SCHOOL OF ECONOMICS AND MANAGEMENT

LUND UNIVERSITY

**Exploring cultural orientation and its influence
on business planning in new ventures:
urban Indigenous Australian insights**

By

Adam Abbasi Sacca and Stephan Campbell Fernandini

26 May 2021

ENTN19 Degree Project

Master's Programme in Entrepreneurship and Innovation

Supervisors: Sotaro Shibayama and Joakim Winborg

Examiner: Ziad El-Awad

Abstract

The influence of one's cultural orientation, particularly through Hofstede's (1980; 2001) Individualism-Collectivism dimension, on entrepreneurs and planning within new ventures is an underexplored field in entrepreneurial research, specifically among cultural minorities. This study aims to understand the Individualism-Collectivism orientation of urban Indigenous Australian entrepreneurs based in Sydney, Australia, and how it can influence business planning in their new venture. Through a mix of both deductive and inductive approaches, semi-structured interviews were conducted with seven entrepreneurs. A thematic analysis was used to compare and contrast experiences of the participants. Empirical data indicated that the Individualism-Collectivism orientation should be viewed as a continuous and evolving framework when assessing one's attributions, relationships, values and goal-orientation; rather than an oppositional force. Findings from this urban sample also challenge the simplified nature of macro-level research suggesting that these entrepreneurs are collectivist-oriented.

Moreover, the results indicate that one's cultural orientation undeniably influences business planning in various ways. Related to this, one's geographical setting plays a role in shaping cultural orientation and planning behaviour. As a result, this thesis encourages future research on Hofstede's Individualism-Collectivism dimension amongst Indigenous entrepreneurs to be approached as complex, interchangeable and evolving. With respect to Indigenous entrepreneurs, research should be conducted at a micro-level, rather than using macro-level comparative analyses, to ensure that findings accurately capture individual, Indigenous insights. This will assist research, ancillary policies and programs to remain accurate, representative and encourage inclusive entrepreneurship amongst distinct and diverse cultural groups.

Keywords: Culture; Cultural Dimensions Theory; Individualism-Collectivism; Cultural Orientation; Indigenous Entrepreneurship; Urban Indigenous Australia; New Venture Creation; Business Planning; Planning.

Authors' note

Typically labelled as '*Individualism vs. Collectivism*' orientation by Hofstede (1980; 2001), the orientation will be referred to as '*Individualism-Collectivism*' in this study to support open findings regarding its display among individuals. Using and capitalising '*Indigenous*' and '*Indigenous Australian*' are culturally sensitive practices adopted throughout this study (Foley, 2006; 2008).

Acknowledgements

Table of Contents

List of Tables

1   Introduction

This chapter provides an overview of the research related to culture in entrepreneurship, Indigenous entrepreneurs in an urban Australian context and business planning (1.1). This is followed by the purpose of the study (1.2), its theoretical and practical relevance (1.3-1.4) and outline of the thesis (1.5).

1.1 Background

Entrepreneurship is a social phenomenon, characterised by the relationship between individuals and their socio-cultural and geographical contexts (Welter, 2008). Understanding the role of cultural influences on individuals who elect to undertake this career path should consequently remain central to the field of entrepreneurial research (Urbano, Toledano & Ribeiro-Soriano, 2011). Despite this, the relationship between one's cultural orientation and how it manifests in entrepreneurial activities, such as business planning, is underexplored (Thornton, Ribeiro-Soriano & Urbano, 2011; Harutyunyan & Özak, 2017). Instead, it has been previously suggested as a 'future research area' (Shook, McGee & Priem, 2003).

'*Culture*' is a broad and complex field of entrepreneurial inquiry; and there are as many nuanced understandings of its influence as there are individuals within each cultural group. Within this field are several characteristics and frameworks to analyse the social and cultural factors of an individual, and how this influences their entrepreneurial behaviours and activities (Aspalone & Sumilo, 2015). One framework, Hofstede's Cultural Dimensions Theory, is most commonly used to assess the impact of cultural contexts on entrepreneurial actions (Hofstede, 1980; 2001; Hofstede, Hofstede & Minkov, 2010). While initially developed in 1980, the framework is still used and supported by scholars when assessing cultural characteristics amongst individuals and groups (Thomas & Mueller, 2000; Hayton, George & Zahra, 2002; Pinillos & Reyes, 2011; Thornton, Ribeiro-Soriano & Urbano, 2011).

Within this framework is the Individualism-Collectivism dimension. In a broad sense, '*Individualism*' refers to being independent and self-reliant, while '*Collectivism*' refers to prioritising a 'group' ahead of the individuals in it (Hofstede, 2001). However, a deep exploration of Individualism-Collectivism requires an assessment of an individual's

goal-orientation, values, networks and attributions (Tiessen, 1997). In doing so, it becomes a useful tool for analysing cultural differences amongst disparate contexts (Pinillos & Reyes, 2011). In contrast, the other five dimensions in Hofstede's Cultural Dimensions Theory primarily focus on macro-level analyses at a national or collective level, involving concepts like gender-identity and societal hierarchy (Hofstede, 2011).

While studies into the Individualism-Collectivism dimension exist, they often refer to macro-level findings (Oyserman, Coon & Kemmelmeier, 2002; Hofstede, Hofstede & Minkov, 2010; Zhao, Li & Rauch, 2012). This provides a limited understanding of how cultural orientation in specific settings shape entrepreneurial activity. Insights are often reflective of singular, dominant orientations, failing to acknowledge diverse cultural contexts and populations (Castillo-Palacio, Canino & Collazos, 2017). Research should continue to encompass disparate cultural identities within societies. Specifically, in reality, one's cultural orientation is more nuanced, complex and diverse between and within countries and contexts. This approach would provide an accurate reflection of how "society *is* and not how society *should be*" (Castillo-Palacio, Canino & Collazos, 2017, p.11).

This study seeks to investigate the complexity of culture, and its influence on activities of entrepreneurs. This is important as entrepreneurship plays a critical role in providing economic and societal benefits amongst cultural contexts, including disadvantaged and discriminated-against groups (Foley, 2000; 2006; 2008). There is also an imminent need to broaden the mainstream discourse of entrepreneurship to include marginalised and minority perspectives (Welter, 2008). One of these contexts involves Indigenous populations. Accounting for approximately 476 million people across 90 countries, this group comprises 15% of those in extreme poverty, with lower life-expectancies and self-development opportunities than non-Indigenous individuals (World Bank, 2021). In many of these contexts, new venture creation becomes a driver to challenge systemic discrimination, including in the workplace and educational institutions (Case, Lubotsky & Paxson, 2002; Foley & Fredricks, 2007). For many Indigenous entrepreneurs, it is a way to climb a hostile social ladder through its ability to foster autonomy, economic development and progress.

However, as Foley (2008, p.422) suggests *"if you are going to define Indigenous entrepreneurs, identify the individuality of the Indigenous groups"*. Following this notion, these challenges are particularly seen in countries like Australia, where Indigenous people are

not afforded any constitutional or treaty recognition, unlike in New Zealand, Canada and the United States (Dow & Gardiner-Garden, 1998). In Australia, Indigenous entrepreneurial activity grows, while the aforementioned systemic disadvantage continues (Foley, 2006; Foley & Fredricks, 2007). In 2016, Indigenous Australians were almost twice as likely to be unemployed in comparison with non-Indigenous Australians (Australian Institute of Wealth and Welfare, 2016). This disparity in employment, and consequently income, is associated with other disadvantages such as a reduction in educational, market and networking opportunities and discrimination (Case, Lubotsky & Paxson, 2002; Marmot, 2011). Still, in the last two decades, the number of Indigenous Australian new ventures doubled (Hunter, 2013).

According to the Australian Bureau of Statistics [ABS] (2016), the majority of Indigenous Australians reside in New South Wales, with most living in Sydney (National Indigenous Australians Agency, 2021). This consists of 11,000 Indigenous business owners across New South Wales (ABS, 2016). Other studies also suggest that the entrepreneurship gap is narrowing in comparison with non-Indigenous entrepreneurs, with predictions of a 40% growth in Indigenous ventures being created between 2016 and 2019 (PricewaterhouseCoopers Indigenous Consulting, 2018).

Nevertheless, Foley (2003; 2008) notes Indigenous entrepreneurial experiences are often captured at a macro-level, failing to reflect the individual realities of disparate cultural groups. This presents several challenges. Within this field, Indigenous entrepreneurs can be classified as urban, remote and / or rural and present different motivations, barriers and industry interests across these locations (Croce, 2017). Additionally, populations span several continents and are unique across and within nations (Hindle & Lansdowne, 2005). Yet, samples from previous research are often spread across vast contexts to draw conclusions (Foley, 2008).

The cultural orientation of individuals impacts on entrepreneurial activity. Specifically, actions such as organisational planning, conducted by individuals, is often influenced by their cultural values, relationships and personal characteristics (Suchman, 1995). Likewise, these new ventures often serve as a tool for entrepreneurs to realise their goals. This implies an individual's cultural orientation and context lies at the heart of new ventures (Shook, McGee & Priem, 2003; Welter, 2008).

Campbell (1988) highlights that planning is deeply personal and highly dependent on the entrepreneur, their culture and environment. It can also shape the viability and sustainability of a new venture (Liao & Gartner, 2006; Dimov, 2010). This is because planning is a vehicle for entrepreneurs to identify and maximise outputs from existing resources, understanding the requirements for certain measures and outcomes, such as growth. However, existing studies on planning within new ventures focus on the personal experiences of individuals, often at the exclusion of cultural influences (Bredillet, Yatim & Ruiz, 2010). To address this, Croce (2017) recommends investigating an urban setting in a country benefiting from improving its entrepreneurial ecosystem for its Indigenous entrepreneurs, such as Australia, to illustrate the complexity of cultural orientation and its influence on business planning.

1.2   Research purpose

This study aims to investigate a group of Indigenous entrepreneurs, at a micro-level, in order to understand the influence of cultural orientation on organisational planning within their new ventures. It also serves to respect the differing cultural orientations of distinct and diverse cultural groups, and complement and challenge macro-level conclusions with its micro-level findings from underexplored settings (Hindle & Lansdowne, 2005). Likewise, Indigenous cultural orientation has a strong influence on Indigenous economic activity and should be explored to value, understand and support the Indigenous economy and their associated ventures (Collins, Morrison, Krivokapic-Skoko, Butler & Basu, 2016). This focus should encourage deeper research in the field, and influence governmental approaches to developing policies and programs that support Indigenous entrepreneurs.

To achieve these aims, this study proceeds with urban Indigenous Australian entrepreneurs in Sydney, Australia to answer the following research question:

What is the cultural orientation of urban Indigenous Australian entrepreneurs and how can this influence plans for growth in their new ventures?

Sydney, Australia, was selected due to its prevalent Australian Indigenous population (National Indigenous Australians Agency, 2021). Focusing on this population may enable

future researchers to replicate and standardise findings (Hindle & Lansdowne, 2005; Croce, 2017).

1.3   Theoretical relevance

There are four intended theoretical contributions for this study. Firstly, this study intends to challenge the view that the 'Individualism vs. Collectivism' dimension should be viewed as a dichotomy, as posited by Hofstede (1980; 2001). It aims to assert that one's cultural orientation can be mixed and diverse, like the individual possessing it.

Secondly, the study intends to challenge current macro-level findings and promote a new micro-level approach to future studies by testing the relevance of existing literature within an urban Indigenous Australian context. This could influence research on Indigenous entrepreneurship in micro-level contexts; encouraging comparative analyses based on micro-level studies. This focus actively challenges a trend that Foley (2008) notes of Indigenous communities being viewed only through the lens / context of '*communities*'. Instead, it asserts the importance of cultural diversity in localised settings. In doing so, the study supports inclusive entrepreneurial research; by depicting accurate local realities before proceeding to international comparative findings (see for example, Tiessen, 1997).

The third aim is to explain how cultural orientation can influence planning activity in new ventures. Planning is an important activity to analyse in the field of entrepreneurship given its critical role in the survival of new ventures (Honig & Karlsson, 2004; Liao & Gartner, 2006; Dimov, 2010). The final aim is to highlight the role of context when assessing the relationship between cultural orientation and business planning. Previous literature suggests that this relationship could help deepen the understanding of the entrepreneurship phenomenon (Welter, 2008).

1.4 Practical relevance

The study aims to make two practical contributions. Firstly, it seeks to raise awareness regarding the issues that Indigenous Australian entrepreneurs face and deepen primary knowledge in this underexplored field. Specifically, to ensure that minority cultures and individual perspectives are recognised and represented within the entrepreneurship discourse (Foley, 2008).

Secondly, the study seeks to influence policy making and programs that support social cohesion and inclusive entrepreneurship amongst distinct cultural groups and contexts. This would benefit governments and organisations by equipping them with relevant and applicable empirical data which is currently lacking (Foley, 2008). Regarding Indigenous entrepreneurs, micro-level findings can support governments to tailor policies and programs to the needs of their local Indigenous populations (Hindle & Lansdowne, 2005; Galbraith, Rodriguez & Stiles, 2006; Croce, 2017).

1.5 Thesis outline

To achieve this, the study is organised into five sections. Firstly, the literature review explores the current scholarly discussion about the variables addressed in this study, including the role of culture in entrepreneurship, the field of Indigenous entrepreneurship and planning for growth in new ventures. Secondly, the study's methodological design, procedure and analysis are introduced. Thirdly, the main findings of the research are presented from the undertaken thematic analysis. Fourthly, results of the findings are discussed and analysed. Lastly, the implications of the study are presented in the conclusion, and avenues for future research within this field are suggested.

2 Literature Review

In this chapter, the role of culture in entrepreneurship and the Individualism-Collectivism orientation debate is explored (2.1). These concepts are contextualised in the field of Indigenous entrepreneurship and within urban settings (2.2). Next, includes defining new venture creation, focusing on planning for growth (2.3). Finally, exploring the relationship between cultural orientation, Indigenous entrepreneurship and planning for growth (2.4).

2.1 Culture and entrepreneurship

2.1.1 Defining 'culture'

'*Culture*' is noted as certain values, beliefs and attitudes characterising a certain group or community (Hayton, George & Zahra, 2002; Aspalone & Sumilo, 2015). This exists in diverse levels and contexts; intra-nationally, nationally, politically, socially, technologically, economically, within organisations, occupations and across genders (Hofstede & Hofstede, 2005).

These *"deeply embedded, unconscious and even irrational shared values"* can inform political, social and technical systems, with these systems reinforcing those associated values (Hayton, George & Zahra, 2002, p.33). When related to enterprise development, if a context or culture fosters behaviours commonly associated with entrepreneurship, such as innovation and risk-taking, it is more likely to value and therefore encourage entrepreneurial actions (Hofstede, 1980; Herbig & Miller, 1992; Herbig, 1994; Hayton, George & Zahra, 2002).

This paper will explore the notion of culture intra-nationally, focusing on the socio-cultural factors of Indigenous peoples within a nation. As Hofstede (2011) posits, each '*collective*' context is composed of various individuals; such as tribes, ethnic groups, nations or organisations. While not within traditional definitions of '*culture*', new venture creation is intrinsically linked to cultural values, and can become a distinguishing feature of that '*collective*' group (Tylor, 1871; Ogburn, 1964; Thornton, Ribeiro-Soriano & Urbano, 2011).

2.1.2 The influence of culture on entrepreneurship

While some academics perceive entrepreneurship solely based on economic factors such as capital, materials and markets, this is not all-encompassing (Berger, 1991). Beyond economic considerations, the cultural aspects of entrepreneurs should be considered when exploring the influence on entrepreneurship (Drakopoulou, Dodd & Anderson, 2007; Thornton, Ribeiro-Soriano & Urbano, 2011). Particularly, as certain scholars note its influence on entrepreneurial activity, levels of productivity, innovation and new venture creation (Shane, 1993; Shane, Venkataraman & MacMillan, 1995; Pinillos & Reyes, 2011). Others note that entrepreneurial attitudes and behaviours exist within the socio-cultural structures and value systems of societies, and therefore influencing the decision of individuals to become self-employed or employees (Pinillos & Reyes, 2011). The very crux of its relevance is clear: to achieve success in cultural groups involves adopting the patterns of desirable behaviour of that group (Thornton, Ribeiro-Soriano & Urbano, 2011). In a cultural setting that values self-employment, innovativeness and risk-taking, success could encourage the adoption of these behaviours.

Culture becomes a relevant concept to explore where locations with similar income levels have differing levels of entrepreneurial activity (Minniti, Bygrave & Autio, 2006; Pinillos & Reyes, 2011; Autio, Pathak & Wennberg, 2013). This is because culture includes values that are representative of groups or collectives, which can inform behaviour within contexts. It is understandable then why academics have fiercely advocated for its role in entrepreneurship to be viewed as crucial (Berger, 1991; Pinillos & Reyes, 2011).

The link between culture and entrepreneurship has gathered academic interest within the last decade (see for example Urbano, Toledano & Ribeiro-Soriano, 2011), and international policy making significance with respect to the influence on being self-employed (OECD, 2000; European Commission, 2006; Thornton, Ribeiro-Soriano & Urbano, 2011). Study in this field has particular ramifications for public policy making and educational institutions in entrepreneurship, allowing decision-makers to leverage cultural values that make entrepreneurship desirable, while addressing those that do not.

2.1.3 Individualism-Collectivism and the 'mainstream' debate

Hofstede's (1980; 2001; Hofstede, Hofstede & Minkov, 2010) Cultural Dimensions Theory comprises six dimensions to help identify behaviours amongst diverse cultural groups, presented in Appendix A. The first four dimensions explore notions like uncertainty avoidance, gender, power and Individualism-Collectivism (Hofstede, 1980). The framework was later modified to include time and indulgence considerations (Hofstede, 2001; Hofstede, Hofstede & Minkov, 2010).

Of these, the Individualism-Collectivism dimension is the most useful in understanding the deep structure of differences amongst cultural groups (Greenfield, 2000; Triandis, 2001; Schimmack, Oishi & Diener, 2005; Heine, 2008). This is because it includes insights into how they share material and non-material resources, and the influence on others when undertaking activities associated with creating new ventures (Hui & Triandis, 1986; Triandis, 1995). The dimension also provides an aptitude to capture other dimensions within the Cultural Dimensions Theory, while highlighting individual perspectives in specific contexts, which may broaden the findings and applicability of research using it.

Still, the dimension is criticised. Particularly, regarding the oppositional positioning of its core elements, i.e. '*Individualism vs. Collectivism*', based on assumptions that in-group interests are in conflict with individual interests (Schwartz, 1990; Tiessen, 1997). Likewise, when assessing distinct and diverse community groups, it is challenging to apply frameworks as the composition and values attributed to those very groups can differ for various reasons. Firstly, whether the dominant orientation of a cultural context impacts the entrepreneurial behaviour of its population. For example, some scholars note a correlation between entrepreneurial behaviours and intentions e.g. inventiveness and risk-taking in individualism-oriented contexts (Shane, 1993; Thomas & Mueller, 2000; Pinillos & Reyes, 2011). Secondly, a large body of literature contends that entrepreneurs exist in, and are influenced by, their environmental contexts (Welter, 2008). Thirdly, in line with Hui and Triandis (1986), whether an individual is more individualistic or collectivistic in terms of goal-orientation, values, attributions and personal characteristics influences their entrepreneurial activities and outcomes. This includes, for example, managing resources and building relationships.

