken books.

Marchant, B. and Mottiar, Z., 2011. Understanding Lifestyle Entrepreneurs and Digging Beneath the Issue of Profits: Profiling Surf Tourism Lifestyle Entrepreneurs in Ireland. *Tourism Development and Planning*, 8 (2), pp. 171-183.

Marcketti, S., Niehm, L. and Fuloria, R., 2006. An Exploratory Study of Lifestyle Entrepreneurship and Its Relationship to Life Quality. *Family and Consumer Sciences Research Journal*, 34 (3), pp. 241-259.

Marcus, C., 1995. *House as a Mirror of self.* Berkley: Conari Press.

Markman, G. and Baron, R., 2003. Person-entrepreneurship fit: why some people are more successful as entrepreneurs than others. *Human Resource Management Review,* 13, pp. 281-301.

McIntosh, A. and Harris, C., 2009. The Discourse of Home Hosting: Examining the personal experiences of commercial home hosts. In: Lynch, P., Morrison, A. and Tucker, H., eds. *Commercial Homes in Tourism: An International Perspective.* Routledge, Oxon.

McIntosh, A., Lynch, P. and Sweeney, M., 2011. "My Home is my Castle": Defiance of the Commercial Homestay Host in Tourism. *Journal of Travel Research,* 50 (5) 509-519.

Milligan, M., 1998. Interactional Past and Potential: The Construction of Place Attachment. *Symbolic Interaction*, 21 (1), pp. 1-33.

Morris, M. and Lewis, P., 1995. The determinants of entrepreneurial activity: implications for marketing. *European Journal of Marketing*, 29 (7), pp. 31-48.

Morrison, A., 2002. Small Hospitality Businesses: Enduring or Endangered? *Journal of Hospitality and Tourism Management,* 9 (1), pp. 1-11.

Morrison, A., 2003. SME management and leadership development: market reorientation. *Journal of Management Development*, 22 (9), pp. 796-808.

Morrison, A., Rimmington, M. and Williams, C., 1999. *Entrepreneurship in the Hospitality, Tourism and Leisure Industries*. Oxford: Butterworth Heinemann.

Morrison, A., Baum, T. and Andrew, R., 2001. The lifestyle economics of small tourism businesses. *Journal of Travel and Tourism Research,* 1 (1-2), pp. 16-25.

Morrison, A. and Teixeira, R., 2004. Small Business Performance: A Tourism Sector Focus. *Journal of Small Business and Enterprise Development*, 11 (2), pp. 166-173.

Morrison, A., Carlsen, J. and Weber, P., 2008. Lifestyle oriented small tourism (LOST) firms and tourism destination development. *CAUTHE conference proceedings*. Australia.

Myers, M., 2000. Qualitative Research and the generalizability question: Standing Firm with Proteus. *The Qualitative Report,* 4, (3-4). Available from: http://www.nova.edu/ssss/QR/QR4-3/myers.html [Accessed 2nd March 2012].

Naffziger, D., Hornsby, J. and Kuratko, D., 1994. A Proposed Research Model of Entrepreneurial Motivation. *Entrepreneurship Theory and Practice,* Spring, pp. 29-42.

Neergaard, H. and Ulhoi, J., 2007*. Handbook of Qualitative Research Methods in Entrepreneurship.* Edward Elgar Publishing.

Nunkoo, R. and Ramkissoon, H., 2009. Applying the means-end chain theory and the laddering technique to the study of host attitudes to tourism. *Journal of Sustainable Tourism,* 17 (3), pp. 337-355.

Ollenburg, C. and Buckley, R., 2007. Stated Economic and Social Motivations of Farm Tourism Operators. *Journal of Travel Research,* 45, pp. 444- 452.

Oppenheim, A., 1992. *Questionnaire design, interviewing and attitude measurement.* London: Pinter publishing.

Orhan, M. and Scott, D., 2001. Why women enter into entrepreneurship: an explanatory model. *Women in Management Review*, 16 (5), pp. 232-247.