Regardless, to effectively explore this framework requires an understanding of two key concepts, *'individualism'* and *'collectivism'* (Triandis & Sun, 2002). This is outlined in Table 1 below.

Table 1. Defining individualism and collectivism.

Orientation	Definition
Individualism	Individualism in general terms is described as the individual relationship with one's society or community (Hofstede, 2001). Individualistic societies perceive and judge individuals as unique by analysing their personal status, accomplishments and other particular attributes (Salimath & Cullen, 2010). Additionally, they are represented by *"cultures where the ties between individuals are loose"* (Hofstede, 2011, p.11). This suggests that people in individualistic cultures are motivated by self-interest and personal goals, rather than collective action (Morris, Avila & Allen, 1993).
Collectivism	Collectivism is generally described as the degree to which societies are integrated in groups and their dependence on these structures, supported by strong ties and relationships (Hofstede, 2001). Individual goals are often focused at a community level, emphasising shared wealth, mutual respect, cooperation and group cohesion (Morris, Avila & Allen, 1993).

Evidently, factors such as personal achievement, independence and entrepreneurship within individualism-oriented societies appear to correlate with entrepreneurial actions and associated behaviours e.g. the pursuit of self-employment, risk-taking and inventiveness (Hindle & Moroz, 2009). However, conclusions like these are contentious, as they do not account for all cultural contexts within, and between, nations (Foley, 2008). Amongst literature on new venture creation, references are largely made to encompass *"mainstream entrepreneurship"*, since this sample represents a population majority (Hindle & Lansdowne, 2005; Welter, 2008).

'*Mainstream*' entrepreneurship, the foundational body of knowledge in this field, has been defined to focus on the *"evaluation and exploitation"* of opportunities, typified by behaviours such as innovativeness, risk-taking and proactiveness, while largely excluding socio-cultural factors (Hindle & Moroz, 2009, p.361). This is insightful as empirical data collected by Hofstede, Hofstede and Minkov (2010) amongst 76 countries indicated that individualism was the prevailing cultural orientation in Western countries. Other comparisons are made, where countries with a low or middle GDP but strong in-group collectivism have increased enterprise developments (Pinillos & Reyes, 2011; Zhao, Li & Rauch, 2012). Conversely, following the above definition, in other examples of collectivist-oriented societies findings indicate that there are fewer opportunities for individuals to create new businesses (Mitchell, Smith, Sewright & Morse, 2000; Hayton, George & Zahra, 2002). The unifying principle of these studies is that academics continue to explore the 'dominant culture' to draw conclusions.

2.2   Contextualising culture: Indigenous entrepreneurship

The study of Indigenous entrepreneurship is distinguishable by the key stakeholders involved: Indigenous peoples. To effectively explore this field, an understanding of 'Indigenous' is required. One proposed definition of Indigenous people is posited by Peredo, Anderson, Galbraith, Honig and Dana (2004, p.5), as descending from *"populations inhabiting a region prior to later inhabitants, geographical, political and/or economic domination by later inhabitants and maintenance of some distinctive social-cultural norms and institutions"*. Understanding this definition, and associated notions such as enforced disadvantage and distinguishable social-cultural norms, can inform discussion on the notion of 'Indigenous entrepreneurship'. Especially, given a lack of consensus regarding whether the concept of entrepreneurship can be *"culturally transformed"* (Peredo & Anderson, 2006, p.274).

2.2.1 'Indigenous entrepreneurship': a communal focus?

'*Indigenous entrepreneurship*' is widely defined amongst academia (Foley, 2000; Foley, 2006; Peredo & Anderson, 2006; Foley, 2008; Croce, 2017; Collins & Norman, 2018). In assessing these definitions, two perspectives are followed. The first view is *"entrepreneurial activity conducted by Indigenous people"* (Peredo & Anderson, 2006, p.264). The second view differentiates Indigenous entrepreneurship, arguing its context and intended outcomes are distinctly unique. For example, some academics argue it is a field that centres around Indigenous peoples' desire to become self-reliant, autonomous and socially cohesive (Peredo et al. 2004; Foley, 2008). Other academics such as Hindle and Moroz (2009) focus on the ability of Indigenous entrepreneurship to enhance independence and economic development for Indigenous people across all levels (individual, group, community and nation) through new ventures and initiatives. It is often noted as the *"second wave"* of Indigenous development and progress, with the 'first wave' referring to Governmental financial assistance (Peredo et al. 2004, p.3).

In the field of Indigenous entrepreneurship, one emerging theme is the compatibility of Indigenous peoples' community-based values with entrepreneurial goals (Hindle & Lansdowne, 2005; Peredo & Anderson, 2006). Literature suggests there are two key ways this is explored. Firstly, amongst studied Indigenous communities, some academics have drawn conclusions that entrepreneurial 'competition' is at odds with Indigenous groups with traditional values like collective work and communal ownership (Peredo & Anderson, 2006). Secondly, relationships within many studied communities prioritise kinship in relationships, rather than relationships based on market and economic factors (Peredo & Anderson, 2006). While being a successful Indigenous entrepreneur involves overcoming discrimination and having strong interpersonal relationships/networks with non-Indigenous people, these actions can often ostracise those very entrepreneurs from their own community (Foley, 2003).

Another emerging theme is the need to understand the distinct goals and barriers attributed with Indigenous entrepreneurial success (Peredo et al. 2004; Hindle & Lansdowne, 2005; Foley, 2006). This includes the pursuit of communal goals and environmental sustainability, due to strong land ties and self-development (Peredo & Anderson, 2006). Evidently, existing research tends to focus on community-based goals and subjects. While these insights are

useful contributions to the field, there is a loss of the urban, individual Indigenous voice in such findings.

2.2.2 Urban Indigenous entrepreneurship

Indigenous entrepreneurs in a specific context, like an urban setting, may have different cultural orientations and entrepreneurial behaviours as opposed to those in non-urban settings. Urban settings also present the hybridity of the dominant cultural orientation of a society, and minority cultural orientations of minority groups (Collins et al. 2016).

Despite this, as noted, existing research is dominated by group studies at a macro-level (international, national or regional areas). Examples of this include Indigenous Canadian entrepreneurs (Hindle & Lansdowne, 2005), Maori entrepreneurs across New Zealand (Maritz, 2006), or Indigenous entrepreneurs in the eastern seaboard plain of Australia (Foley, 2003). These comparisons are significant, as they highlight differences between countries at a macro-level, furthering the view that the country and context of operation impacts Indigenous entrepreneurial opportunity. For example, in Canada and New Zealand, a humanistic economic development approach is evident which has demonstrated positive outcomes for Indigenous peoples (Wilkins, 2007). This approach emphasises social development and promotes autonomous self-development, therefore equipping Indigenous entrepreneurs with the resources required to fulfil their entrepreneurial objectives (Wilkins, 2007). Alternatively, Wilkins (2007) argues Australia has adopted a structural and dependency approach; operating a 'mainstream' policy that creates a welfare-dependency culture. The exploration of this view is aligned with stifling the promotion of autonomous self-development amongst Indigenous entrepreneurs.

2.3   New venture creation

An outcome of entrepreneurial pursuit for Indigenous and non-Indigenous individuals is often the development of new businesses, referred to as new venture creation (Schumpeter, 1934; Shane & Venkataraman, 2000; Davidsson, 2004). This is evidenced by a significant portion of entrepreneurial research dedicated to exploring the cause and effect of new venture activity

(Lumpkin & Dess, 1996). The new venture creation process is highly distinct for each company, and dependent on particular cultural contexts and unique characteristics of individual entrepreneurs. These socio-cultural factors can shape how an organisation is designed, understood, planned and assessed (Suchman, 1995; Grégoire, Corbett & McMullen, 2011).

2.3.1 New venture creation and business planning

Creating a new venture is an outcome of the motivations and actions of entrepreneurs, such as exploration, launching and planning (Mehdivand, Zali, Madhoshi & Kordnaeiji, 2012). This is consistent with Gartner's (1985) definition of new venture creation; involving planning and establishing a new organisation. There are mainly two approaches to explain new venture creation. The first view articulates this outcome as designed and explained by entrepreneurs, through their cognitive processes and characteristics (Mehdivand et al. 2012). The second perspective considers new venture creation from an 'Institutional Theory' perspective, where individuals are informed by social and cultural backgrounds, building upon societal structures and institutions through the process of developing new ventures (Platzek, Pretorius & Winzker, 2010). This study particularly focuses on the planning and organising of interdependent actions, to generate outcomes within new ventures (aligned with academics like Weick, 1979; Gartner, 1985). This cognitive approach opens the study of business planning to socio-cultural influences at an individual level, rather than with a focus on institutional structures (Mehdivand et al. 2012).

Planning within small and newly created ventures is often driven by adding significant value to a given market or business, to encourage the development of a long-term enterprise (Kirkley, 2016). A unifying trait in this exploration is that the entrepreneurial actors often have different orientations, cultures, motivations, behaviours and other characteristics, which influence outcomes. While studies investigating entrepreneurs' personal characteristics are not uncommon, the process of planning a new business does not always follow logical patterns of behaviour (Shaver & Scott, 1991; Baron, 2007). Given this, other factors beyond personal characteristics, like the influence of culture, may be useful when exploring entrepreneurial actions such as planning in new ventures, as explored by Martin (1984).

2.3.2 Planning for growth

Business planning is one of the main tasks within new ventures. According to Delmar and Shane (2003; 2004), business planning involves the consideration of organisational efficiency, capability and direction, which can provide resources to benefit new ventures in both current and future states. Koontz, O'Donnell and Weirich (1982), simplify this view, noting that planning entails determining ahead of time *what*, *how* and *when* to do certain activities to achieve specific objectives. In that sense, it aims to convert individuals' resources into actions (Shank & Abelson, 1977). This activity can serve as an internal map which increases the persistence and survival of new ventures (Honig & Karlsson, 2004; Liao & Gartner, 2006; Dimov, 2010). Planning is important for entrepreneurs as the nature of their daily activities is often uncertain and complex (Campbell, 1988). Moreover, business planning often serves a fundamental role in attracting investors (Honig & Samuelsson, 2012). Evidently, planning is an important consideration that can assist new ventures to have sustainable businesses that can continue to operate.

More commonly studied within the field, factors like prior knowledge, play an important role in business planning to achieve venture growth (Mintzberg, 2000). However, many entrepreneurs, particularly from diverse and distinct cultural backgrounds, lack formal training and expertise in business planning (Honig & Samuelsson, 2012). This makes it significant to consider other attributes that may influence the planning process. One example of this is an entrepreneurs' socio-cultural entrepreneurial attributes, which may influence the organisational goals and values, and the relationships brought to a firm (Honig & Samuelsson, 2012). Given that these attributes vary according to individuals, their influence and outcome on business planning would also differ.

To overcome risks of collapse associated with new and small ventures, entrepreneurs often plan for venture growth to achieve viability (Gilbert, McDougall & Audretsch, 2006). The concept of growth has been defined by a *"variety of measures including sales, employees, market share, return on investment, dividends, earnings per share, annual turnover and assets"* (Mazzarol, Reboud & Soutar, 2009, p.10).

The present study will consider growth as an outcome, rather than a debated field of measure. Some of the outcomes of growth planning that this study will consider includes an increase in sales or employee headcount, which are two important indicators of new venture growth (Gilbert, McDougall & Audretsch, 2006). This is because these measures are more likely to be influenced by individual cultural factors. For example, plans impacting growth in company sales or employee headcount would differ according to the views of an entrepreneur regarding attributions, relationships, values and goal-orientation (Tiessen, 1997). Therefore, entrepreneurs from diverse and distinct cultural backgrounds are likely to have different views when planning for growth.

2.4 Relationship between Individualism-Collectivism, planning and Indigenous entrepreneurs

To understand the relationship between cultural orientation and its influence on planning amongst Indigenous entrepreneurs, two elements are required. Firstly, a current academic understanding of the orientation of these entrepreneurs, and secondly, how this influences and manifests in planning activity.

Current research on Individualism-Collectivism orientation amongst Indigenous entrepreneurs

The potential for Indigenous entrepreneurs to present both individualistic and collectivistic traits at an individual and community level is often excluded from research. For example, in Lindsay's (2005) review of common Indigenous cultural values, findings indicate a highly collectivistic common Indigenous cultural orientation as opposed to non-Indigenous entrepreneurial cultural values dominated by individualism-orientation (Redpath & Nielsen, 1997; Lindsay, 2005). This is characterised by community-based goals (Peredo et al. 2004). Other studies also focus on Indigenous populations as a collective group, rather than focusing on the individual (Anderson, 1999; Berkes & Adhikari, 2005).

In contrast, many academics have argued that collectivism is not a cultural characteristic of Indigenous communities. Rather, it is a recent phenomenon forged by a country's context and institutions (Anderson, 1997; Miller, 2001; Anderson, Benson & Flanagan, 2006; Galbraith, Rodriguez & Stiles, 2006). Likewise, there is an inherent problem with assuming Indigenous individuals exist only within communities (Foley, 2003). Furthermore, current studies appear not to include micro-level analysis, which does not assist the generic nature of conclusions drawn.

Planning influenced by Individualism-Collectivism orientation

Suchman (1995) highlights the direct influence that socio-cultural factors within specific contexts have regarding how an organisation is planned and viability is assessed. This can be understood in three ways. Firstly, planning involves defining and determining organisational goals, which vary according to one's cultural orientation. For example, individualist-identified entrepreneurs are often motivated by personal short-term goals, whereas collectivist entrepreneurs are linked with group and community-based long-term goals (Morris, Avila & Allen, 1993; Tiessen, 1997). In that sense, depending on an entrepreneur's orientation, the objectives and potential growth outcomes may vary.

Secondly, planning involves identifying the best path to achieve goals, considering available resources. One example can be found in existing networks and relationships, which differ amongst entrepreneurs and are influenced by their socio-cultural context. In certain cultural contexts, entrepreneurs may be members of close communities and networks which can aid with providing business development opportunities and resourcing (Foley, 2006). In turn, this could impact an entrepreneur's planning strategy. For example, collectivistic-identifying entrepreneurs rely upon the strength of interpersonal relationships and assurances, while individualist-identifying people often keep distant ties and focus on individual activities (Kim & Aldrich, 2005). This affects planning in new ventures, as collectivist-identifying individuals for example, may be more likely to share knowledge and plan their growth strategy with a team and community (Triandis, 1995; Tiessen, 1997; Hartung, Fouad, Leong & Hardin, 2010). Conversely, individualist-identifying individuals may be more likely to be

solo founders that seek personal opportunities irrespective of their cultural identity (Morris, Avila & Allen, 1993).

Thirdly, planning strategies may reflect the diverse backgrounds and contexts of entrepreneurs, including behaviours and values. Likewise, one's personal setting would shape individual characteristics, values and attributions. In a planning context, this implies that entrepreneurs in certain contexts with specific values may plan for their venture to align with individuals and organisations who have common identities and shared mindsets (Haas & Mortensen, 2016). It also indicates that company goals are influenced by focusing on corporate goals beyond economic growth, such as sustainability and community growth (Porter & Kramer, 2011). This may influence the plans for investment in human capital within the new venture. For example, an entrepreneur may choose to invest into their own skills and capabilities if they are oriented to view success as inherently self-dependent. However, if failure is attributed to external actors, the entrepreneur may instead focus on building the capacity of their team and network (Hui & Triandis, 1986).

2.4.1 *Exploring Individualism-Collectivism amongst Indigenous entrepreneurs*

An extensive literature review has uncovered ways to approach a study focused on individual urban Indigenous Australian entrepreneurs, understanding their cultural orientation and its influence on planning within new ventures. This includes emphasising the role of the individual actor, their context and the traits associated with cultural orientation.

Emphasising the individual actor and their personal context

One example of the intersection between cultural factors and Indigenous entrepreneurs is proposed by Hindle and Moroz (2009), and refers to the Indigenous Entrepreneurship Framework. This framework highlights the need to understand multiple themes, including socio-cultural factors and individual-collectivism orientation (the degree of collectivity) within an Indigenous entrepreneurship context, and places emphasis on socio-cultural factors. While the framework focuses on a macro-level comparative analysis, it emphasises the need

for a highly defined and identified entrepreneurial actor and their personal circumstances when exploring socio-cultural factors (Hindle & Moroz, 2009).

While alternative frameworks exist, their limitations make them difficult for inclusion without adaptability. For example, Lee and Peterson (2000) proposed a cultural-based model for mainstream entrepreneurship. While the model draws from Hofstede's cultural dimensions and considers certain economic, political and social contexts; it furthers a macro-level approach towards cultural orientation investigation. Another consideration is the breadth of investigation required. Lindsay (2005), for example, proposed a framework that focuses on culture and its relation to Indigenous entrepreneurial attitudes. However, the framework does not consider personal beliefs, actions and consequences, significant elements of new venture creation. Likewise, it does not include reference to one's specific context and location (for example, urban), which is also needed to further the field of study when analysing variables.

Key Individualism-Collectivism traits for deeper analysis

While academia exploring Individualism-Collectivism orientation amongst individuals is most commonly presented at a macro-level, frameworks for micro-level analysis exist. For example, Hayton, George and Zahra's (2002) Model of Culture associates entrepreneurship with multiple variables such as behaviours, needs, motives, and beliefs for macro-level studies. While this model is beyond the scope of this research, it presents interesting variables to consider at a micro-level e.g. beliefs. Particularly, by focusing on one element, like beliefs in further detail, the model could be re-appropriated to address micro-level contexts and specific characteristics of individual Indigenous entrepreneurs.

To corroborate this, academics like Tiessen (1997) and Morris, Avila and Allen (2013) encourage researchers to investigate cultural orientation among individuals through investigating attributions, relationships, values and goal-orientation. Considering this, an outline of the key traits is explored below.

   A. Attributions

In an entrepreneurial setting, attributions refer to humans associating causes to their actions (Tiesen, 1997). Literature indicates that individualistic approaches often attribute success to

self-ability, and failure to external, communal factors, while collectivistic-oriented people often believe in success from group effort and attribute failure to a lack of individual effort (Tiessen, 1997; Hofstede, 2001). This characteristic, and view on internal or external causes, can impact the expectations and emotional reactions of entrepreneurs and their entrepreneurial activity (Shaver, Gatewood & Gartner, 2001).

B. Relationships

Entrepreneurs mobilise diverse networks and relationships to find resources and support for their companies, with community ties and previous relationships providing the required setting for independent ventures (Starr & MacMillan, 1990). Relationships vary in strength and distance, which affects how information and resources are translated between individuals and groups (Kim & Aldrich, 2005). Entrepreneurs with a collectivist approach may be embedded in strong, close ties so they can count on reliable knowledge and people keeping their promises, while individualistic approaches are often regarded as weak and distant ties (Kim & Aldrich, 2005). Therefore, the way in which people manage relationships varies and it depends on their cultural orientation, which can affect entrepreneurial activity.

C. Values

Values are inherent within cultural settings, shaping people's behaviour and affecting entrepreneurial orientation in a society (Busenitz & Lau, 1996; Tiessen, 1997; Hayton & Cacciotti, 2013). These values are highly dependent on specific contexts, and may be learned by individuals exposed to different environments and associated institutions (Thornton, Ribeiro-Soriano & Urbano, 2011; Schwartz, 2012). Values may be both non-economic and economic and often manifest within an entrepreneur's newly created venture (Lindsay, 2005).

D. Goal-orientation

Goal-orientation focuses on one's orientation within their goals, rather than the goal itself. For example, Individualism often refers to a pursuit of self-oriented, short-term, individual goals while collectivism involves the subordination of personal interests to the goals of a group in a longer-term capacity (Morris, Avila & Allen, 1993; Tiessen, 1997). Current literature supports conclusions that Indigenous entrepreneurs are understood as collectivist-oriented (Peredo & Anderson, 2006).

These elements are particularly relevant, as the study explores characteristics synthesised from varying frameworks on cultural orientation, amongst individual case studies to discover findings and themes. This provides a solid foundation to assess Individualism-Collectivism orientation characteristics and its effects on business planning within a specific context, while highlighting individual insights. These learnings will inform the methodological framework of this study, explored in Chapter 3.

3   Methodology

This chapter outlines the qualitative method taken to perform this study. Firstly, the study explains its research method (3.1). Next, the chapter explores the research design and case study selection (3.2-3.3). The following section explores data collection, sampling and its analysis (3.4-3.5). Lastly, a brief overview of methodological limitations and ethical considerations will be explained (3.6-3.7).

3.1 Research Method

The objective of this study was to understand the Individualism-Collectivism orientation of Indigenous Australian entrepreneurs from the same urban context, and how this influences their plans for growth in new ventures. Given elements of both 'theory-testing' and highlighting individual perspectives, a hybrid inductive-deductive methodology has been adopted (Bell, Bryman & Harley, 2019). This is supported by a constructivist ontological position due to the need to show individual perspectives when exploring the influence of culture on entrepreneurship (Bell, Bryman & Harley, 2019). That is, cultural orientation is a constantly evolving concept, and an accurate understanding is determined through subjective accounts of it.

A qualitative theoretical sampling method was used in this study, given its aims to develop theoretical and practical contributions (Eisenhardt, 1989; Eisenhardt & Graebner, 2007). This method optimises the authors' limited resources by providing an in-depth understanding of individual experiences that is efficient and valid (Patton, 2002; Morse & Niehaus, 2009; Collins & Hussey, 2013). As opposed to an objective quantitative methodology, this method supports the exploratory nature of the study, and the development and emergence of individual perspectives (Locke, 2007).

3.2 Research design

This study is inductive in nature as it aims to create knowledge and elicit theoretical contributions based on captured observations, findings, and collected data (Bell, Bryman & Harley, 2019). However, as posited by Bell, Bryman and Harley (2019), following an inductive process involves certain deductive elements, which is explored in Section 3.4. This is because the research question draws from existing theories of cultural orientation and business planning (Saunders, Lewis & Thornhill, 2016)

A case study approach was deemed appropriate for understanding *how* cultural orientation influences growth planning in new ventures, within a specific cultural context (Yin, 2003). The approach was designed to ensure that views and narratives of the sample were respected, instead of being manipulated (aligned to academics such as Yin, 2003; Baxter & Jack, 2008).

Furthermore, a case study design was considered suitable as there is no reliance on pre-existing hypotheses, enabling greater versatility in research (Eisenhardt, 1989; Eisenhardt & Graebner, 2007). The thesis used multiple case studies, rather than a single case, since this often provides a stronger foundation for theory growth (Yin, 1994). Capturing the narratives of individuals within the sample enabled the researchers to explore differences, similarities and replicate findings, where possible, across different cases (Baxter & Jack, 2008). The selection and particularities of sample participants is further explained in the next subchapter. The study uses a maximum variation approach to identify important shared trends across the cases and identify any unique variations that arise (Patton, 2002).

3.3 Case selection

Case Selection Procedure

This study focuses on exploring the cultural orientation of urban Indigenous Australian entrepreneurs, and their approach to planning in new ventures. The study aimed to address a range of industries and genders within a single cultural group to increase the validity of

findings. Aligned with Foley (2006), the industries represented in the sample were diverse to depict an accurate representation of Sydney-based Indigenous Australian entrepreneurial experiences. To guide this, inclusion and exclusion parameters were developed to ensure relevance to the study. The case selection criteria are aligned to the recommendations of recognised scholars in the field (Peredo et al. 2004; Foley, 2006; Collins et al. 2016). Outlined in Table 2, this criteria ensured that the findings and analysis of this academic work are limited to a micro-level.

Table 2. Case selection criteria.

Inclusion Parameter	Rationale	Exclusion Parameter
Identifies as an Indigenous entrepreneur	The study seeks to understand the cultural orientation of Indigenous entrepreneurs, defined by Peredo and Anderson (2006) as explored in subchapter 2.2.1. This was verified by the informant's company being included on Government-accredited lists that authenticate Indigenous Australian businesses, Supply Nation (2021) or Yarpa New South Wales Indigenous Business and Employment Hub [Yarpa] (2021).	*Does not identify as an Indigenous entrepreneur*
Identifies as an Indigenous Australian person	Defined by Foley (2006, p.8) upholding the Aboriginal and Torres Strait Islander Commission (1996, p.60) as *"being of Aboriginal descent, self-identifying as Aboriginal, and a person who is accepted as such by the community in which they live"*. This is important because the study focuses on Indigenous Australian entrepreneurs, and was also validated by the company's inclusion on either Supply Nation (2021) or Yarpa (2021).	*Does not identify as an Indigenous Australian person*

Sydney-based	This includes being born in, or permanently residing within Sydney. This was supported through reviewing the participant's New South Wales Driver's License, demonstrating proof of address. This common residence reduces extraneous variation amongst the sample (Eisenhardt, 1989).	*Based outside of Sydney*
The participant's company is at least 51% Indigenous Australian owned	This allows the company to be identified as Indigenous run (Foley, 2006) and was validated by the company's inclusion on either Supply Nation (2021) or Yarpa (2021). This is important as business decisions made by participants reflect their cultural orientation, which can only be made with majority ownership.	*The participant's company is less than 51% Indigenous Australian owned*
Small business under private ownership; set up within the last five years	'*Small business*' is defined according to the *Corporations Act 2001 (Commonwealth of Australia)* as a company with an annual revenue of less than $50 million and/or less than 100 employees (Australian Securities and Investments Commission, 2021). Small businesses are the most common type of business ownership amongst Indigenous entrepreneurs, particularly among nascent entrepreneurs (Foley, 2006; Collins et al. 2016). Choosing ventures founded within the past 5 years ensures that recent decision-making and orientation influences are captured, increasing the accuracy of participant responses.	*Not a small business, public ownership; greater than 5 years old*

The authors contacted leading Sydney-based Indigenous Australian entrepreneurial organisations, that are government-accredited and indicated whether a new venture met our inclusion criteria. The organisations provided contact details for over 50 relevant companies

for this study. The authors contacted these organisations via email and telephone to ensure means of communication were tailored to culturally sensitive practice. After screening candidates, including verifying their details on the professional networking platform LinkedIn, fifteen cases were confirmed as eligible to participate (Nikolaou, 2014). Seven entrepreneurs were selected for the qualitative study, eight withdrew due to work or capacity constraints.

Case Selection

The final sample of this study consisted of seven Sydney-based Indigenous Australian entrepreneurs who were selected based on the parameters. The participants were aged between 31-41 years old, being owners of small businesses from diverse industries that have been operating for less than five years, and have 1-2 employees. The study adopted recommendations by Eisenhardt and Graebner (2007), ensuring there are both independent and contrasting elements of each case to strengthen findings. An overview of the participants of this study is presented in Table 3 below.

Table 3. *Overview of participants in the study.*

Participant and Gender	Age	Industry	Business type	Years in operation <5	Employee Headcount <100	Sydney -based?	Identified as Indigenous Australian?	Registered Supply Nation	Yarpa or with Business?
Female 1	32	Digital media and communications	Small	1	2	Yes	Yes	Yes	
Female 2	35	Project management and public policy	Small	2	2	Yes	Yes	Yes	
Female 3	33	Stationery (goods)	Small	1	1	Yes	Yes	Yes	
Male 1	31	Transport and haulage	Small	3	1	Yes	Yes	Yes	
Male 2	35	Consulting	Small	2	2	Yes	Yes	Yes	
Male 3	31	Events	Small	2	2	Yes	Yes	Yes	
Male 4	41	Community engagement	Small	5	2	Yes	Yes	Yes	

3.4 Data collection procedure

Qualitative data was used to capture individual perspectives of urban Indigenous Australian entrepreneurs and fulfill the aim of this study, currently lacking in the field of research (Peredo et al. 2004; Hindle & Lansdowne, 2005; Foley, 2008). Exploratory interviews were used as a foundational setting to encourage further, structured research and analysis (Bell, Bryman & Harley, 2019).

Interview design and approach

The data collection was conducted between March 31st and April 25th 2021. The authors followed a hybrid inductive-deductive approach during the interviews, by discovering connections between concepts in literature, the exploration of cultural orientation at an individual level, and its influence on planning activity. Several deductive elements were used in this research to deduct and translate variables for the data collection process and research methodology (Bell, Bryman & Harley, 2019). Also, potential assumptions were based on previous research, particularly, when seeking to challenge the macro-level findings on the cultural orientation of Indigenous entrepreneurs.

To achieve the empirical objective in subchapter 3.1, data was collected through individual semi-structured interviews. This method welcomes open and flexible data, and aptly manages the uncertainties associated with inductive components of the hybrid approach (Bell, Bryman & Harley, 2019). The sensitive nature of the proposed topic led the researchers to conduct individual in-depth interviews (Eriksson & Kovalainen, 2015). This method facilitated the development of retrospective and real-time accounts, and welcomed the emergence of additional insights that may not have been considered prior (Gioia, Corley & Hamilton, 2013). This interviewing-style supported the process of cross-case compatibility, adding credibility to findings (Bell, Bryman & Harley, 2019).

An Interview Guide was formulated incorporating the variables described in subchapter 2.4.1, and aligned with the aims of the study (Appendix D). The interview guide was categorised in six main areas: '*Individual actor: context*'; '*New venture creation: planning for growth*'; '*Attributions*'; '*Relationships*'; '*Values*'; and '*Goal-orientation*'. '*Growth planning*' was also

integrated throughout the interview questions to identify the relationship between cultural orientation traits and planning for growth.

The interview guide was developed to overcome *"cultural insensitivity"* in language and practice for the chosen sample: urban Indigenous Australian entrepreneurs (Bell, Bryman & Harley, 2019, p.70). Moreover, the questions were developed using Kvale's (1996) nine different question types, including introductory, probing and follow-up questions, as seen in Appendix D. Questions were designed to be open, avoiding direct cultural orientation terminology where possible (Gioia, Corley & Hamilton, 2013). This encouraged broad findings to emerge, relevant to this study.

Pilot interviews

Pilot interviews were carried out to *"self-evaluate the readiness, capability and commitment of this qualitative study"* (Kim, 2011, p.191). As novice researchers, this enabled us to review and refine the interview style and content (Kim, 2011). It also brought attention to any practical issues, such as ensuring impartiality when asking and responding to interviewees, and provided an opportunity to *"confirm the coverage and relevance of the content"* (Moser & Korstjens, 2018, p.14). This involved reviewing interview techniques and questions with members of the Indigenous Australian population in Sydney. This provided strategies for dealing with culturally sensitive issues amongst this sample of respondents. Additionally, it ensured that focus was kept on *"asking questions"* (Bell, Bryman & Harley, 2019, p.442). To minimise the risk of influencing participant responses, care was taken to be mindful of natural observation responses, such as exclamations of surprise and encouragement (Kim, 2011). This reinforced the power of interview '*silence*', maximising opportunities for interviewees to contribute (Kvale, 1996).

The pilot interviews allowed the authors to refine an original list of questions in Appendix E, to a finalised list, designed to be more open (Appendix D). This supported an alignment between the research design and objectives of the study (Kim, 2011).

Data collection and procedure

A participant information email (Appendix B) was sent out to each informant before each interview, explaining the study's aim and responses to frequently asked questions. Further, the email requested personal and venture-specific information from each participant and an electronically signed interview consent form (Appendix C).

Interviews were conducted through the online video platform, Zoom (2021). This provided a safe and natural environment for interviewees, adhering to social distancing laws associated with the current pandemic. This ensured interview quality and resolved any pandemic-related concerns from participants (Bell, Bryman & Harley, 2019).

Prior to interviewing, the authors explicitly explained the interview procedure to ensure a clear understanding. The authors also printed versions of Appendix D to accompany their interview sessions, to allow questions to pivot, while remaining relevant. Open-ended questions were used to foster an engaging dialogue, welcoming clear and elaborate answers that could enrich findings of the study (Eisenhardt & Graebner, 2007). The interview guide was not shared with participants prior to interviewing to encourage authentic narratives and minimise confirmation bias (Bell, Bryman & Harley, 2019).

Interviews lasted between 90-120 minutes. These were conducted in English to minimise any risk of misinterpretation. Zoom meetings were recorded, allowing the researchers to fully focus on the interviews. The technology platform Otter (2021) was used to support the transcription process, which was validated and refined through cross-referencing with both the recorded interviews and the authors' notes. Follow-up inquiries were made via email and phone calls to clarify any uncertainties within the data.

The transcriptions added up to a total of 140 pages, reflecting 13 hours of interviews. To triangulate the data, participants were sent complete transcriptions of their interviews to consent to what was recorded and extracts to be used in this study.

3.5 Data analysis

Data saturation

Drawing from its mainly-inductive nature, the intention of this research was to identify themes from the collected data. Since the relationship between cultural orientation and business planning in new ventures is underexplored, interviewee responses were used to understand this paradox (Thornton, Ribeiro-Soriano & Urbano, 2011; Harutyunyan & Özak, 2017). Data collection progressed to data analysis once the authors believed themes were *"sufficiently replete with instances of data"*, that is, the data saturation point (Saunders, Sim, Kingstone, Baker, Waterfield, Bartlam, Burroughs & Jinks, 2018, p.1898).

Data categorisation

The first step was to develop criteria to assess whether responses from the sample were aligned with an individualistic or collectivistic orientation, based on traits identified in Chapter 2.4.1. This is demonstrated in Table 4 below. Proof quotes were used to determine whether a case fulfilled a criterion, demonstrated in Appendix F.

Table 4. *Criteria for categorising cases using subchapter 2.4.1 (adapted from Tiessen, 1997, p.370).*

Characteristic of cultural orientation	Cultural orientation	
	More likely to be individualism	*More likely to be collectivism*
Attributions	Success due to own ability Failure from external factors	Success from group effort Failure due to lack of effort
Relationships with 'in-groups' **with 'out-groups'**	Debate, confrontation acceptable Conflict accepted, but not desired many loose ties	Harmony required Conflict Expected Few close links
Values	Achievement Self-direction Social Power Stimulation	Pro-social Conformity Security Tradition
Goal-orientation	Self-oriented Short-term	Group-oriented Long-term

Thematic analysis

To address both parts of the research question, the authors used a thematic analysis, given its comprehensibility and the authors' limited prior subject expertise (Creswell & Creswell, 2014). This method enabled the authors to identify patterns between collected data and theoretical concepts (Bell, Bryman & Harley, 2019). Since the data collection, interpretation and established theory are integrated and occur concurrently, the approach was used iteratively (Strauss & Corbin, 1990; Baxter & Jack, 2008).

The first step involved becoming familiar with the collected data by validating the transcriptions, eliminating false wording, and making preliminary notes from information that was relevant to the research question and subject. 514 unique quotes remained after processing transcriptions. The authors followed open and axial coding processes; techniques used to find relationships between codes and themes (Bell, Bryman & Harley, 2019). This involved importing all interview quotes into Microsoft Excel (2021) to establish codes, ensuring data accessibility. Relevant sections were highlighted and labelled according to the structure of the interview guide. Categories were then formed from the collected data to help identify any frequent relationships between the variables of the study (Eisenhardt & Graebner, 2007).

During the process of analysis, recurring patterns led to an emergence of themes. Three orders of codes were identified based on theoretical understandings. This enabled the researchers to understand the data, structuring findings according to the study's aims. Labels were then used in a hierarchical-style, including:

- A '*first order label*' representing key concepts derived from participant quotes,
- A '*second order label*' turning first order content into a theme, and
- An '*aggregate dimension label*' to group these themes into broader terminology.

An '*additional classification*' was added to each participant's quote, relating its content to the '*second order labels*' and/or '*aggregate dimensions*'. This enabled the researchers to identify whether a relationship between cultural orientation and planning existed, and how this presented itself for each participant.

Themes were ranked based on repetition amongst the sample, as articulated by Bell, Bryman and Harley (2019). This repetition was identified through a quote count where themes with a high quote count were included within the study to ensure that the data analysed and presented was representative of the sample. This ensured that the selection of themes were informed by empirical results rather than researcher confirmation bias.

Repetition alone does not warrant the selection of a theme (Bell, Bryman & Harley, 2019). To support this, Indigenous Australian analogies and expressions within transcripts were identified to ensure themes accurately captured all of the comments made (Ryan & Bernard, 2003). Other considerations included being conscious of the nuances associated with verbal delivery, pivoting between research topics and any missing data to enable an inclusive

approach to coding (Ryan & Bernard, 2003). Lastly, theoretical frameworks from Chapter 2 were referred to by the authors.

Once information was coded, theoretical understanding was used to determine whether information could identify the cultural orientations of the sample. A selective coding strategy was then adopted to further narrow the data based on relevance in accordance with the research question i.e. identifying Individualism-Collectivism as the core category, which all other chosen order themes relate to (Strauss & Corbin, 1990).

A review was then undertaken to assess the author's ability for integrating the diverse data extracts within the analysis. This ensured that both authors *"remained true to the original case"* (Baxter & Jack, 2008, p.555). That is, using this study to capture individual insights and cultural orientations within a specific context.

3.6 Methodological limitations

Understanding methodological limitations is crucial for how data is analysed, as well as the findings, conclusions and future research recommendations of this study. This thesis focuses on two, outlined below.

Research design

Despite its appropriateness, qualitative research has limitations due to its subjectivity, making findings difficult to replicate or generalise as they are often context-dependent insights (Eisenhardt & Graebner, 2007; Bell, Bryman & Harley, 2019). To combat this, the authors developed and followed clear case inclusion parameters and followed probity guidelines when engaging with potential participants i.e. honesty, integrity and transparency (Australian Research Council, 2018). This included providing consistent information to each participant and avoiding any potential conflicts of interest. Additionally, in adhering to the case inclusion criteria, the authors' limited sample size meant that findings were not representative of the entire population of Sydney-based Indigenous Australian entrepreneurs (Yin, 2003).

Data collection and analysis

The interview's artificial environment also posed limitations by disrupting the authentic flow of conversation, limiting behaviour, language and mannerisms (Bell, Bryman & Harley, 2019). Similarly, being restricted to online data collection due to the current pandemic was a consideration. In particular, through a loss of in-person connection and associated facial and physical expressions, unconscious bias of the interviewers may have been strengthened in the digital environment (Patel, Bedi, Deitte, Lewis, Marx & Jordan, 2020). Also, the technological challenges experienced by the sample using Zoom restricted the sample size. Interview quality was also compromised by the technological equipment owned by each participant and internet connectivity. To ease the interviewing process, questions were asked by the Australian author based in Sydney, Australia and sample anonymity was emphasised.