Parasuraman, S. and Simmers, C., 2001. Type of employment, work-family conflict and well-being: a comparative study. *Journal of Organisational Behaviour*, 22, pp. 551-568.

Page, S., Forer, P. and Lawton, G., 1999. Small business development and tourism: Terra Incognita? *Tourism Management* 20(4), pp. 435-459.

Page, S., 2003. *Tourism Management: Managing for Change*. Oxford: Butterworth Heinemann.

Pastalan, L.A. and Barnes, J.E., 1999. Personal rituals: Identity attachment to place and community solidarity. In: Schwarz, B. and Brent, R., Eds. *Ageing, autonomy and architecture: Advances in assisted living.* Baltimore. The John Hopkins University Press. pp. 81-89.

Patton, M., 2002. *Qualitative Research and Evaluation Methods.* Thousand Oaks: Sage.

Payne Daniel, Y., 1996. Tourism Dance Performances. *Annals of Tourism Research*, 23 (4), pp. 780-797.

Pearce, D. and Grimmeau, J., 1985. The spatial structure of tourist accommodation and hotel demand in Spain. *Geoforum*, 16 (1), pp. 37-50.

Perdue, R., 1985. Segmenting state travel information inquirers by timing of the destination decision and previous experience. *Journal of Travel Research*, 23 (3) pp. 6-11.

Peters, M. and Buhalis, D., 2004.  Family hotel businesses: strategic planning and the need for education and training. *Education and Training*, 46 (8/9), pp. 406-415.

Peters, M., Frehse, J. and Buhalis, D., 2009. The Importance of Lifestyle Entrepreneurship: A Conceptual Study of the Tourism Industry, *PASOS,* 7 (2), pp. 393-405.

Phillimore, J. and Goodson, L., 2004. Progress in Qualitative Research in Tourism epistemology, ontology and methodology. In Phillimore, J. and Goodson, L., eds., 2004. *Qualitative research in tourism: Ontologies, epistemologies and methodologies*, Vol 14. *Psychology Press.*

Porteous, D., 1976. Home: The Territorial Core. *Geographical Review,* 66 (4), pp. 383-390.

Pragg, M. and Versloot, P., 2007. What is the value of entrepreneurship? A review of recent research. *Small Business Economics*, 29, pp. 351-382.

Purcell, K., 2013. Women's employment in UK tourism: Gender roles and labour markets. In Sinclair, T., ed. *Gender, work and tourism*. Routledge.

Riley, R. and Love, L., 2000. The State of Qualitative Tourism Research. *Annals of Tourism Research*, 27 (1), pp. 164-187.

Rimmington, M., Williams, C. and Morrison, A., 2012. *Entrepreneurship in the hospitality, tourism and leisure industries.* Routledge.

Robichaud, Y., McGraw, E. and Roger, A., 2001. Toward the Development of a Measuring Instrument for Entrepreneurial Motivation. *Journal of Developmental Entrepreneurship*, 6 (2), pp. 189-199.

Roessl, D., 1990. The European scene of small business research. *International Small Business Journal*, 10 (1), pp. 54-67.

Roth, W. and Mehta, J., 2002. The Rashomon Effect Combining Positivist and Interpretivist Approaches in the Analysis of Contested Events. *Sociological Methods Research,* 31 (2), pp. 131-173.

Ryan, C., 1995. *Researching Tourist Satisfaction, Issues, Concepts and Problems.* London: Routledge.

Ryan, R. and Deci, E., 2000. Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions. *Contemporary Educational Psychology*, 25, pp. 54-67.

Salazar, C., 2001. Building Boundaries and Negotiating Work at Home. *Proceedings of the 2001 International ACM SIGGROUP Conference on Supporting Group Work.* ACM.

Saunders, M., Lewis, P. and Thornhill, A., 2007. *Research Methods for Business Students.* 4th ed, Prentice Hall, Harlow.

Scase, R. and Goffee, R., 1980. *The Real World of the Small Business Owner.* Croom Helm, London.