A longitudinal approach towards data collection and analysis would provide more accurate and replicable findings and data saturation for the research topic (Saunders et al. 2018). The authors also acknowledge that manual qualitative data analysis is subject to risks of misinterpretation and de-contextualisation. To combat these, the authors adopted data triangulation by having respondents to review and approve their own transcripts (Bell, Bryman & Harley, 2019). The study was designed to ensure a homogenous approach across the sample, without uneven weighting placed on the answers of respondents.

3.7 Ethical considerations

By using a clear research process, the authors were able to follow moral and ethical considerations. Three main ethical considerations were identified in this study.

Qualitative research formalities

An overview of the study's intent was clarified during initial phone discussions with each participant, in the Participant Information email (Appendix B) and at the commencement of each interview (Appendix D). This ensured that each participant was respected, with clear and consistent interview expectations (Greetham, 2014). Participants were also provided with two

weeks' notice regarding their interview times to allow for sufficient preparation (Seidman, 2013).

Informed consent

Prior to interviewing, participants were provided with an informative written consent form (Appendix C). This consent form advised participants that data would be secured i.e. password protected and anonymised to maintain confidentiality. It also reinforced the voluntary nature of the study, affording participants the right to withdraw at any point. Finally, verbal consent was gained at the commencement of each Zoom interview, for recording and transcription purposes (Appendix D).

Cultural sensitivity

The authors undertook Government-accredited online training to ensure that modes of communication were tailored to be culturally sensitive towards the sample. This included limiting written communication, maximising opportunities for phone and video-based discussions (often referred to as '*yarns*') and excluding culturally-offensive terminology and practices (Big River Connections, 2021). For example, the omitted use of pseudonyms for participants throughout this study (Foley, 2006).

4 Findings

This section will use data extracts to explore the aggregate dimensions of this study; '*cultural orientation*' (4.1), '*context*' (4.2) and '*planning*' (4.3). In these subchapters, explorations of second order labels are demonstrated, ranked in descending order, and refer to the most frequent first order concepts mentioned by the sample. Findings are also presented regarding the '*relationship between planning and the cultural orientation*' of the participants (4.4).

An overview of the quote count related to each aggregate dimension and their connection to existing literature can be found in Table 5 below, and in more detail in Appendix G. The total count rose from 514 unique quotes to 845 quotes, as one quote could refer to two or more aggregate dimensions.

Table 5. *Quote count analysis and link with literature review in Chapter 2.*

Aggregate dimension	Quote count analysis	Literature review *Subchapter exploration*	Data analysis *Subchapter exploration*
Cultural orientation (Individualism-Collectivism)	375 quotes	2.1	4.1
Context	188 quotes	2.2	4.2
Planning	139 quotes	2.3	4.3
Relationship between cultural orientation and planning	143 quotes	2.4	4.4
Total	**845 quotes (514 unique quotes)**		

4.1 Exploring cultural orientation amongst the sample

This subchapter presents the findings related to each second order theme under the aggregate dimension of Individualism-Collectivism. This is outlined in Table 6; its structure is consistent with Table 4 in subchapter 3.5.

Table 6. Data structure of Individualism (IO)-Collectivism (CO) orientation.

Quote	1st order	2nd order		Aggregate dimension	Literature review
"This happened because of me" *"This failed due to governmental policies"*	*Personal ability* *External failure*	Likely IO (60 quotes)	Attributions (123 quotes)		
"We were required to do it ourselves" *"It failed at the beginning because of me"*	*Success from group effort* *Failure due to lack of effort*	Likely CO (63 quotes)			
"My employees have to adapt, even if they don't like it" *"You don't want to fight with suppliers"*	*In-groups: debate acceptable* *Many loose ties* *Out-groups: conflict not*	Likely IO (28 quotes)	Relationships (120 quotes)		**Chapter 2.1**

	desired			**Individualism -Collectivism (375 quotes)**	
"Networking is strong with the community" *"I have to be prepared to handle them"*	*In-groups: harmony required* *Few close links* *Out-groups: conflict expected*	Likely CO (92 quotes)			
"I do this stuff to establish myself and be comfortable" *"You take everything as it comes and make the most of it as you can"*	*Self-direction* *Achievement* *Social power* *Stimulation*	Likely IO (7 quotes)	Values (66 quotes)		
"My culture offers me a sense of belonging" *"Cultural identity influences me"*	*Pro-social* *Security* *Conformity* *Tradition*	Likely CO (59 quotes)			
"I want to be self-sufficient"	*Self-oriented*	Likely IO			

"I prefer to focus in the near future"	*Short-term*	(31 quotes)	Goal orientation (66 quotes)		
"I am more about "ours"" *"I'm just interested in yearly planning"*	*Group-oriented* *Long-term*	Likely CO (35 quotes)			

In addition, Table 7 presents an analysis of the Individualist-Collectivist orientation of each quote per participant, which can assist in providing a holistic view of the cultural orientation of each participant.

Table 7. Quote count total for 'cultural orientation' distributed amongst all cases.

Informant	Collectivistic	Individualistic	Total
Female 2	71	23	94
Male 1	27	28	55
Male 3	25	28	53
Male 4	31	22	53
Female 3	35	15	50
Female 1	33	11	44
Male 2	19	7	26
Total	**241**	**134**	**375**

As indicated by Table 7, participants appeared to be more collectivistically-dominant on a quote count analysis. However, in exploring traits more in-depth, the complexity and nuance of one's cultural orientation was demonstrated.

Attributions

Of the four traits on cultural orientation defined in previous chapters, attributions recurred the most amongst the interviewees. Some participants highlighted the role of their **personal abilities** in achieving entrepreneurial success. Male 1 noted that expansion within the transport and haulage sector required individual drive: *"I can kickstart the growth, it's up to me."*

Male 4, the sole owner of a company that provides community engagement expertise to businesses, also highlighted this:

> *"I am confident I will find a way to meet the demands of capacity, regardless, I am a survivor."*

This notion corroborated his personal background in mental health support and adversity through trauma. Meanwhile, Female 2 demonstrated a mixed orientation towards attributions. While she attributed her company's performance to her own **abilities:** *"my capacity impacts our work and results"*, she also emphasised the role of **external actors impacting her success**. This includes the Government and lawmakers:

> *"The people higher up need to be enforcing these changes I implement in the businesses(...) otherwise there is no incentive to continue."*

This is consistent with her professional competency of providing public policy expertise to clients. In contrast, Male 2 who is a co-partner in an organisation providing consultation services to predominantly Indigenous businesses, attributes his success to **group efforts**, reinforcing a collectivistic orientation:

> *"We were required to undertake this work ourselves(...) we quickly noticed the business wasn't operating from a social impact standpoint."*

Also seemingly collectivistic in orientation, Female 1 claimed **personal responsibility for business failure** and highlighted the need for collective support:

> *"It failed at the beginning because of me. I was trying to do everything and couldn't keep up, I needed help."*

This challenge for Female 1 is as a result of her background in digital media and communications, with operations involving various technologies being used to create content for clients.

Relationships

Relationships was the second most quoted theme by interviewees. For example, Female 2 provides advisory services to many businesses within Indigenous communities. Female 2 explains she prioritises **positive community reputation and network relationships**:

> *"Lots of people have good networks but not good reputations. I love good reputations(...) working in the Indigenous business sector, I prioritise networking."*

Male 1 also emphasises the importance of good networking within the Indigenous sector to source additional work when financial assets are constrained in new ventures:

> *"Networking is strong with the community. I use these networks for opportunities and to upskill. I met a founder through my boxing community. I received mentoring and coaching from him."*

Other participants' phrases emphasised the importance of **social harmony**, **close links with others**, and **conflict expectations**, using phrases like:

> *"I grew up within the community(...) It gives us that automatic connection to people"* (Female 1).

Values

In terms of values, Male 1 reflected a sense of belonging to his **community (pro-social)** and a focus on uplifting and supporting it within his success: *"I want to [give back to and] inspire people in the community to do well."* Male 3 also highlighted a similar approach:

> *"My culture offers me a sense of belonging, purpose and commitment(…) we give back to the community through donations and volunteer work, they support us by buying our products."*

Moreover, four of the seven informants explained the influence of **culture and tradition** on their values. As an example, Male 4 mentioned: *"Equity, respect, reciprocity – all that comes from culture".* By contrast, Female 2 emphasises valuing family opinions when making business decisions:

> *"Whenever making decisions in the business I often think of my nan and pop [grandmother and grandfather]. I am super lucky, always have people in my family to bounce decisions off. I want to be a role model for my family, actually I kind of am, and integrity and loyalty to my friends and family is huge."*

Goal-orientation

Regarding goal-orientation, four participants expressed collectivistic-notions, with a focus on supporting friends and family and an identified **'*we consciousness*'**. Male 4, for example, highlighted a deep sense of connection towards **community goals** in his entrepreneurial pursuit:

> *"I don't like the idea 'me, mine' I'm more about 'ours' and I don't know when enough will be enough for us."*

The majority of participants conveyed this orientation through their family ties. Female 3, a mother of four, discussed how parenthood and family is prioritised above her own goals:

> *"I don't like the drizzle of money coming in. I want to go big straight away. My goal is to keep doing that, and feeling my feelings for my kids(…) everything I do is for my family, not for me."*

In contrast, Male 1, also a parent, conveyed a focus on **self-oriented goals**:

"I want to deliver one complete job to a big business(...) and be self-sufficient".

4.2 Findings related to context: urban setting

This section presents themes identified by the participants as a result of being in the same urban locale within Australia. These themes are visualised in Table 8.

Table 8. *Data structure of 'context' as an aggregate dimension.*

Quote	1st order	2nd order	Aggregate dimension	Literature review
"I want to become the biggest indigenous employment source" *"All my work is about reaching back to people"*	*Employment generation* *Community ties*	Community philanthropy (89 quotes)	**Context (188 quotes)**	**Chapter 2.2**
"I am studying a certificate in business" *"I need to continually improve my business skills"*	*Education* *Upskilling*	Personal development (55 quotes)		
"I am actively networking within the community" *"My network is interconnected"*	*Business development* *Support*	Networking (44 quotes)		

Community philanthropy

Quotes related to **generating employment** opportunities and supporting community economic development within this sector were identified by all participants. This includes Male 1:

> *"Giving back to Indigenous communities provides jobs and experience for the next generation of Indigenous youth(...). I join with other people that have intentions to see Indigenous employment grow, not just a dollar sign."*

Like most of the sample, this was not at the expense of personal ambitions, as Male 1 later reflected: *"I want to make money and buy a house(...) Sydney is crazy expensive like nowhere else."*

Female 2 also identified the role of community philanthropy in work being undertaken by her company:

> *"I want to become the biggest Indigenous employment source in my community(...) We make sure we work on projects that our community leads."*

Male 4 also noted this:

> *"All of my work is about reaching back to those people who have not made it to where I am or are struggling in their life to inspire the community to join(...) I've been given blessings from many elders and responsibility to do the work that I do and to carry it on."*

This was reinforced by Male 2, who noted:

> *"My events matter to me and my community(...) I'm a firm believer in contributing to something that is truly meaningful, and bigger than yourself."*

However, some participants **lacked strong external community ties**, with Female 3 noting:

> *"I am not part of any community(...) just me and my family"*.

Personal development

Some of the identified quotes are related to **educational attainment** (e.g. courses or certifications) that allowed the entrepreneurs to learn and evolve in their business management skills. This includes Female 2 who concedes she lacks a tertiary background in communications:

> "I just enrolled in a certificate in communications and marketing so I can help build my business."

Male 4 recognised his educational endeavours remain:

> "I have an honorary doctorate and am always looking to learn(...) I need to continually challenge myself for life to be interesting, mentally and physically."

Female 3 noted how her personal **upskilling** has translated into developing her company's brand identity:

> "I studied this business course. It taught me about naming your brand, and how logos should develop."

Networking

This theme was corroborated by Male 1 who believes networking and strategically aligning with other companies allows his **business to develop** and overcome the capacity constraints of his new transportation venture:

> "I aligned with another Indigenous company early on to secure the work(...) I am actively networking within the community and with big white companies for more work options."

Male 4 noted the need to ensure the message of his company is delivered across his sector through social media networking:

> "I'm in my 40s and I'm new to Instagram, but it's helping me to build my network with new and younger people."

Male 4 also reflected about the power of non-Indigenous networking as attributable to commercial success, when coming from a low-socioeconomic household in an expensive city like Sydney:

> "*I just attended as many conferences as possible(...) to meet people. I had no education, no financial support. This helped me to succeed in a competitive city like Sydney.*"

Male 3 noted how networking **supported** his events business to remain operational during challenging times like COVID-19:

> "*My network is interconnected, word of mouth is huge for me(...) I have a rather large network that recommends me for other events.*"

Female 2 also acknowledged the power of networking as an entrepreneur, while discussing the challenges associated with being a recognisable Indigenous Australian business:

> "*I want to expand our networks. Always looking to grow our network to learn and to get more work. It is hard to expand your brand, especially with indigenous names. People just assume black companies with black projects. We are a business with diverse skills who can work on any project.*"

4.3 Findings related to planning in new ventures

In line with the aim of our present study, the third most recurrent aggregate dimension was '*planning*', with 139 quotes of the total 514. Three main second order themes are shown in Table 9 below.

Table 9. *Data structure of 'planning' as an aggregate dimension.*

Quote	1st order	2nd order	Aggregate dimension	Literature review
"Expanding employee headcount" *"Expanding team and networks"* *"Going beyond cards, into lollies"*	*Staffing* *Partnerships* *Diversification*	Growth plans (78 quotes)	**Planning (139 quotes)**	**Chapter 2.3**
"Evaluate risk and options" *"Sustainable business"* *"Caring for the country"*	*Opportunity recognition* *Sustainability* *Cultural awareness*	Strategy (38 quotes)		
"Balancing time at work" *"Time has become a problem"*	*Work/life balance* *Time scarcity*	Time management (23 quotes)		

Growth plans

Growth plans were discussed by all seven participants in varying iterations during the interviews. For example, Female 1 noted the need for **staff** expansion, and marketing to achieve her entrepreneurial aim of helping businesses communicate more effectively. Female 1 noted:

"I need extra hands helping out to make sure the business gets bigger(...) [like a] production coordinator the next year, so we don't have to do the logistical things. I would like to keep on growing."

Female 2, co-partner of a project management and public policy advisory company, highlighted the significance of growing one's team, business **partnerships** and networks to capitalise on the often-rapid nature of growth:

"Growth can happen fast. I am super grateful for referrals which have been vital for our success. People need to think about partnering with people, not just doing things solo(...) We would like to grow our team, that's the plan for the next two years."

The same informant highlighted her goal for her venture to grow and remain owned and operated by Indigenous Australians, noting its complexity: *"I am looking to find good black staff – they are hard to find or usually taken."*

Female 3 acknowledged the additional pressures associated with growth, like workload, and reconciled this with the possibility to **diversify** her company's offerings. As the owner of a small stationery design and development company that produces cards with native art for special occasions, Female 3 identified potential pivots within her venture:

"I want to narrow a range of 10 cards, for a bigger company to purchase(...) I was also thinking about designing lollies with Indigenous quotes using different native flavours and traditional messages inside. I started looking up suppliers too."

Male 3, a sole owner of an events company, explained that growth planning in events sector is correlated with social distancing requirements from COVID-19, impacting both clientele and his resourcing ability:

"My growing plans have slowed down due to our current situation [COVID-19] and I can't always find available staff for those jobs we do get. I also need to secure credit to grow faster, otherwise it will be too slow. I could do anything with money, but it's hard when financial institutions won't lend to us despite the success identified in our books."

Strategy

Male 1 noted the expensive nature of expansion in transport and haulage and **recognising opportunities** such as hiring machinery or partnering with other businesses to secure more work:

> *"I start with plant machinery hire, but will move onto fixed assets eventually. I am hustling to make sure the work will keep on coming and the company will keep growing(...) [my] strategy is then to give as many options as possible. I want to protect myself from risk and take on opportunities to join with other companies."*

Female 2 focused on a more holistic approach to strategy, such as **sustainable** business operations that authentically represent the needs of Indigenous communities. For example, Female 2 noted:

> *"Sustainability for my business is the biggest goal – looking at ways where we invest in shares or other Indigenous businesses(...) [and are] constantly building cultural awareness in our community."*

Male 3 also reinforced the significance of **cultural awareness** and promotion:

> *"Caring for the country, incorporating culture into what we do in the business, that's who we are, that's how we were raised and that's our job."*

This approach was reinforced by Female 1, noting that her business can be used to improve the quality of outputs for community by tailoring communication methods of Indigenous and non-Indigenous businesses:

> *"It comes down to it being quality and on-time, we juggle multiple things at once. How hard is it for businesses to tell their stories? Well you actually don't need someone to come in, let's teach everyone in your organisation how to do it themselves."*

Time management

Time management is related to the process of planning, in terms of how much time can be assigned by an entrepreneur on current, and future, tasks as well as personal responsibilities. Four of the seven evaluated cases explored the challenges of time management when

discussing planning in the interviews, often with regard to a work-life balance being complex in a new venture. Most of the quotes highlighted the challenge for entrepreneurs to achieve an **equitable balance** of time between their venture and personal life.

For example, Female 1, found: *"it is hard to balance time with the business and the kids."* She believed that time is one of the most important aspects of her business: *"Time management will be big for us"*. Similarly, Female 2 also stressed the need for work/life balance and a lack of time:

> *"I need a better work/life balance(...) [it's] non-existent at the moment. I'm always up till 2am posting or creating products."*

Male 3 also considered the **scarcity of time** to be problematic when catering to multiple events: *"Time has become a problem again(...) I cannot stretch myself far enough"*. Similarly, Female 3 reflects that the workload and activity time management has been relevant through her entrepreneurial journey:

> *"Thinking of ways for more money and less time so I can be there for my kids(...) I need to be active all the time to make sure customers can see and hear us(...). Working all night is intense."*

4.4 Findings on relationship between cultural orientation and planning

This subchapter explores findings and data gathered in the relationship between key variables in this study; planning for growth in new ventures and cultural orientation. The total quote count for this relationship rises to 143 (see Table 5). The table below provides an overview of the relationship between planning themes and Individualism-Collectivism traits, ranked in ascending order through quote counts. This is also further analysed according to the quote counts for each participant, indicating the ability for participant responses to oscillate between individualistic and collectivistic orientations.

Table 10. *'Planning' relationship with Individualism-Collectivism traits and orientation.*

Traits	Attributions		Relationships		Goal orientation		Values		Total	
Cultural Orientation	IO	CO	IO	CO	IO	CO	IO	CO	IO	CO
Planning theme (entire sample)	**46**	**33**	**13**	**13**	**14**	**11**	**2**	**11**	**75**	**68**
Growth plans	24	22	8	1	9	0	0	0	**41**	**23**
Strategy	4	5	1	7	3	6	2	4	**10**	**22**
Time management	12	2	2	0	1	0	0	3	**15**	**5**
Other themes	6	4	2	5	1	5	0	4	**9**	**18**
Planning total (per informant, ascending order)	**46**	**33**	**13**	**13**	**14**	**11**	**2**	**11**	**75**	**68**
Female 2	12	16	5	4	1	2	0	3	**18**	**25**
Male 3	7	3	2	3	7	3	0	3	**16**	**12**
Male 1	15	2	2	3	1	1	2	1	**20**	**7**
Female 3	8	4	1	1	2	1	0	3	**11**	**9**
Female 1	2	5	2	1	0	3	0	0	**4**	**9**
Male 4	2	0	1	0	2	1	0	0	**5**	**1**
Male 2	0	3	0	1	1	0	0	1	**1**	**5**

The last columns of this table highlight the total quote count for each participant in terms of Individualism-orientation (IO) or Collectivism-orientation (CO) towards planning. Four of the seven participants showed a more individualistic orientation when analysing their cultural orientation and its impact on planning. As an example, Male 3 stressed the situation of addressing investors for their business by mentioning: *"If I take on an investor, they might want co-ownership"*. This suggests an individualistic-orientation, given the emphasis on self-prioritisation and '*I consciousness*'. Some participants also had collectivistic approaches towards planning, particularly in their **relationships** with others. For example, Female 2 emphasised the need of teamwork and partnering for success when designing policies and frameworks in industries seeking innovation:

> *"Doing it alone ruins the work quality. If you want success, get more people involved, collaborate."*

Table 10 also shows a strong relationship between **attributions and planning** in new ventures, accounting for 55% of responses (79 of 143 quotes). The '*growth plans*' theme was raised the most within attributions, at 32% of responses (46 of 143 quotes). As an example, Female 3 reflects the need to be active to expand customer numbers of her stationery:

> *"I need to be active all the time to make sure they see [my company](...) and hear it."*

A relationship between strategy and time management with attributions also existed, with 23 quotes referring to these aspects collectively.

The interviewees demonstrated an individualistic approach when relating attributions to planning; with 58% of responses (46 of 79 quotes) linking notions of success to personal factors, and failure to external factors. For example, Male 3 attributes poor outcomes and opportunities for growth in the events sector to locations and access provided by clients:

> *"But where the site is located, it is not convenient for the workers to(...) get lunch [from my company]. My growing plans will slow down if they don't give me the right access."*

In contrast, some participants showed a collectivistic approach. For example, Female 2, attributed failures to her own actions: *"We need to be diverse. We are responsible for our failures."*

Additionally, the connection between **relationships and planning** represented 18% of responses (26 of 143 quotes). Table 10 shows a relationship between the growth plans theme and this trait, dominated by individualistically-categorised quotes. This contrasts with a collectivistic approach towards the theme '*strategy*'. The spread was even amongst the sample for both individualistic and collectivistic approaches in this trait. Following an individualistic-approach, most of the participants demonstrated debate with in-groups and tolerated conflict with out-groups. Female 2 showed this with quotes such as:

> *"Yesterday I had a meeting in the western Sydney community – a tricky one to be part of(...) the Indigenous business sector is a funny beast, but I want to make the beast beautiful."*

However, some participants, such as Male 2, followed a more collectivistic-approach accepting conflict and noting few close ties:

> *"We are very eager to build our networks across private businesses and organisations that could connect us to potential clients, or allow us to learn from their processes and practices."*

A similar approach was taken by Male 3:

> *"Every time I host an event, I meet new faces who join my network(...) It is pretty normal for conversations to get heated."*

These comments suggest that networking plays an important role when planning in new ventures, as a way to secure clients, profit and achieve results and be successful.

Moreover, 17% (25 of 143 quotes) explored the relationship between **goal-orientation and planning**. Similar to the relationships trait, themes like '*strategy*' and '*growth plans*' were most recurrent, while '*time management*' was least recurrent. The cultural orientation regarding this trait was also evenly spread amongst the participants. In terms of collectivism, Male 2 highlighted this through an identified '*We consciousness*' as opposed to an '*I consciousness*':

> *"We have plans to grow [our business into] a larger team(...) in late 2021."*

Moreover, Male 3 highlighted a similar approach: *"We have ten to twelve casual staff(...) We plan to grow this operation"*. Notably, the quotes showed a group-oriented and long-term goal orientation, impacting the planning approach of participants. Conversely, other participants demonstrated a short-term self-oriented approach using an *'I consciousness*' in their responses, as an example Male 1 stresses this with phrases such as: *"I want to buy a truck in the short term"* and *"I prefer to plan the near future"*. This trait seems to affect the way of planning for growth as it may determine how much and how they want to grow in the future.

The relationship between **values and planning** had the lowest quote count, with only five participants mentioning this reflecting 13 total quotes during interviews. 46% of responses (6 of 13 quotes) explored values and the theme '*strategy*', while '*time management*' was 23% (3 of 13 quotes). Conversely, the theme '*growth plans*' was not referred to by the sample. The

approach from participants was mainly collectivistic, with a focus on pro-social outcomes, financial security for family and community, and upholding tradition. As an example, Female 2 mentioned that:

> *"Culture plays an important role in my decision-making activities, it's what is the best outcome for my people, not just the dollar."*

Similarly, Male 1 mentioned pro-social focus quotes such as:

> *"I like knowing that my business is growing by helping my community(...) I want to give back to my community."*

5 Discussion and analysis

This chapter considers previous research and the study's research question to analyse its empirical findings. The discussion is organised into two main subchapters; findings on the cultural orientation from participants (5.1) and how it can influence growth planning in new ventures (5.2).

5.1 Cultural orientation: a continuum rather than dichotomous

Findings amongst the sample indicate that as a concept, one's cultural orientation may be viewed as a continuum; oscillating between both individualistic and collectivistic orientations. This challenges the inherent proposition that this dimension should exist as a dichotomy (i.e. '*individualism vs. collectivism*'), as Hofstede (1980; 2001) posits in his Cultural Dimensions Theory.

The continuum approach would be supported by academics such as Tiessen (1997) and Schwartz (1990), who recognise that conceptualising individualism and collectivism as polar opposites serves to only further '*broad*' analysis. This is problematic, as broad analysis fails to account for individuals who value both personal and group interests, as demonstrated across this study's sample of urban Inidgenous Australian entrepreneurs. Likewise, *"this approach does not recognise that individualistic and collective orientations are distributed within populations and individuals"* (Tiessen, 1997, p.371). The nature of that continuum, and distribution of individualistic or collectivistic elements was highlighted by all participants when exploring their attributions, relationships, values and goal orientation.

   A. Attributions

Attributions was the most repeated theme in terms of cultural orientation. Four participants had an individualistic approach by attributing success to their own ability, and failure to external factors, in line with the categories presented in Table 4, subchapter 3.5. In line with Tiessen (1997), these findings reinforce attributions as an association of causes to specific

actions. For five participants, poor business performance was often described as a result of parenthood pressures. This example supports Shaver, Gatewood and Gartner (2001) reflection that attributions impact an entrepreneur's expectations for their success, and their emotional response towards their entrepreneurial performance. However, three participants focused on a collectivistic approach attributing success to the group effort, and failure to their personal errors. These findings illustrate Hofstede's (2001) identified characteristics of collectivist-oriented people.

B. Relationships

In terms of relationships, all participants demonstrated a collectivistic-orientation, seeking social harmony, anticipating disputes,and leveraging from close interpersonal connections/networks. The findings provided evidence to support Kim and Aldrich's (2005) proposition that collectivistic-oriented individuals are connected by strong, close ties that vary in strength and distance. Several informants, for example, noted the role that family and friends play in business decision-making. The significance of social activities and their role in relationship-building was also stressed by the informants, with Male 1 acknowledging partnership opportunities came from peers in his boxing classes. This confirms Foley's (2006) view that Indigenous entrepreneurs draw from existing networks and communities to source opportunities for personal and professional growth.

C. Values

In relation to values, all seven participants demonstrated a more collectivistic-orientation, supporting social commitment, safety and tradition. The findings also support Lindsay's (2005) exploration of values, involving non-economic and economic concepts. This manifested as both financial goals (e.g. home ownership) and aspirational values (e.g. being a community role model). Moreover, the results suggest that values are dependent on individual contexts (Thornton, Ribeiro-Soriano & Urbano, 2011; Schwartz, 2012). This was stressed by Female 2, when mentioning that she supports community-based initiatives in her locale: *"I am supportive of things that are happening in my environment. A way of giving back to the community"*.

D. Goal-orientation

Regarding goal-orientation, three interviewees were more individualistic-oriented, focused on short-term and individual goals, while four were more collectivistic-oriented with group-oriented goals and long-term objectives. Evidently, the findings of this research differ from Peredo and Anderson's (2006) macro-level conclusion that Indigenous entrepreneurs are predominantly collectivist-oriented, highlighted by individualistic-oriented examples in the sample. For example, Female 3 and Male 1 emphasised personal, short-term goals. This provides evidence to support Foley (2006), that Indigenous Australian entrepreneurs are not always group-oriented in their goal-orientation. Data across the sample did not either indicate that an individualistic-mentality put community relationships at risk (Foley, 2003).

The micro-level findings of this thesis highlight that Individualism-Collectivism is a continuum that often changes depending on the trait explored by the participant. This discredits existing macro-level conclusions stating that Indigenous Australian entrepreneurs are often collectivistic in orientation (Lindsay, 2005; Peredo & Anderson, 2006). This confirms the approach of leading academics in the field that Indigenous Australian entrepreneurs do not all exist or live in communities (Foley, 2006). Diversity in the findings indicate that Indigenous Australian entrepreneurs should not be concluded as highly collectivistic and lowly individualistic, challenging the view of several academics (Anderson, 1999; Berkes & Adhikari, 2005; Lindsay, 2005).

Rather, the findings affirm the approach of Tiessen (1997), which regard the relationship between individualism and collectivism as fluid, rather than dichotomous. The importance of this continuum approach questions the validity of existing dogma that draws generalised conclusions that societies identify as one orientation, or the other. The findings also reinforce the need to understand Indigenous populations at a micro-level, rather than by macro-level comparisons (Hindle & Lansdowne, 2005).

5.2 The influence of cultural orientation on planning in new ventures

This study confirms that a correlation exists between cultural orientation orientation and planning. For example, the sample frequently highlighted a focus on expanding employee headcounts and sales when discussing growth plans. While these notions support Gilbert, McDougall and Audretsch (2006) and Mazzarol, Reboud and Soutar (2009), new concepts were discussed by the entrepreneurs, such as expanding and diversifying one's product offering e.g. Female 3. It also became apparent that planning is often influenced by the evolving nature of one's cultural orientation, influencing them in various ways at different times. This indicates that planning in a new venture does not follow a logical pattern of behaviour, as diverse as the individuals undertaking the activity (Shaver & Scott, 1991; Baron, 2007).

In line with Koontz, O´Donnell and Weirich (1982), findings demonstrated three ways in which cultural orientation influences planning in new ventures; *how, when* and *what*. Firstly, cultural orientation relates to its influence on *how* individuals plan company milestones and future goals. For example, in areas informants were more individualistic e.g. attributions (46 total Individualism-Orientation quotes versus 33 Collectivism-Orientation quotes), plans for growth were aligned to their **attributions** of success or failure of their expected business performance. For example, Male 1, Male 4 and Female 3 attributed entrepreneurial success to their personal actions such as the ability to adapt to changes in customer demand. This relationship might also reflect planning for the failure of others like policy makers (Female 2) or credit providers (Male 3).

Secondly, the cultural orientation relates to its impact on *when* entrepreneurs engage in planning activities and capitalise on opportunities for business development. In cases where the sample demonstrated a more individualistic-cultural orientation towards planning, this involved a discussion around protecting knowledge instead of sharing it, and being weary of other businesses in the same industry. For several participants e.g. Male 1, Female 1 and Female 3, a lack of planning for potential partnership opportunities hindered their ability to gain more clients. Additionally, personal preferences towards being risk averse limited his opportunities. For Male 1, an inability to partner with other companies with transportation assets and industry connections stifled the ability to plan for future growth; slowing asset

acquisition, which was necessary to expand his business. This affirms the suggested relationship between cultural orientation and business planning (Thomas & Mueller, 2000; Hunt & Levie, 2003).

Lastly, individuals can be both individualistic and collectivistic in their activities and orientation, which may influence *what* they plan for. This could mean, for example, that an individual wants to support their community while striving to achieve personal goals, ambitions and self-development at the same time. For example, Female 2 demonstrated a dominantly-collectivistic entrepreneurial attitude towards planning. This was also reflected in Female 2's cultural orientation analysis; expressing collectivistic-approaches towards values and goal-orientation. Specifically, a correlation between the orientation traits **values** and **goal-orientation** and planning was repeated across the sample. To some degree within this sample, a nexus exists between the two concepts.

Correspondingly, Female 2 had eighteen individualistic quotes, with an individualistic-orientation apparent when discussing **relationships**. Examples like these illustrate the evolving nature of cultural orientation, its complexity and how individuals can be influenced by individualistic and collectivistic traits when formulating objectives and goals. Specifically, entrepreneurs who are more individualistic in their relationship-orientation can still support personal and in-group goals. The findings of Suchman (1995) alluding that the depth of one's cultural orientation influences how an organisation is planned, controlled and managed, appears to be supported across the sample.

5.2.1 The significance of one's setting

When exploring the relationship between cultural orientation and planning, the role of the informant's setting was presented as a recurring theme. This is unsurprising, given that academia emphasises the role of one's location in influencing both culture and entrepreneurial activity (Welter, 2008; Aspalone & Sumilo, 2015; Croce, 2017). For example, all seven participants raised the theme of *'community philanthropy'*, indicating that urban settings may still foster collectivistic-behaviours. These findings challenge studies regarding Sydney as an individualistic-orientation dominated area due to its positioning in a Western society (Pinillos & Reyes, 2011).

Several participants also acknowledged personal development opportunities were often supported by existing social structures in an individual's environment. As noted, Male 4 highlighted the often-challenging nature of being raised in Sydney, a competitive metropolis, and the expected actions required for entrepreneurial success. The significance of business planning training and expertise was deemed critical for venture growth, as highlighted by Honig and Samuelsson (2012). Similar to the findings of Mintzberg (2000), Male 4's limited social and financial capital led him to pursue knowledge and networks within his own locality as a way of overcoming skills gaps, informing business planning and achieving venture growth.

Networking was also a relevant consideration influenced by one's setting, including interacting with others to share knowledge (e.g. Male 1 and Female 2) or establishing professional and social connections (e.g. Male 3 and Male 4). An example of this was stressed by Female 2: *"I am super lucky my aunty worked at [a local University] and helped me to improve some skills and shared knowledge with me"*. Opportunities to network with both Indigenous and non-Indigenous Australian stakeholders within an urban location such as Sydney was raised by six participants. At times this presented complexities when seeking new clients in a highly competitive market. Alternatively, it provided opportunities, where Male 1 and Male 4 both commented on their ability to build relationships with non-Indigenous large-scale companies to help make their offering more competitive.

Several participants highlighted the role of an urban setting in influencing their entrepreneurial motives. This notion is captured by Female 3, who stated:

> *"I lost all motivation to create more designs, but my cultural identity and brothers and sisters convinced me to persist (...) COVID-19 was such a blessing. I got time off work early, my kids homeschooled with me. I'm also starting to share more about the business with them. I also feel more keen to create additional stuff for my business."*

This reinforces the role one's setting plays in entrepreneurial behaviours (Shapero & Sokol, 1982; Shane, 1993; Thornton, Ribeiro-Soriano & Urbano, 2011). While Female 3 also articulated a lack of community relationships in Sydney, she highlighted how close family ties have been crucial in the pursuit of her entrepreneurial endeavours. This also involved expanding business training and knowledge to her children, as a result of pandemic-related

social distancing measures in her current context. Although Female 3 was the discerning participant in terms of low community ties, all participants expressed possessing strong family ties. Similarly, all participants discussed the challenge of regulations in an urban setting due to the global COVID-19 pandemic. Regulations in Sydney have been harsher in comparison to other parts of Australia. The impact was seen in the shift to online working and social-distancing, often restricting the ability to source finance, clients and plan in an uncertain future.

6 Conclusion

6.1 Main research findings

This study aimed to understand the cultural orientation of the chosen sample and its influence on business planning in new ventures. Based on the findings, an answer can be drawn for the first part of the research question:

What is the cultural orientation of urban Indigenous Australian entrepreneurs?

This study indicates that the cultural orientation of the sample was diverse, inhibiting both individualistic and collectivistic dimensions. Certain traits like values, goal-orientation and relationships provided a dominantly-collectivistic response, while attributions highlighted a more individualistic response. Due to the distribution of quote counts across both dimensions, the sample was not conclusively individualistic or collectivistic. This reinforces the notion that cultural orientation is an evolving and interchangeable phenomenon. A shift away from oppositional language in cultural orientation investigation is therefore encouraged to account for its diverse display among individuals.

The findings also challenge the accuracy of existing macro-level studies that draw conclusions on minority cultural groups. This study indicates that macro-level analyses tend to reinforce colonial ideology of a monoculture that fails to appreciate the diversity of Indigenous populations. It has also reinforced the need to revise how culture and its influence on entrepreneurial activity is investigated. Particularly, as those findings are being used to support further macro-level studies. A shift to micro-level, qualitative research will strengthen findings in this field.

The findings of this research also provide an indicative response to the second part of the research question:

How can this influence plans for growth in their new ventures?

Outcomes from this study suggest that cultural orientation has a nexus of influence on planning for growth in three ways; *how, when*, and *what* (Koontz, O´Donnell & Weirich, 1982). The *how* refers to individuals' planning activities and milestones in new ventures. The *when* refers to the time chosen to plan and act on that, and leveraging from opportunities

within their entrepreneurial ecosystems e.g. networks and skills. Lastly, *what* refers to the planning activities entrepreneurs undertake, guided by defined goals and objectives.

Additionally, the geographical setting played an important role in this relationship. Although individuals may inhibit individualistic traits aligned with an urban context, like the pursuit of economic success; collectivistic-notions including community philanthropy and networking were still prioritised. This suggests that academia should revise one-dimensional cultural orientation conclusions drawn to represent urban and '*Western*' settings.

6.2 Theoretical implications

In addressing the aims, four key theoretical contributions are asserted. Firstly, this study indicates that Individualism-Collectivism orientation is more effectively viewed as a continuum and not a dichotomy. This accounts for the diverse nature of individuals from vast cultural backgrounds, and supports the study's findings suggesting that cultural orientation is interchangeable.

Secondly, it challenges the accuracy of macro-level comparative analysis findings into Indigenous populations. Specifically, findings currently provide a limited analysis amongst a group of diverse peoples, within and between nations (Schwartz, 1990). For example, literature suggests that many Indigenous entrepreneurs exist in communities with a collectivist-orientation (Redpath & Nielsen, 1997; Hindle & Lansdowne, 2005; Lindsay, 2005). However, the validity and applicability of such conclusions are challenged in urban settings (Foley, 2008). To authentically compare previous research to the reality experienced requires micro-level investigations in Indigenous and non-Indigenous settings, as the related outcomes may differ widely as the context changes (Croce, 2017). This reinforces the study's aim to reduce macro-level comparative analyses of Indigenous populations as this is like *"comparing pineapples to apples and oranges to mangoes"* to reach conclusions (Foley, 2008, p.472). This paper suggests future researchers to use deeper micro-level analysis in urban, rural, remote and regional locations for improved finding accuracy. At the heart of this should be qualitative data, to remain focused on capturing insights from Indigenous entrepreneurs.