Schreyagg, G. and Hapfl, H., 2004. Theatre and Organisation: Editorial Introduction. *Organisation Studies*, 25 (5), pp. 691-704.

Schreyer, R. and Roggenbuck, J., 1978. The influence of experience expectations on crowding perceptions and social-psychological carrying capacities. *Leisure Sciences,* 1 (4), pp. 373-394.

Sexton, D. and Bowman, N., 1984. Entrepreneurship education: suggestions for increasing effectiveness. *Journal of Small Business Management*, 22 (2), pp 18–25.

Shane, S., Locke, E.A. and Collins, C.J., 2003. Entrepreneurial Motivation. *Human Resource Management Review*, 13, pp. 257-279.

Shapero, A., 1975. The displaced, uncomfortable entrepreneur. *Psychology Today,* 9 pp. 83-88, 133.

Shapero, A., 1984. The Entrepreneurial Event. In C.A. Kent., ed. *Environment for Entrepreneurship*. Lexington, M.A: D.C. Heath, pp. 21-40.

Sharpley, R., 2000. The influence of the accommodation sector on tourism development: lessons from Cyprus. *International Journal of Hospitality Management,* 19 (3), pp. 275-293.

Shaver, K. G. and Scott, L.R., 1991. Person, process, choice: The psychology of new venture creation. *Entrepreneurship Theory and Practice*, 16 (2), pp. 23-45.

Shaw, E., 1999. A Guide to the Qualitative Research Process: Evidence from a Small Firm Study, Qualitative Market Research: *An International Journal*, 2 (2), pp 59-70.

Shaw, G. and Williams, A., 1994. *Critical issues in tourism: a geographical perspective*. Blackwell Publishers,

Shaw, G. and Williams, A., 1998. Entrepreneurship, small business, culture and tourism development. In Ioannides, D. and Debbage, K., Eds. *The Economic* Geography *of the Tourist Industry: A Supply-Side Analysis*. London: Routledge, pp. 235-255.

Shenk, D., Kuwahara, K. Zablotsky, D., 2004. Older women's attachments to their home and possessions. *Journal of Aging Studies,* 18, pp. 157-169.

Sherman, R. and Webb, R., 1988. eds. *Qualitative Research in Education.* Routledge.

Skokic, V. and Morrison, A., 2011. Conceptions of Tourism Lifestyle Entrepreneurship: Transition Economy Context. *Tourism Planning and Development,* 8 (2), pp. 157-169.

Smith, V.L., 1977. Introduction. In: Smith, V.L., ed. *Hosts and Guests.* Philadelphia: University of Pennsylvania Press, pp. 1-14.

Stanworth, M. and Curran, J., 1976. Growth and the small firm: An alternative view. *Journal of Management Studies,* 13 (2), pp. 95-110.

Stephens, N., 2007. Collecting data from elites and ultra elites: telephone and face-to-face interviews with macroeconomists. *Qualitative Research,* 7 (2), pp. 203-216.

Storey, D., 1994. *Understanding the Small Business Sector.* London: Routledge.

Story, P., Hart, J., Stasson, M. and Mahoney, J., 2009. Using a two-factor theory of achievement motivation to examine performance-based outcomes and self-regulatory processes. *Personality and Individual Differences,* 46, pp. 391-395.

Stringer, P. F., 1981. Hosts and Guests: The Bed and Breakfast Phenomenon, *Annals of Tourism Research*, 8 (3), pp. 357-376.

Stryker, S. and Burke, P., 2000. The Past, Present and Future of an Identity Theory. *Social Psychology Quarterly,* 63 (4), pp. 284-297.

Sturges, J. and Hanrahan, K., 2004. Comparing telephone and face-to-face qualitative interviewing: a research note. *Qualitative Research,* 4 (1), pp. 107-118.

Sweeney, M. and Lynch, P., 2007. Explorations of the host's relationship with the commercial home. *Tourism and Hospitality Research*, 7 (2), pp. 100-108.