Thirdly, this thesis suggests that a nexus exists between one's cultural orientation and entrepreneurial activity. This includes planning within one's new venture, influenced by the recurrence of issues like growth plans, time management and strategy. Lastly, the paper highlights the significance of one's context in shaping cultural orientation and planning activity. Evidently, context influences individuals in different ways. This includes access to resources, cultural links and values (Croce, 2017). For example, for some Sydney-based entrepreneurs, a dominance of community networks or cultural links did not exist. The competitive entrepreneurial ecosystem of Sydney emphasises the need for entrepreneurs to include business planning as a central part of their venture's value proposition and viability.

6.3 Practical implications

There are two key practical implications from this study. Firstly, it has affirmed that when discussing or designing solutions targeting Indigenous populations, capturing individual insights should remain paramount. This will ensure that outputs are robust, relevant and accurate. The findings also raise awareness on issues and considerations faced by Indigenous Australians. This is important given that entrepreneurship supports economic development and is often a survival mechanism within these minority groups (Foley, 2008).

Likewise, the study presents insights that could influence strategies and mechanisms that support entrepreneurship within the Indigenous Australian population and other culturally diverse groups. Focusing on the use of individual insights will facilitate the development of outcomes, the shaping and promotion of localised policy making, and educational programs encouraging inclusive entrepreneurship. Applying 'policy realism', a policy framework and government program mix catering to the diversity of Indigenous Australians could strengthen outcomes for diverse and distinct cultural groups by recognising the nuances of culture in entrepreneurship (Altman, 2001). One example may include recognising that an urban Indigenous Australian entrepreneur may seek to support their community and their own personal goals. In this situation, policies could encourage community philanthropy, while providing pathways for self-development and upskilling.

6.4 Future research recommendations

The findings of this study pose several implications for future research. Firstly, Hoftstede's (1980; 2001, Hofstede, Hofstede & Minkov, 2010) Cultural Dimensions Theory was explored solely through the Individualism-Collectivism orientation model. Future research could assess additional framework dimensions, for a more comprehensive holistic assessment of one's cultural orientation (Dixit, 1989).

Secondly, the authors encourage future research to perform qualitative investigations within this, and other micro-level contexts e.g. rural or regional locations, to increase representations of diversity in conclusions and subsequently, form the basis of future comparative studies. This could also adopt deeper triangulation methods to improve the accuracy of findings, in line with Bell, Bryman and Harley (2019).

Next, as identified by Shook, McGee and Priem (2003), this study encourages further exploration of the influence of culture in shaping entrepreneurship, particularly, new venture creation. Specifically, planning in new organisations (Gartner, 1985; Shook, McGee & Priem, 2003). To this effect, new venture creation is explored as a process, rather than an outcome. Future research could involve investigating various life-cycle stages of ventures and different types of entrepreneurial activities outside of planning.

Lastly, future research could explore several additional socio-demographic factors influencing the relationship between one's cultural orientation and business planning. For example, gender-identity, educational background, ethnicity or socio-economic status (Foley, 2006; Sethna, Jones & Edwards, 2014).

In summation, future research would enable a deeper understanding of the Cultural Dimensions Theory, its application amongst diverse cultural groups, and its influence on planning in new ventures. Theoretically, this will challenge existing notions that generalise the cultural expressions of minority populations. It will encourage studies to nurture and champion grassroots findings, to build an overarching understanding. From a societal standpoint, this paper respects the disparate nature of cultural groups within and between countries. These contributions strengthen the current accuracy and representative nature of policy and research used to target entrepreneurial endeavours of Indigenous Australians. It

also welcomes an opportunity for scholars to further expand on the elicited narratives. As Foley reflects (2008, p.431) how can these tools be informed or supported *"if the basic building blocks of empirical data are not available?"*

References

Aboriginal and Torres Strait Islander Commission, (1998). As a Matter of Fact, Australian Government Publishing Service, Canberra

Aldrich, H. & Zimmer, C. (1986). Entrepreneurship through social networks. In D.L. Sexton and R.W. Smiler, eds. *The Art and Science of Entrepreneurship*. Cambridge: Ballinger, pp. 3-23

Altman, J. C. (2001). *Communities and business: three perspectives, 1998– 2000*, Working Paper 9, Centre for Aboriginal Economic Policy Research, The Australian National University, Canberra

Anderson, T. (1997). Conservation—Native American style. *The Quarterly Review of Economics and Finance*, no. 37, pp. 769-785

Anderson, R. (1999). Economic development among the aboriginal peoples of Canada: Hope for the future, Toronto: Captus University Press

Anderson, T., Benson, B., & Flanagan, T. (2006). Self-determination: The other path for native Americans, Stanford University Press: California

Aspalone, M. & Sumilo, E. (2015). Socio-Cultural Factors and International Competitiveness. *Business, Management and Education*, vol. 2, no. 13, pp. 276–291

Australian Research Council. (2018). Australian Code for the Responsible Conduct of Research, Available online: https://www.nhmrc.gov.au/about-us/publications/australian-code-responsible-conduct-research-2018 [Accessed 12 March 2021]

Australian Securities and Investments Commission. (2021). Small Business, Available online: https://asic.gov.au/for-business/small-business/ [Accessed 12 March 2021]

Australian Bureau of Statistics Census of Population and Housing. (2016). 2016 Census data, Available online: https://www.abs.gov.au/statistics/people/aboriginal-and-torres-strait-islander-peoples/census-population-and-housing-counts-aboriginal-and-torres-strait-islander-australians/latest-release [Accessed 14 January 2021]

Australian Institute of Wealth and Welfare. (2019). Indigenous employment. AIHW. Available online: https://www.aihw.gov.au/reports/australias-welfare/Indigenous-employment [Accessed 15 January 2021]

Autio, E., Pathak, S., & Wennberg, K. (2013). Consequences of cultural practices for entrepreneurial behaviors, *Journal of International Business Studies*, vol. 4, no. 44, pp.334–362

Baron, R.A. (2007). Behavioral and cognitive factors in entrepreneurship: Entrepreneurs as the active element in new venture creation, *Strategic Entrepreneurship Journal*, vol. 1, no. 1, pp. 167-182

Baxter, P., & Jack, S. (2008). Qualitative Case Study Methodology: Study Design and Implementation for Novice Researchers, *The Qualitative Report*, vol. 4, no. 13, pp. 544-559

Bell, E., Bryman, A., & Harley, B. (2019). Business Research Methods. Oxford University Press: New York

Berger, B. (1991). The culture of entrepreneurship, San Francisco: ICS

Berkes, F., & Adhikari, T. (2005). Development and conservation: Indigenous businesses and UNDP equator initiative. In: L. Dana (Ed.), *Ethnic minorities in entrepreneurship*, London: Edward Elgar

Big River Connections. (2021). Aboriginal Cultural Awareness Workshops, Available online: https://bigriverconnections.com.au/workshops/aboriginal-cultural-awareness/ [Accessed 1 March, 2021]

Bredillet, C., Yatim, F., & Ruiz, P. (2010). Project management deployment: The role of cultural factors, *International Journal of Project Management*, vol. 2, no. 28, pp.183–193

Busenitz, L., & Lau, C. (1996). A cross-cultural cognitive model of new venture creation, *Entrepreneurship Theory and Practice*, vol. 4, no. 20, pp. 25–39

Campbell, D. J. (1988). Task complexity: a review and analysis, *Academy of Management Review*, no. 13, pp. 40–52

Case, A., Lubotsky, D., & Paxson, C. (2002). Economic status and health in childhood: the origins of the gradient, *The American Economic Review.* vol. 5, no. 92, pp. 1308–44

Castillo-Palacio, M., Canino, R.M., & Collazos, A.Z. (2017). The relationship between culture and entrepreneurship: from cultural dimensions of GLOBE project, *Political Science*, vol. 34, no. 38

Collins, J., & Hussey, R. (2013). Business research: A practical guide for undergraduate and postgraduate students, Macmillan International Higher Education

Collins, J., Morrison, M., Krivokapic-Skoko, B., Butler R., & Basu, P.K. (2016). Indigenous Small Businesses in the Australian Indigenous Economy, Canberra: ANU Press

Collins, C., & Norman, H. (2018). Indigenous entrepreneurship and Indigenous employment in Australia, *Journal of Australian Political Economy,* no. 82, pp.149-170

Creswell, J. W., & Creswell, J. D. (2017). Research design: Qualitative, quantitative, and mixed methods approaches, Sage publications

Croce, F. (2017). Contextualized Indigenous entrepreneurial models: A systematic review of Indigenous entrepreneurship literature, *Journal of Management & Organization*, vol. 23, no. 6, pp. 886-906

Davidsson, P. (2004). Researching Entrepreneurship, Boston: Springer

Delmar, F., & S. Shane. (2003). Does Business Planning Facilitate the Development of New Ventures? *Strategic Management Journal*, no. 24, pp.1165–1185

Delmar, F., and S. Shane. (2004). Legitimating First: Organizing Activities and the Survival of New Ventures, *Journal of Business Venturing*, vol. 2, no. 19, pp. 385–410

Dimov, D. (2010). Nascent entrepreneurs and venture emergence: opportunity confidence, human capital, and early planning, *Journal of Management Studies*, vol. 6, no. 47, pp. 1123–1153

Dixit, A. (1989). Entry and Exit Decisions Under Uncertainty, *Journal of Political Economy*, vol. 97, no. 3, pp. 620-638

Dow, C. & Gardiner-Garden, J. (1998). Indigenous Affairs in Australia, New Zealand, Canada, United States of America, Norway and Sweden, *Parliament of Australia*, Canberra, No. 15, Available online: https://www.aph.gov.au/About_Parliament/Parliamentary_Departments/Parliamentary_Librar y/Publications_Archive/Background_Papers/bp9798/98Bp15 [Accessed 27 January 2021]

Drakopoulou Dodd, S. & Anderson, A.R. (2007). Mumpsimus and the mything of the individualistic entrepreneur, *International small business journal*, vol. 4, no. 25, pp. 341-360

Eisenhardt, K. M. (1989). Building Theories from Case Study Research, *Academy of Management Review*, vol. 14, no. 4, pp. 532-550

Eisenhardt, K. M., & Graebner, M. E. (2007). Theory building from cases: Opportunities and challenges, *Academy of Management Journal*, no. 50, pp. 25-32

Eriksson, P., & Kovalainen, A. (2015). Qualitative methods in business research: A practical guide to social research, Sage

European Commission (2006). Entrepreneurship Education in Europe: Fostering Entrepreneurial Mindsets through Education and Learning. Oslo: Commission of the European Communities, Available online: https://ec.europa.eu/growth/content/ entrepreneurship-education-europe-fostering-entrepreneurial-mindsets-through-education-and _en [Accessed 17 February 2021]

Foley, D. (2008). Indigenous (Australian) entrepreneurship? *International Journal of Business and Globalisation*, vol. 2, no. 4, pp.419–436

Foley, D. (2006). Indigenous Australian entrepreneurs: not all community organisations, not all in the outback, *Centre for Aboriginal Economic Policy Research*, The Australian National University, Canberra, No. 279/2006, Available online: http://www.anu.edu.au/ caepr/Publications/DP/2006_DP279.pdf [Accessed 27 January 2021]

Foley, D. (2003). An examination of Indigenous Australian Entrepreneurs, *Journal of Developmental Entrepreneurship*, January, 2003

Foley, D. (2000). Successful Indigenous Australian Entrepreneurs: A Case Study Analysis. Aboriginal and Torres Strait Islander Studies Unit Research Report Series 4, Aboriginal and Torres Strait Islander Studies Unit, University of Queensland, Brisbane

Foley, D. & Fredricks, H. (2007). Indigenous entrepreneurs in Australia and New Zealand: a test of social marginality theory, Regional Frontiers of Entrepreneurship Research 2007: 4th International AGSE Entrepreneurship Research Exchange. *Proceedings of the 4th International AGSE Entrepreneurship Research Exchange* (Brisbane, Qld 6-9 February, 2007)

Galbraith, C., Rodriguez, C., & Stiles, C. (2006). False myths and Indigenous entrepreneurial strategies, *Journal of Small Business and Entrepreneurship*, vol. 8, no. 2, pp. 1-20

Gartner, W. B. (1985). A conceptual framework for describing the phenomenon of new venture creation,. *Academy of Management Review*, no. 10, pp. 696–706

Gilbert, B. A., McDougall, P. P., & Audretsch, D. B. (2006). New venture growth: A review and extension, *Journal of Management*, no. 32, pp. 926-950

Gioia, D. A., Corley, K. G., & Hamilton, A. L. (2013). Seeking qualitative rigor in inductive research notes on the gioia methodology, *Organizational Research Methods*, no. 16, pp. 15-31

Greenfield, P. (2000). Three approaches to the psychology of culture: Where do they come from? Where can they go? *Asian Journal of Social Psychology*, no. 3, pp. 223-240

Greetham, B. (2014). How to write your undergraduate dissertation, London: John Wiley and Sons

Grégoire, D. A., Corbett, A. C., & McMullen, J.S. (2011). The cognitive perspective in entrepreneurship: an agenda for future research, *Journal of Management Studies*, no. 48, pp. 1443–1477

Haas, M. & Mortensen, M. (2016). The secret of great teamwork, *Harvard Business Review*, June, pp. 70-76

Hartung, P. J., Fouad, N., Leong F. T. L., & Hardin, E. (2010). Individualism-Collectivism: links to occupational plans and work values, *Journal of Career Assessment,* vol. 18, no. 1, pp. 34–45

Harutyunyan, A. & Özak, Ö. (2017). Culture, diffusion, and economic development: The problem of observational equivalence, *Economics Letters*, Elsevier, vol. 158, no. C, pp. 94-100

Hayton, J. C., George, G. & Zahra, S. A. (2002). National culture and entrepreneurship: A review of behavioral research, *Entrepreneurship Theory and Practice*, vol. 26, no. 4, pp. 33-52

Hayton, J.C. & Cacciotti, G. (2013). Is there an entrepreneurial culture? A review of empirical research, *Entrepreneurship & Regional Development*, vol. 25, no. 9, pp. 708-731

Heine, S. J. (2008). Cultural psychology, New York: WW Norton

Herbig, P. (1994). The innovation matrix: Culture and structure prerequisites to innovation, Connecticut: Quorum

Herbig, P. A. & Miller, J. C. (1992). Culture and technology: Does the traffic move in both directions? *Journal of Global Marketing*, vol. 6, pp. 75-104

Hindle, K. & Lansdowne, M. (2005). Brave Spirits on New Paths: Toward a Globally Relevant Paradigm of Indigenous Entrepreneurship Research, *Journal of Small Business & Entrepreneurship*, vol. 18, no. 2

Hindle, K. & Moroz, P. (2009). Indigenous entrepreneurship as a research field: developing a definitional framework from the emerging canon, *International Entrepreneurial Management Journal*, vol. 6, pp. 357-385

Hofstede, G. (1980). Culture's consequences: International differences in work-related values, California: Sage Publications

Hofstede, G. (2001). Culture's consequences: comparing values, behaviors, institutions, and organizations across nations. California: Sage Publications

Hofstede, G. & Hofstede, G. J. (2005). Cultures and organizations: Software of the mind, New York: McGraw-Hill

Hofstede, G., Hofstede, G. J. & Minkov, M. (2010). Cultures and Organizations: Software of the Mind, New York: McGraw-Hill

Hofstede, G. (2011). Dimensionalizing Cultures: The Hofstede Model in Context, *Online Readings in Psychology and Culture*, vol. 2, no.1

Honig, B. & Karlsson, T. (2004). Institutional forces and the written business plan, *Journal of Management*, vol. 30, pp. 29–48

Honig, B., & Samuelsson, M. (2012). Planning and the entrepreneur: A longitudinal examination of nascent entrepreneurs in Sweden, *Journal of Small Business Management*, vol. 50, pp. 365-388

Hunter, B. (2013). Recent growth in Indigenous self-employed and entrepreneurs. *Centre for Aboriginal Economic Policy Research*, No. 91/2013. Canberra, The Australian National University

Hui, C. H. & Triandis, H. C. (1986). Individualism-Collectivism: A study of cross-cultural researchers, *Journal of Cross-Cultural Psychology*, vol.17, pp. 225-248

Hunt, S. & Levie, J. (2003). 'Culture as a Predictor of Entrepreneurial Activity, in Bygrave, W. et al. (eds) *Frontiers of Entrepreneurial Research* 2003, Massachusetts: Babson College

Kim, Y. (2011). The pilot study in qualitative inquiry: identifying issues and learning lessons for culturally competent research, *Qualitative Social Work*. vol. 10, no.2, pp. 190-206

Kim, P. & Aldrich, H. (2005). Social capital and entrepreneurship, New York: Now Publishers Inc

Kirkley, W.W. (2016), Creating ventures: decision factors in new venture creation, *Asia Pacific Journal of Innovation and Entrepreneurship*, vol. 10, no. 1, pp. 151-167

Koontz, H., O'Donnell, C. & Weihrich, H. (1982). Essentials of management, 3rd ed. New York: McGraw-Hill

Kvale, S. (1996). InterViews: An Introduction to Qualitative Research Interviewing, California: Sage Publications

Lee, S. M. & Peterson, S. J. (2000). Culture, Entrepreneurial Orientation, and Global Competitiveness, *Journal of World Business*, vol. 35, no. 4, pp. 401–416

Liao, J. & Gartner, W. (2006). The effects of pre-venture plan timing and perceived environmental uncertainty on the persistence of emerging firms, *Small Business Economics*, vol. 27, pp. 23–40

Lindsay, N.J. (2005). Toward a cultural model of Indigenous entrepreneurial attitude, *Academy of Marketing Science Review*, Vol. 2005, No. 05, Electronic Journal, Available online: http://www.amsreview.org/ articles/lindsay05-2005.pdf [Accessed 21 January 2021]

Locke, E. A. (2007). The case for inductive theory building, *Journal of Management*, vol. 33, no.6, pp.867-890

Lumpkin, G., & Dess, G.G., (1996). Clarifying the entrepreneurial orientation construct and linking it to performance, *Academic Management Review*, vol. 21, no. 1, pp.135 – 172

Maritz, A. (2006). Indigenous Enterprise in The Social Context: The New Zealand Indigenous Entrepreneur, *The International Indigenous Journal of Entrepreneurship, Advancement, Strategy and Education*, vol. 1, no. 18

Marmot, M. (2011). Social determinants and the health of Indigenous Australians, *Medical Journal of Australia*, vol. 194, no. 10, pp. 512–513

Martin, M. J. (1984). Small is beautiful: Spin-offs, innovation and entrepreneurship in small businesses. In M. J. Martin (Ed.) *Managing technological Innovation and Entrepreneurship*, Reston Publishing Company, Inc