Sweeney, M. and Lynch, P., 2009. Classifying Home Hosts Based on their Relationships to the Home. *Tourism and Hospitality Planning and Development,* 6 (2), pp. 159-170.

Szivas, E., 2001. Entrance into Tourism Entrepreneurship: A UK study. *Tourism and Hospitality Research*, 3 (2), pp. 163-172.

Thomas, R., 2013. International Perspectives on small Firms in Tourism: A synthesis. In Thomas, R ed., 2013 *Small Firms in Tourism. International Perspectives.* Routledge.

Thomson, J., Alvy G. and Lees, A., 2000. Social Entrepreneurship – a new look at the people and the potential. *Management Decision*, 38 (5), pp. 328-338.

Thornton, P., 1999. The Sociology of Entrepreneurship. *Annual Review of Sociology,* 25, pp. 19-46.

Tinsley, R. and Lynch, P., 2001. Small tourism business networks and destination development. *Hospitality Management*, 20, pp. 367-378.

Tucker, H. and Lynch, P., 2005. Host-guest dating: The potential of improving the customer experience through host-guest psychographic matching. *Journal of Quality Assurance in Hospitality and Tourism,* 5 (2-4), pp. 11-32.

Twigger-Ross, C. and Uzzel, D., 1996. Place and Identity Processes. *Journal of Environmental Psychology,* 16, pp. 205-220.

Versantvoort, M. and Van der Laan, L., 1998. Analysing labour supply in a lifestyle perspective. No. 98-010/3. *Tinbergen Institute Discussion Paper*, pp. 1-39.

Vignoles, V., Chryssochoou, X. and Breakwell, G., 2002. Evaluating Models of Identity Motivation: Self-Esteem is Not the Whole Story. *Self and Identity,* 1, pp. 201-218.

VisitScotland. Available from: www.visitscotland.com/quality-assurance/accommodation-types [Accessed 2nd September 2013].

Vyncke, P., 2002. Lifestyle Segmentation. *European Journal of Communication*, 17 (4), 445-463.

Walker, E. and Brown, A., 2004. What Success Factors are Important to Small Business Owners? *International Small Business Journal.* 22, (6), pp 577-594.

Walle, A., 1997. Quantitative Versus Qualitative Tourism Research. *Annals of Tourism Research,* 24 (3), pp. 524-536.

Wang, N., 1999. Rethinking Authenticity in Tourism Experience. *Annals of Tourism Research*, 26 (2), pp. 349-370.

Wang, Y., 2007. Customized Authenticity Begins at Home. *Annals of Tourism Research*, 34 (3), pp. 789-804.

Wanhill, S., 2000. Small and Medium Tourism Enterprises. *Annals of Tourism Research,* 27 (1), pp. 132-147.

Wilson, L., 2007. The Family Farm Business? Insights into Family Business and Ownership, Dimensions of Open Farms: *Leisure Studies,* 26 (3), pp. 357-374.

Yates, S., 2003. *Doing social science research*. Sage.

**Bibliography**

Caspi, A and Roberts, B., 2001. Personality Development across the Life Course: The Argument for Change and Continuity. *Psychological Inquiry*, 12 (2), pp. 49-66.

Cederholm, E. and Hultman, J., 2010. The Value of Intimacy – Negotiating Commercial Relationships in Lifestyle Entrepreneurship. *Scandinavian Journal of Hospitality and Tourism*, 10 (1), pp. 16-32.

Crocker, J. and Knight, K., 2005. Contingencies of Self-Worth. *American Psychological Society*, 14, (4), pp. 200-203.

Denzin, N. and Lincoln, Y., 2000. The Discipline and Practice of Qualitative Research. In Denzin, N. and Lincoln, Y., Eds. *Handbook of Qualitative Research*. Thousand Oaks, CA: Sage, pp.1-28.

Douglas, E. and Shepherd, D., 2002. Self-employment as a Career Choice: Attitudes, Entrepreneurial Intentions, and Utility Maximization. *Entrepreneurship Theory and Practice,* 26 (3), pp. 81-90.