Mazzarol, T., Reboud, S. & Soutar, G.N. (2009). Strategic planning in growth oriented small firms, *International Journal of Entrepreneurial Behavior & Research*, vol. 15, no. 4, pp. 320-345

Mehdivand, M., Zali, M., Madhoshi, M. & Kordnaeiji, A. (2012). Intellectual capital and nano-business performance: the moderating role of entrepreneurial orientation, *European Journal of Economics, Finance and Administrative Sciences*, vol. 1, no. 52, pp. 147-158

Microsoft Excel. (2021). Microsoft Excel, Available online: https://www.microsoft.com/en-ww/microsoft-365/excel [Accessed 17 May 2021]

Miller, R. (2001). Economic development in Indian country: Will capitalism or socialism succeed? *Oregon Law Review*, vol. 80, pp. 757-859

Minniti, M., Bygrave, W. D., & Autio, E. (2006). GEM Global Entrepreneurship Monitor: 2005 Executive Report, London: London Business School

Mintzberg, H. (2000). Mintzberg on Management: Inside Our Strange World of Organizations, New York: The Free Press

Mitchell, R. K., Smith, B., Sewright, K. W. & Morse, E. A. (2000). Cross-cultural cognitions and the venture creation decision, *Academy of Management Journal*, vol. 43, no.5, pp. 974–993

Morris, M., Avila, R. A., & Allen, J. (1993). Individualism and the modern corporation: implications for innovation and entrepreneurship, *Journal of Management*, vol. 19, no. 3, pp. 595–612

Morse, J.M., & Niehaus, L. (2009). Mixed method design: Principles and procedures, California: Left Coast Press

Moser, A. & Korstjens I. (2018). Series: Practical guidance to qualitative research. Part 3: Sampling, data collection and analysis, *European Journal of General Practice*, vol. 24, no. 1, pp. 9-18

National Indigenous Australians Agency, (2021). The Indigenous Business Factsheet. National Indigenous Australians Agency online, Available online: https://www.niaa.gov.au/sites/default/files/publications/ibss_factsheet.pdf [Accessed 12 January 2021]

Nikolaou, I. (2014). Social networking web sites in job search and employee recruitment. *International Journal of Selection and Assessment*, vol.22, no.2, pp.179-189

Organisation for Economic Co-operation and Development [OECD] (2000). *OECD Employment Outlook.* Paris: OECD, Available online: http://www.oecd.org/employment/emp/2079593.pdf [Accessed 17 February 2021]

Ogburn, W. F. (1964). On culture and social change: Selected papers. Duncan, O. D. *(Ed.)*, Chicago: University of Chicago Press

Otter. (2021). About Otter, Available online: https://otter.ai/about [Accessed 26 March 2021]

Oyserman, D., Coon, H. M. & Kemmelmeier, M. (2002). Rethinking individualism and collectivism: Evaluation of theoretical assumptions and meta-analyses, *Psychological Bulletin*, vol. 128, no. 1, pp. 3–72

Patel, T., Bedi, H., Deitte, L, Lewis, P., Marx, M. & Jordan, S.G, (2020). Brave New World: Challenges and Opportunities in the COVID-19 Virtual Interview Season, *Academic Radiology*, vol 1., no. 1

Patton, M. Q. (2002). Qualitative Research & Evaluation Methods, 3rd edition. New York: Sage Publications

Peredo, A., Anderson, R., Galbraith., C., Honig, B. & Dana., L. (2004). Towards a theory of Indigenous entrepreneurship, *International Journal of Entrepreneurship and Small Business*, vol. 1, no. 1

Peredo, A. & Anderson, R. (2006). Indigenous Entrepreneurship Research: Themes and Variations in Developmental Entrepreneurship: Adversity, Risk, and Isolation (*International Research in the Business Disciplines*), vol. 5, Galbraith, C.S. and Stiles, C.H. eds., Emerald Group Publishing Limited, Bingley, pp. 253-273

Pinillos, M. & Reyes, L. (2011). Relationship between individualist-collectivist culture and entrepreneurial activity: Evidence from global entrepreneurship monitor data, *Small Business Economics*, vol. 37, no. 1, pp. 23-37

Platzek, B., Pretorius, L. & Winzker, D. (2010). A role model for entrepreneurial firms in a global business environment, *Business and Management*, vol. 1, no. 1, pp. 1-10

Porter, M. & Kramer, M. (2011). Creating Shared Value. *Harvard Business Review*, Available online: https://hbr.org/2011/01/the-big-idea-creating-shared-value [Accessed 12 April 2021]

PricewaterhouseCoopers [PwC] Indigenous Consulting (2018). The contribution of the Indigenous business sector to Australia's economy, Available online: https://www.pwc.com.au/Indigenous.../the- contribution- of-theIndigenous-business-sector [Accessed 10 February 2021]

Redpath, L., & Nielsen, M. (1997). A comparison of native culture, non-native culture and new management ideology, *Canadian Journal of Administrative Sciences*, vol. 14, no. 3, pp. 327-339

Ryan, G. W., & Bernard, H. (2003). Techniques to identify themes, *Field Methods*, vol. 15, pp.85–109

Salimath, M.S., & J.B. Cullen. (2010). Formal and informal institutional effects on entrepreneurship: a synthesis of nation-level research, *International Journal of Organizational Analysis*, vol. 18, no. 3, pp. 358-385

Saunders, B., Sim, J., Kingstone, T., Baker, S., Waterfield, J., Bartlam, B., Burroughs, H., & Jinks, C. (2018). Saturation in qualitative research: exploring its conceptualization and operationalization, *Quality & Quantity*, vol. 52, no. 4, pp. 1893–1907

Saunders, M., Lewis, P., & Thornhill, A. (2016). Research Methods for Business Students, Harlow: Pearson (Vol. 7th Edition)

Schimmack, U., Oishi, S., & Diener, E. (2005). Individualism: A valid and important dimension of cultural differences between nations, *Personality & Social Psychology Review*, vol. 9, pp. 17–31

Schumpeter, J.A. (1934). The theory of economic development, Massachusetts: Harvard University Press

Schwartz, S. H. (2012). An Overview of the Schwartz Theory of Basic Values, *Online Readings in Psychology and Culture*, vol. 2, no. 1

Schwartz, S.H. (1990). Individualism-Collectivism: Critique and proposed refinements, *Journal of Cross-Cultural Psychology*, vol. 21, pp. 139-157

Scotland, J. (2012). Exploring the Philosophical Underpinnings of Research: Relating Ontology and Epistemology to the Methodology and Methods of the Scientific, Interpretive, and Critical Research Paradigms. *English Language Teaching*, vol. 5, no. 9, pp. 9-16

Sethna, Z., Jones, R., & Edwards, R. (2014). Indigenous and non-Indigenous entrepreneurs: The significance of business and social contexts, *Journal for Global Business Development*, vol. 7, no. 4, p. 325

Seidman, I. (2013). Interviewing as qualitative research: A guide for researchers in education and the social sciences, London: Teachers College Press

Shane, S. (1993). Cultural influences on national rates of innovation, *Journal of Business Venturing*, vol. 8, pp. 59-73

Shane, S., Venkataraman, S., & MacMillan, I. (1995). Cultural differences in innovation championing strategies, *Journal of Management*, vol. 21, no. 5, pp. 931–952

Shane, S., & Venkataraman, S. (2000). The promise of entrepreneurship as a field of research, *The Academy of Management Review*, vol. 25, pp. 217-226

Shank, R. & Abelson, R. (1977). Scripts, Plans, Goals and Understanding. New Jersey: Erlbaum

Shaver, K. G., & Scott, L. R. (1991). Person, process, choice: The psychology of new venture creation,. *Entrepreneurship Theory and Practice*, vol. 16, no. 2, pp. 23–45

Shaver, K. G., Gatewood, E. J., & Gartner, W. B. (2001). Differing expectations: Comparing nascent entrepreneurs to non-entrepreneurs. Paper presented at the Academy of Management, Washington, D.C

Shook, C., McGee, J., & Priem, R. (2003). Venture Creation and the Enterprising Individual: A Review and Synthesis, *Journal of Management*, vol. 29, no. 3, pp. 379–399

Starr, J.A.,& Macmillan, I.C. (1990). Resource cooptation via social contracting: Resource acquisition strategies for new ventures, *Strategic Management Journal*, pp. 79-92

Strauss, A. & Corbin, J. M. (1990). Basics of Qualitative Research: Grounded Theory Procedures and Techniques, California: Sage Publications

Suchman, M. C. (1995). Managing Legitimacy: Strategic and Institutional Approaches, *Academy of Management Review*, vol. 20, pp. 571–610

Supply Nation, (2021). Supply Nation provides Australia's leading database of verified Indigenous businesses, Available online: https://supplynation.org.au/ [Accessed 2 April 2021]

Thomas, A. S., & Mueller, S. L. (2000). A case for comparative entrepreneurship: assessing the relevance of culture, *Journal of International Business Studies*, pp. 287–301

Thornton, P. H., Ribeiro-Soriano, D., and Urbano, D. (2011). Socio-cultural factors and entrepreneurial activity: An overview, *International Small Business Journal*, vol. 29, no. 2, pp. 105–118

Tiessen, J. (1997). Individualism, collectivism and entrepreneurship: A framework for international comparative research, *Journal of Business Venturing,* vol. 121, pp. 367-384

Triandis, H. C. (1995). A theoretical framework for the study of diversity. In M. M. Chemers, S. Oskamp, & M. A. Costanzo (Eds.), *Diversity in organizations: New perspectives for a changing workplace*. California: Sage, pp. 11-36

Triandis, H. C. (2001). Individualism-Collectivism and personality, *Journal of Personality*, vol. 69, 907–924

Triandis, H. C. & Suh, E. M. (2002). Cultural Influences on Personality, *Annual Review of Psychology*, vol. 53, pp. 133-160

Tylor, E. (1871). Primitive Culture: Researches into the Development of Mythology, Philosophy, Religion, Art, and Custom, London: John Murray

Urbano, D., Toledano, N., & Ribeiro-Soriano, D. (2011). Socio-cultural factors and transnational entrepreneurship: A multiple case study in Spain, *International Small Business Journal*, vol. 29, no. 2, pp. 119–134

Weick, K. E. (1979). The social psychology of organizing. Massachusetts: Addison-Wesley

Welter, F. (2008). Entrepreneurship in its context(s): a review, a paper presented at the 2008 DFG-NSF Research Conference on Contextualising Entrepreneurship, New York, NY, August 21-23, 2008

Wilkins, D. (2007). Indigenous land claims, economic development and entrepreneurship: Comparing Australia and New Zealand in *International Handbook of Research on Indigenous Entrepreneurship*, L. Dana & R. Anderson C. H. Stiles, eds., Elgar, pp.573-590

World Bank, (2021). Indigenous Peoples: Overview. World Bank: Washington, Available online:https://www.worldbank.org/en/topic/Indigenouspeoples#:~:text=There%20are%20appr oximately%20476%20million,percent%20of%20the%20extreme%20poor [Accessed 17 February 2021]

Yarpa New South Wales Indigenous Business and Employment Hub, (2021). *Yarpa New South Wales Indigenous Business and Employment Hub*, Available online https://yarpa.com.au/ [Accessed 2 April 2021]

Yin, R. K. (1994). Case study research: Design and methods (2nd ed.), California: Sage

Yin, R. K. (2003). Case study research: Design and methods (3rd ed.), California: Sage

Zhao, X., Li, H., & Rauch, A. (2012). Cross-Country Differences in Entrepreneurial Activity: The Role of Cultural Practice and National Wealth, *Frontiers of Business Research in China*, vol. 6, no. 4, pp. 447-474

Zoom. (2021). About us, Available online: https://explore.zoom.us/about   [Accessed 26 March 2021]

Appendix A

Hofstede's Cultural Dimensions Theory

Figure 1 (Appendix A): Hofstede's (1980, 2001; Hofstede, Hofstede & Minkov, 2010)
Cultural Dimensions Theory.
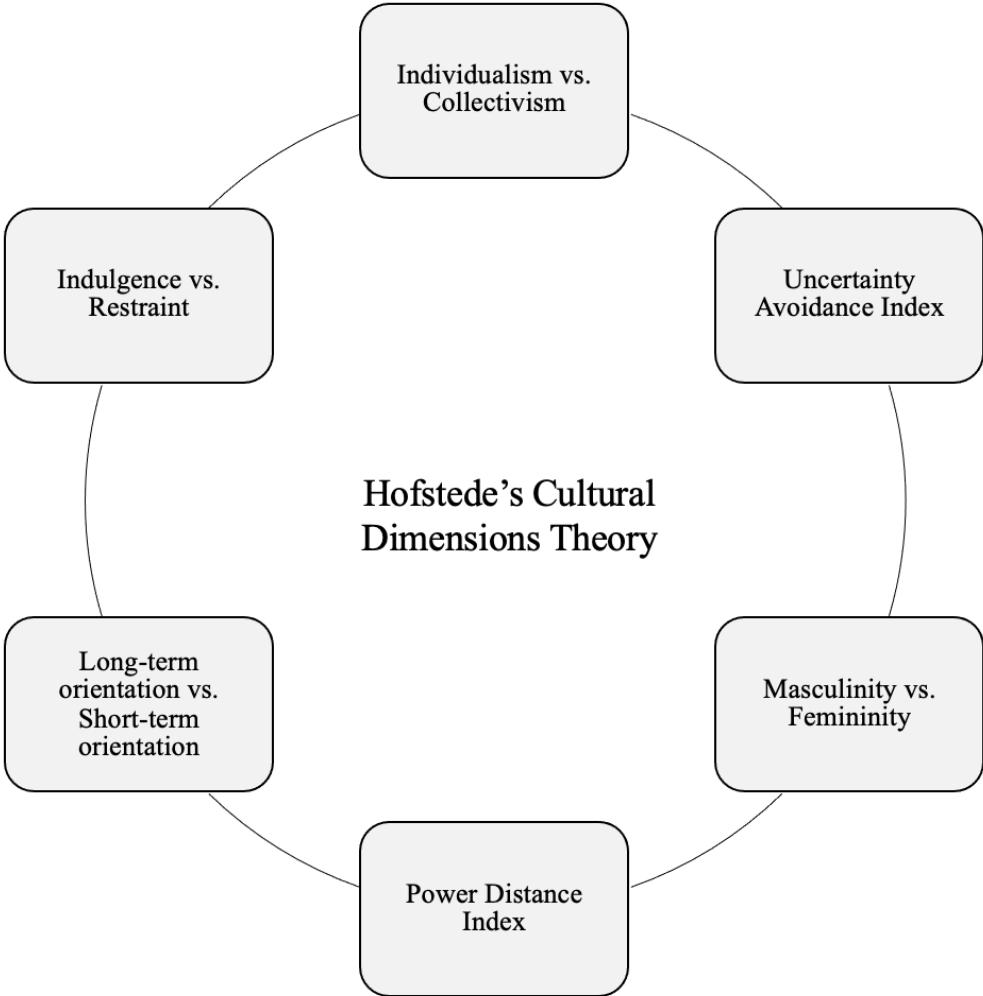
Appendix B

Participant information email

Dear Participant,

We are writing to invite you to participate in our research study, titled *"Exploring cultural orientation and its influence on business planning in new ventures: urban Indigenous Australian insights"*. This document provides an overview of our project, and addresses any commonly asked questions.

Question	Answer
What is the project about?	We are two Master's of Science in Innovation and Entrepreneurship students at Lund University, Sweden. The aim of this session is to explore the influence of culture on planning for growth in new ventures in Sydney, Australia. Particularly, we are keen to capture individual Indigenous Australian insights. Current studies in this field focus on broad and comparative analyses, often generalising cultural influences of Indigenous entrepreneurs. Rather, our study seeks to capture a deeper understanding of the diverse nature of individuals, within a specific setting.
Why was I selected to participate?	You have been selected as you: ● Identify as Indigenous Australian entrepreneur; ● Are Sydney-based; ● Own a business that is 51% aboriginal owned; employees less than 100 staff and is less than 5 years old.

	Please note: the study seeks accurate and truthful responses at all times. If you are not comfortable with this, you are able to withdraw at any time.
Do I have to join?	No. The study is voluntary, and you can cancel or withdraw at any time.
How long will the interview go for?	Approximately 1.5-2 hours.
How will the interview be conducted?	Given social distancing requirements, interviews will be online through Zoom.
Why should I participate?	We would love to be able to share your insights in our study for two reasons: ● It is a chance to reinforce to researchers and policymakers the diverse and distinct nature of Indigenous populations; ● It can educate the public on the reality of being an Indigenous Australian entrepreneur in Sydney, and issues facing you as a business owner.
Are there any risks involved in participating?	The questions or topics covered may trigger sensitive content. You have a right to withdraw from the study at any moment, and can share what you feel comfortable speaking about.
Will my data be protected?	Yes. Data collected will be secured, password protected and anonymised in compliance with the *EU Data Protection Ordinance* and destroyed after completion. Interview recordings will be destroyed after completion of the study.

Where will results be published?	This research will be published on the Lund University thesis database, and may be used in subsequent research if relevant and appropriate.
Who will monitor the thesis?	The thesis is supervised by academic research supervisors Sotaro Shibayama and Joakim Winborg.

What next?	If you are willing to participate, there are two steps required by you:
	
	1. Please read and sign the attached consent form.
	
	2. Please also provide answers to the following questions:
	   • Full name:
	   • Age:
	   • Gender:
	   • Length of residency in Sydney:
	   • Cultural identity:
	   • Company name:
	   • Employee headcount in company:
	   • Company start date:
	   • Industry:
	   • Reference to Yarpa or Supply Nation database:

Please send your signed consent form and answers to the above questions via reply email. If you have any further questions, please feel free to reply to this email.

Thank you for reading this email and we hope to interview you soon!

Yours sincerely,

Adam Abbasi Sacca and Stephan Campbell Fernandini

Appendix C

Interview consent form

Exploring cultural orientation and its influence on business planning in new ventures: urban Indigenous Australian insights

Adam Abbasi Sacca and Stephan Campbell Fernandini
Interview Consent Form

I have been given information about <u>Exploring cultural orientation and its influence on business planning in new ventures: urban Indigenous Australian insights</u> and discussed the research project with Adam Abbasi Sacca and Stephan Campbell Fernandini who are conducting this research as a part of a Master's of Science in Entrepreneurship and Innovation, supervised by Sotaro Shibayama and Joakim Winborg.

Please read each statement carefully to ensure that you have a clear understanding of what this study involves.

1.	I confirm that I have read and understand the participant information sheet for the above research study. I have had the opportunity to consider the information, ask questions and am satisfied.
2.	I understand that my participation is voluntary and that I am free to withdraw at any time without question.
3.	I understand that I am able withdraw the use of any of the information collected about myself for the study, at any given time.
4.	I agree to be interviewed by the researcher on Zoom.

5.	I agree to being recorded audibly and understand that I am free to pause or terminate the recording at any time.
6.	I understand that information from collected data may be used anonymously in the thesis and in papers produced for publication.
7.	I understand that any collected data will not be shared with any other organisation without received consent.
8.	I understand that data collected during the study may be looked at by Lund University research supervisors for monitoring and auditing purposes within this research.
9.	I understand that if I consent to participate in this project I will be asked to give the researcher approximately 1.5-2 hours of my time.