Ioannides, D. and Petersen, T., 2003. Tourism 'Non-Entrepreneurship' in Peripheral Destinations: A Case Study of Small and Medium Tourism Enterprises in Bornholm, Denmark. *Tourism Geographies,* 5 (4), pp. 408-435.

Johns, N. and Mattsson, J., 2005. Destination Development through Entrepreneurship: A comparison of two cases. *Tourism Management*, 26, pp. 605-616.

Komppula, R., 2004. Success and Growth in Rural Tourism Micro-businesses in Finland: Financial or lifestyle objectives? In: R. Thomas. R., Ed. *Small Firms in Tourism: International Perspective*. Oxford: Elsevier, pp.115-138.

Morrison, A., 2006. A Contextualisation of Entrepreneurship. *International Journal of Entrepreneurial Behaviour and Research,* 12 (4), 192-209.

Mottiar, Z., 2007. Lifestyle Entrepreneurs and Spheres of Inter-Firm Relations. *Entrepreneurship and Innovation,* 8 (1), 67-74.

Reid, R., Dunn, B., Cromie, S. and Adams, J., 1999. Family Orientation in Family Firms: A Model and Some Empirical Evidence. *Journal of Small Business and Enterprise Development,* 6 (1), pp. 55-67.

Ryan, R. and Deci, E., 1996. When Paradigms Clash: Comments on Cameron Pierce's Claim that Rewards do not Undermine Intrinsic Motivation. *Review of Educational Research*, 66, pp. 33-38.

Smallbone, D., 1990. Success and Failure in New Business Start-ups. *International Small Business Journal*, 13, (3), pp. 34-47.

Stewart, W., Watson, W., Carland, J. and Carland, J., 1998. A Proclivity for Entrepreneurship: A Comparison of Entrepreneurs, Small Business Owners and Corporate Managers. *Journal of Business Venturing*, 14, pp. 189-214.

Strauss, A. and Corbin, J., 1998. *Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory.* Sage Publications.

Thomas, R., 2000. Small Firms in the Tourism Industry: Some Conceptual Issues. *International Journal of Tourism Research*, 2, pp. 345-353.

Wanhill, S., 2004. Government Assistance for Tourism SMEs: From Theory to Practice in Thomas, R., ed. *Small firms in tourism*. London: Elsevier.

Warren, L. and Smith, R., 2012. Restorying Entrepreneurship in a Changing World. *Tamara Journal for Critical Organisation Enquiry*. 10 (1-2), pp. 5-8.

Williams, A., Shaw, G. and Greenwood, J., 1989. From tourist to tourism entrepreneur, from consumption to production: Evidence from Cornwall, England. *Environment and Planning,* 21 (12), pp. 1639-1653.

Wilson, S., Fesenmaier, D., Fesenmaier, J. and Van Es, J. 2001. Factors for Success in Rural Tourism Development. *Journal of Travel Research,* 40, pp. 132-138.

Wood, W., 2000. Attitude Change: Persuasion and Social Influence. *Annual Review of Psychology*, 51, pp. 539-570.

## Appendix 1: Interview guide

1. Please describe how and why you got started in this business.

2. What were the main factors which influenced you in setting up your business?

3. What aspects of the business give you greatest satisfaction?

4. What goals do you have relating to the operation of the business?

5. What factors do you perceive as being critical to the success of the business?

6. What types of clientele does the business attract?

7. What are the key elements of service the B&B provides for visitors?

8. What measures do you have in place to understand visitor needs and to determine the level of visitor satisfaction?

9. What methods do you use to advertise the business and how effective are these methods?

10. How is the business portrayed through advertising?

11. Are you associated with/members of any public/private sector organisations related to the operation of the business and can you discuss your experience with these organisations?

12. What are the main advantages/disadvantages associated with organisation membership?

13. What overall comments do you have about how these organisations work with the accommodation sector in Scotland?