By signing below I am indicating my consent to participate in the research.

Name: …………………………………………………………………………………

Email: …………………………………………………………………………………

Telephone: ……………………………………………………………….……………

E-signed (digital signature):

……………………………………………………………………………………………

Appendix D

<u>Final interview guide for the semi-structured interviews</u>

1. Briefing and research purpose

Thank you for agreeing to participate in this study. My name is [Adam/Stephan], a Master's of Science in Innovation and Entrepreneurship student at Lund University in Sweden. The aim of this session is to explore the influence of culture on planning for growth in new ventures, within urban settings, particularly in Sydney, Australia. Your participation within this study is voluntary and you are welcome to withdraw at any time. The session should last for approximately 90-120 minutes. Today's session will be recorded in line with University regulations. Your data will be confidential and anonymised in line with European Union's *Data Protection Ordinance.* This means your identity will not be shared or publicised. The data will only be used for the development of this thesis, which is accessible within the Lund University thesis database. Other researchers will have access to this only if they agree to preserve the confidentiality of the data.

2. Personal Context: Personal and family profile, culture and urban setting

2.1 Could you tell me a little about yourself (e.g. name, age, how long you've lived in Sydney for, your cultural background).

3. Introduction to the new venture and plans for growth

3.1 Could you tell me a bit about your business and how long it has been running for?

3.2 Could you explain the organisational structure? (owners, team size)

3.3 What are your future plans for the company?

4. Individualism-Collectivism characteristic 1: Goal-orientation and plans for growth

4.1 Do you have any personal goals? Are these dependent on other people? (If so, who?)

4.2 Are these goals more short or long-term focused?

5. Individualism-Collectivism characteristic 2: Relationships and plans for growth

5.1 What does your current network look like? (Internal to your business, partnerships, communities)
5.2 Are you satisfied with this?
5.3 How are decisions made in your business? (Internal and external)
6. Individualism-Collectivism characteristic 3: Values and plans for growth
6.1 What is important in your life?
6.2 Does your cultural identity influence this in any way?
7. Individualism-Collectivism characteristic 4: Attributions and plans for growth
7.1 Are there any factors that have impacted the way you run your business? Could you provide an example of this.
7.2 Do you anticipate any business challenges in the future?
7.3 If yes, do you think these impact your ability to grow?
8. Conclusion
Thank you so much for your time and participation in this study.

Appendix E

<u>Pilot study: Draft interview guide for the semi-structured interviews</u>

1.Briefing and research purpose
Thank you for agreeing to participate in this study. My name is [Adam/Stephan], a Master's of Science in Innovation and Entrepreneurship student at Lund University in Sweden. I will be your interviewer, and the aim of this session is to explore the influence of culture on entrepreneurship in urban settings, particularly in Sydney, Australia. Particularly, we really are keen to capture individual insights. Today's session will be recorded so that I can take notes when writing my thesis later based on your responses. Your participation within this study is voluntary and you are welcome to withdraw at any time without question. The session should last for approximately 90-120 minutes, and when answering questions please feel free to respond with the first thing that is on your mind. Data from these interviews is collected in accordance with the European Union's *Data Protection Ordinance*. While pseudonyms will not be used, your data will be anonymised, which means your identity will not be shared or publicised. The data will only be used for the development of this thesis, which is accessible within the Lund University thesis database. Other researchers will have access to this thesis only if they agree to preserve the confidentiality of the data. Do you have any questions?
2. Personal Context: Personal and family profile, culture and urban setting
2.1 I'd love to hear a little about you: your age, family situation, where in Sydney you are from?
2.2 Do you identify as Aboriginal and Torres Strait Islander person?
2.3 If yes, is there a clan/nation you identify as part of?
2.4 What does being Aboriginal mean to you?
2.5 Do you identify as Sydney-based? How long have you lived in Sydney for?

2.6 Why do you live in Sydney?
2.7 Can you speak to me about your experience as an Aboriginal person in Sydney?
2.8 Would you consider moving to another city, state or country? Why? Why not?
3. Entrepreneurial activity
3.1 What do you do for a living?
3.2 How long have you owned your business for?
3.3 How many owners are there of your business? Can you talk to me about these co-owners and their cultural backgrounds?
3.4 How did you make the decision to become an entrepreneur?
3.5 Why did you decide to become an entrepreneur?
3.6 How did you find the process of starting your business?
3.7 How has being a small business owner/entrepreneur impacted your life? And in what ways?
4. Individualism-Collectivism characteristic 1: Goal-orientation
4.1 What was your main goal when you started your business?
4.2 What is the main goal now?
4.3 Would you describe these goals as more short or long-term focused?
4.4 What are your personal goals?
4.5 When you think about these goals, how dependent are they on other people?
4.6 If highly dependent on others, who specifically?
5. Individualism-Collectivism characteristic 2: Relationships
5.1 Did you start the business alone or with someone else?
5.2 Do you consider yourself a team player?
5.3 What is your preference: working alone or in a group?
5.4 Do you work in a team? Describe to me your relationship with your team?

5.5 What role does the opinion of others on your business hold in your life?
5.6 Do you identify as being part of a community within Sydney?
5.7 If yes, can you tell me about that community? If no, why?
6. Individualism-Collectivism characteristic 3: Values
6.1 If you had to describe the people of Sydney in one word, what would it be? Why?
6.2 When you think about all residents, across all cultures, what would you say is a dominant value of Sydney-siders?
6.3 Now thinking about your own personal values, what matters most to you? Why?
6.4 Now thinking about your business, what value do you feel this brings to Sydney? Why/How?
6.5 Do you think your cultural identity has influenced these values? Can you explain to me how?
6.6 How does your cultural identity impact your daily life (e.g. business, family)?
7. Individualism-Collectivism characteristic 4: Attributions
7.1 So if you had to talk to me purely about your business, why do you think it works? (What's the gap in the market?)
7.2 What major issues/hiccups/failures/problems have you had with your business?
7.3 On the topic of the issues/hiccups/failures/problems you have had in your business, can you tell me what happened? Who was at fault? How did you change as a result of this?
7.4 What problems do you think might arise in the future?
8. Conclusion
That's all we have time for today. Thank you again for participating in this study. You have my details if you have any questions at all please feel free to whatsapp or email me. Thank you for being part of this study.

Appendix F

Individualism-Collectivism proof quote examples

Table 1 demonstrates examples of proof quotes, categorising sample responses as 'individualistic' or 'collectivistic'.

Table 1 (Appendix F): Individualism-Collectivism proof quote examples (Tiessen, 1997, p.370).

Characteristic	Cultural orientation	
	More likely to be Individualism	*More likely to be Collectivism*
Attributions	*"Our personal capacity impacts our work and results"*	*"We made it together, we achieved this as a group"*
Relationships	*"You have to be careful with networking in this industry… not everyone is out to support you"*	*"I love culture because it keeps the community strong"*
Values	*"I want to develop myself, buy my own house and car, I want to be successful"*	*"I want to give back to the community, and be someone who can inspire other blackfellas"*
Goal-orientation	*"I will be focusing on improving my business development skills"*	*"I don't like the idea 'me, mine' I'm more about 'ours'"*

Appendix G

Data analysis process

Appendix G provides an extract of the data analysis process of this study through four figures (current as of April, 2021). Quotes were assigned to their respective informants, coded by a '*first order label*' (50 total in this study), subsequently turned into a '*second order label*' (20 total in this study) and then grouped according to their '*aggregate dimension*' (4 total in this study).This is outlined in Figure 1 below.

Figure 1 (Appendix G)*: Summary of total label and dimension counts for this study.*
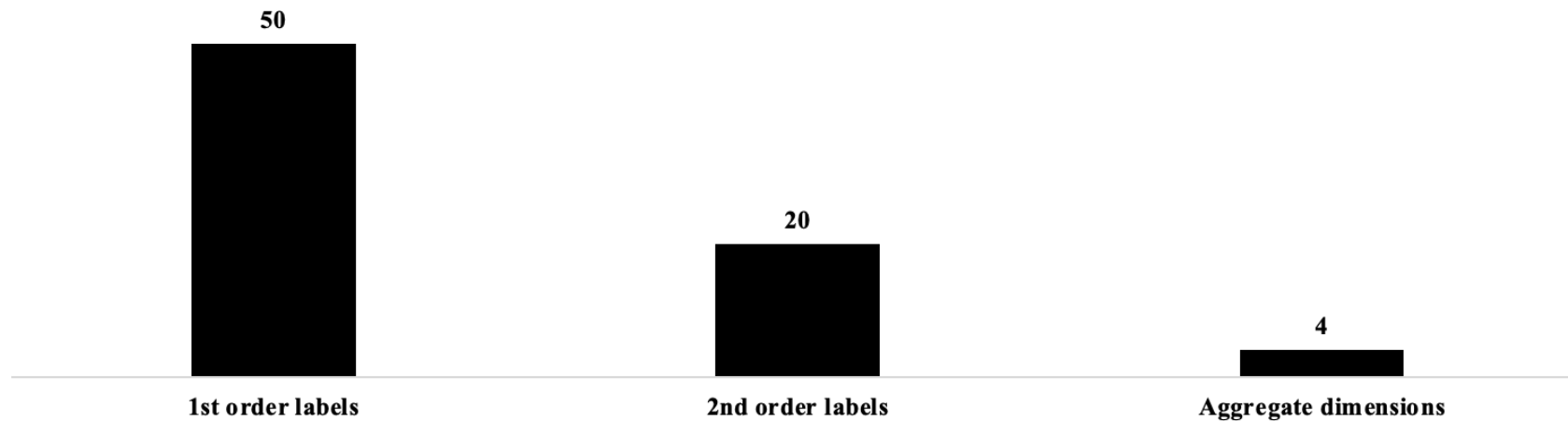
Figure 2 below provides an overview of the Microsoft Excel quotes database used in this study.

Figure 2 (Appendix G)*: Extract of selected quotes in Microsoft Excel database (514 total unique quotes).*

Informat	Quote	3rd order	2nd order	4th order
Female 3	*Being a mum of four kids impacted my business badly. I am just not sure if this will work anymore..*	Individualistic	Attributions	Business performance
Male 4	*We didn't put enough effort to save that business category*	Collectivistic	Attributions	Business performance
Female 2	*In terms of Aboriginal businesses, they are just businesses. They just happen to be Aboriginal. There are other influences and cultural things that tie in. but at the end of the day, they are just a business.*	Collectivistic	Attributions	Community Philantrophy
Female 3	*I need to be active all the time to make sure they see [my company](...) and hear it*	Individualistic	Attributions	Planning
Male 4	*I have an honorary doctorate and am always looking to learn(...) I need to continually challenge myself for life to be interesting, mentally and physically.*	Individualistic	Goal orientation	Personal development
Female 1	*I need extra hands helping out to make sure the business gets bigger(...) [like a] production coordinator the next year, so we don't have to do the logistical things. I would like to keep on growing."*	Planning	Growth plans	Attributions
Male 3	*I guess future challenges will continue to be finance, but once we launch our mobile food kitchen, I predict we will surpass this issue with continual steady revenue allowing us to continue to expand*	Planning	Growth plans	Attributions
Female 1	*Our business really compliments what we do with our children. Give the skills and the ability to build up our kids – see their mum and dad not dependent on anyone, and grow their own prosperity*	Planning	Growth plans	Planning
Female 1	*I would like to keep on growing, but I need to build my network to do it and sometimes networking becomes a problem*	Planning	Growth plans	Relationships
Male 3	*Every time I host an event, I meet new faces who join my network(...) It is pretty normal for conversations to get heated*	Planning	Growth plans	Relationships
Male 1	*I want to grow my business in the sector, but I need to hire people with the right experience*	Planning	Growth plans	Staffing
Male 2	*I want to be constantly building and evaluating my capabilities, it keeps me motivated as an entrepreneur*	Context	Motivations	Personal skills
Female 3	*COVID was such a blessing. I got time off work early, my kids homeschooled with me. I'm also starting to share more about the business with them. I also feel more keen to create additional stuff for my bus*	Context	Motivations	Values
Female 2	*I want to expand our networks. Always looking to grow our network to learn and to get more work . It is hard to expand your brand, especially with Indigenous names. People just assume black companies*	Context	Networking	Relationships
Male 1	*I am studying a certificate in business*	Context	Personal development	Personal skills
Male 4	*The City of Sydney gives us a community centre rent-free... They helped us create our business*	Context	Personal development	Personal skills
Female 1	*We are loving the amount of output we have been able to give to our clients. But we need to constantly develop our skills to satisfy them and get more customers*	Context	Personal development	Relationships
Male 2	*I am very conscious of not letting myself become complacent in my business development skill set*	Planning	Personal skills	Goal orientation
Male 3	*I always plan mixed short-term and long-term goals. I am looking to give back to my family and community, but at the same time, looking out for my personal interest too*	Planning	Personal skills	Goal orientation
Female 2	*I always give back to the community, and what I give is quite genuine. It makes me feel good with decisions and plans I make, because I'm doing them for a good reason*	Collectivistic	Relationships	Community Philantrophy
Female 1	*We do have a fair few contacts as we aren't born in Sydney*	Collectivistic	Relationships	Networking
Male 1	*Networking is strong with the community. I use these networks for opportunities and to upskill . I met a founder through my boxing community. I received mentoring and coaching from him*	Collectivistic	Relationships	Networking
Male 4	*I make my decisions and plan my business in collaboration with cultural protocols, elders, seniors of community, I make plans for my business in consultation with my colleagues and my network.*	Collectivistic	Relationships	Networking
Female 1	*I grew up within the community(...) It gives us that automatic connection to people*	Collectivistic	Relationships	Planning
Male 1	*Weird market to be in. You don't want to align yourself with the wrong people, or it'll come back to bite ya.*	Collectivistic	Relationships	Planning
Male 2	*It is important for us to have solid business development... [with a presence] on-sites for longer contracts*	Planning	Strategy	Goal orientation
Female 1	*Time management will be big for us. We have the ability and knowledge to be successful and provide for our clients.*	Planning	Time management	Attributions
Female 1	*I have grown up with strong aboriginal role models, and I want the same*	Collectivistic	Values	Community Philantrophy
Male 4	*Maintaining a strong sense of self – particularly in a relationship. It can be influenced or diluted. You can lose yourself. But also in society.*	Individualistic	Values	Community Philantrophy
Male 3	*Upholding my culture in everything I do, any decision I make... I'm committed to family and community*	Collectivistic	Values	Motivations
Female 2	*Culture plays an important role in my decision-making activities, it's what is the best outcome for my people, not just the dollar*	Planning	Values	Planning

Figure 3 below provides examples of how informant quotes from Figure 2 were analysed.

Figure 3 (Appendix G): *Extract of pivot table by theme and informant in Microsoft Excel database.*

Count of Quote Row Labels	Column Labels Attributions	Goal orientation	Relationships	Values	Grand Total
Collectivistic	2		6	2	10
Female 1			2	1	3
I have grown up with strong aboriginal role models, and I want the same				1	1
We do have a fair few contacts as we aren't born in Sydney			1		1
I grew up within the community(...) It gives us that automatic connection to people			1		1
Female 2	1		1		2
I always give back to the community, and what I give is quite genuine. It makes me feel good with decisions and plans I make, because I'm doing them for a good reason			1		1
In terms of Aboriginal businesses, they are just businesses. They just happen to be Aboriginal. There are other influences and cultural things that tie in. but at the end of the day, they are just a business.	1				1
Male 1			2		2
Weird market to be in. You don't want to align yourself with the wrong people, or it'll come back to bite ya.			1		1
Networking is strong with the community. I use these networks for opportunities and to upskill. I met a founder through my boxing community. I received mentoring and coaching from him			1		1
Male 3				1	1
Upholding my culture in everything I do, any decision I make... I'm committed to family and community				1	1
Male 4	1		1		2
I make my decisions and plan my business in collaboration with cultural protocols, elders, seniors of community, I make plans for my business in consultation with my colleagues and my network.			1		1
We didn't put enough effort to save that business category	1				1
Individualistic	2	1		1	4
Female 3	2				2
Being a mum of four kids impacted my business badly. I am just not sure if this will work anymore..	1				1
I need to be active all the time to make sure they see [my company](...) and hear it	1				1
Male 4		1		1	2
Maintaining a strong sense of self – particularly in a relationship. It can be influenced or diluted. You can lose yourself. But also in society.				1	1
I have an honorary doctorate and am always looking to learn(...) I need to continually challenge myself for life to be interesting, mentally and physically.		1			1

Figure 4 provides further examples of pivot tables used to synthesise, structure and analyse the data.

Figure 4 (Appendix G): Extract of examples of pivot tables used to analyse data in Microsoft Excel database.

Count of Quote	Column Labels		
Row Labels	Collectivistic	Individualistic	Grand Total
Attributions	60	63	123
Female 2	25	13	38
Male 3	4	19	23
Female 3	7	10	17
Female 1	10	6	16
Male 1	3	9	12
Male 4	4	6	10
Male 2	7		7
Goal orientation	35	31	66
Male 4	7	10	17
Female 3	9	3	12
Male 1	3	7	10
Female 2	5	3	8
Male 3	4	3	7
Female 1	7		7
Male 2		5	5
Relationships	88	32	120
Female 2	24	7	31
Male 1	11	10	21
Male 4	14	4	18
Female 1	11	5	16
Male 3	9	3	12
Female 3	9	2	11
Male 2	10	1	11
Values	58	8	66
Female 2	17		17
Male 1	10	2	12
Male 3	8	3	11
Female 3	10		10
Male 4	6	2	8
Female 1	5		5
Male 2	2	1	3
Grand Total	241	134	375

3rd order — Planning

Count of Quote	Collectivistic				Collectivistic Total	Individualistic				Individualistic Total	Grand Total
Row Labels	Attributions	Goal orientation	Relationships	Values		Attributions	Goal orientation	Relationships	Values		
Growth plans	22		1		23	24	9	8		41	64
Strategy	5	6	7	4	22	4	3	1	2	10	32
Time management	2			3	5	12	1	2		15	20
Mainstream	3		2		5						5
Family plans		5			5						5
Skills						3		1		4	4
We consciousness			2		2						2
Helped by others	1			1	2						2
Community support				2	2						2
Quick launch						2				2	2
Friends and family			1		1						1
Short-term							1			1	1
Problems						1				1	1
I consciousness								1		1	1
Help others				1	1						1
Grand Total	33	11	13	11	68	46	14	13	2	75	143

3rd order — Planning

Count of Quote	Collectivistic				Collectivistic Total	Individualistic				Individualistic Total	Grand Total
Row Labels	Attributions	Goal orientation	Relationships	Values		Attributions	Goal orientation	Relationships	Values		
Female 2	16	2	4	3	25	12	1		5	18	43
Male 1	3	3	3	3	12	7	7		2	16	28
Male 3	2	1	3	1	7	15	1	2	2	20	27
Female 3	4	1	1	3	9	8	2	1		11	20
Female 1	5	3	1		9	2		2		4	13
Male 4		1			1	2	2	1		5	6
Male 2	3		1	1	5		1			1	6
Grand Total	33	11	13	11	68	46	14	13	2	75	143