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Gauging Underdog Entrepreneurship for Disabled Entrepreneurs

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Abstract:

In the last decade, entrepreneurship research has evolved in many diverse areas with the contribution of different scholars but there is a lack of studies available focused on entrepreneurship for disabled. The objective of the research is to understand differently abled entrepreneurs and the role of challenges due to disability as enablers in taking up entrepreneurship. The research is based on 'Underdog Entrepreneurs: Challenge based Entrepreneurship Model' by Danny Miller and Isabelle Le Breton-Miller (2017). This study includes in-depth study of eight cases of disabled entrepreneurs from Ahmedabad, Gujarat. Findings indicate that disabled entrepreneurs are resilient and persistent while dealing with the challenges of failure, stress and uncertainty since the early age. Difficult conditions and experiences of discrimination indirectly prepares them for tackling with the challenging situations while pursuing entrepreneurship. Adaptive behavior, social skills and networking behavior play critical roles in the success of disabled entrepreneurs.

Keywords: Disabled Entrepreneurs, Challenges, Disability, Entrepreneurship, Rehabilitation

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Gauging Underdog Entrepreneurship for Disabled Entrepreneurs

Introduction

Entrepreneurship is a tool used globally to bring economic self-sufficiency, self-employment, and innovation (Yamamoto, Unruh & Bullis 2011). Some scholars define entrepreneurship as a laboratory for empowering various sections of the society (Blanck *et al* 1999). Entrepreneurship research as an area is diversifying to understand many different aspects i.e. gender, minority status, immigrant status, disability and more (Peredo and McLean 2006; Mair and Marti 2006; Clercq and Honig 2011). However, in most of the entrepreneurship-related research and theory, there is almost no room for disability. Pavey (2006) argues that entrepreneurship among the disabled is an overlooked area of research. Disabled people face a different set of challenges than non-disabled. Entrepreneurs are considered to be able individuals who are capable of dealing with the environment, opportunity events and managing resources. So there is no such research carried out understanding how disabled people take entrepreneurship successfully (Roni 2009). According to Barnes (1991), inaccessible education, inappropriate working environment, improper disability benefits, and discriminatory support services are significant barriers faced by disabled people. Adapting the disability and overcoming that provide adequate experiences of dealing with uncertainty and failure. It is a necessary step in the process of entrepreneurship for everyone (Holub 2001).

The objective of this study is to understand the entrepreneurial process for disabled. This study has adopted the theoretical model 'Challenge based entrepreneurship' (Miller and Breton-Miller 2017). It has three phases of the entrepreneurial process among challenged people: Conditions and experiences, Adaptive Requirements, Outcome. Conditions and experience include incapacity and permanent situation of the individual which cannot be changed i.e. physical or mental disability. Due to disability, there are many challenges and discrimination one faces in their daily life. The second stage is realizing and understanding adaptive requirements to overcome the condition. A few people put extra efforts and hard work to be different from others. In this process, the model also considers the skills to socialize as an important variable. The third stage focuses on the outcome.

The study includes a detailed analysis of eight disabled entrepreneurs in the Gujarat, India. After multiple in-depth interviews and visits, cases are developed. Analysis based on

challenge based entrepreneurship model provides valuable insights about how disability and its challenges in real life enable individuals to pursue entrepreneurship. Despite discrimination and unusual perception about them, disabled entrepreneurs work hard to be independent to establish their entrepreneurial venture. Another important outcome focuses on their pro-active socializing behavior for the progress of their firms. Disabled entrepreneurs are also found to be more accommodating and flexible for other disabled individuals.

Entrepreneurs with Disability

Available literature focused on the entrepreneurship and disability identify two ways to empower the disabled individuals: Self – Employment and Entrepreneurship. Self – Employment is an individual’s performance to work for themselves (Rizzo 2002; Graffin and Hammis 2003). On the other hand, entrepreneurship includes creation or innovation of bringing something new to the market and progressing towards building an enterprise (Harris, Caldwell, & Renko, 2014; Baregheh, Rowley and Sambrook 2009). According to Miller and Breston-Miller (2017), enterprising disabled individuals prefers entrepreneurship and value having independence above anything. Holub Tamara (2001) explains that advantage of entrepreneurship for disabled comes with freedom from access related obstacles such as difficult work environment, cultural misfit, transportation, the need of personal assistance and fatigue. Many disabled entrepreneurs have chosen entrepreneurship to have their independent identity and status in the society (Kašperová and Kitching 2014).

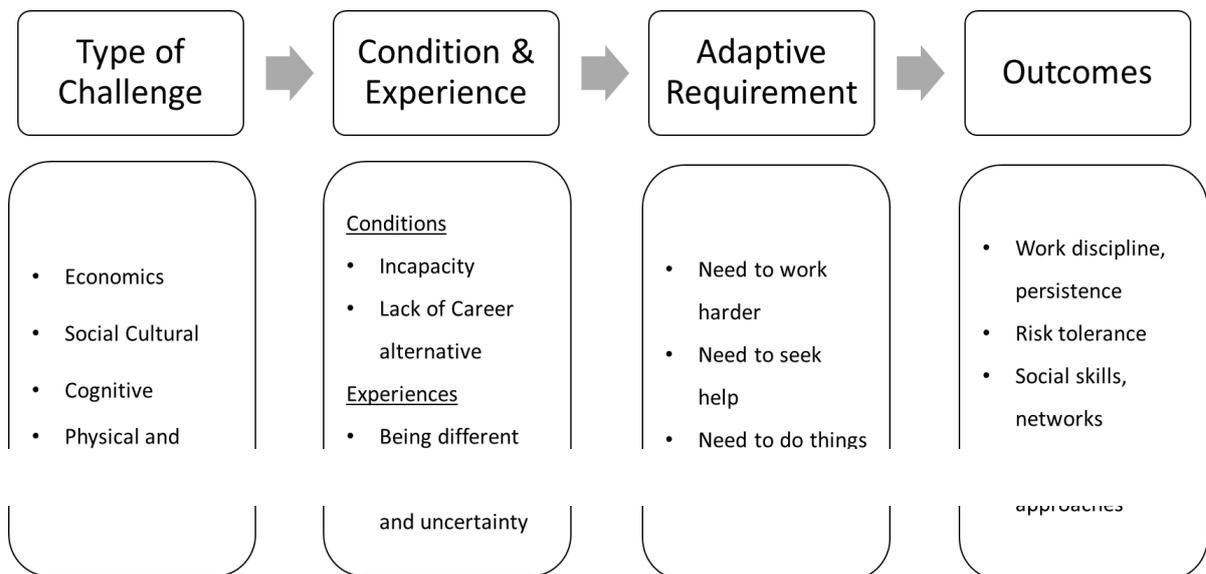
Schur (2003) finds that disabled entrepreneurs prefer to do independent work due to the health limitation and negative perception of others about the disability. They have “less hope” about their accommodation in the regular system with any permanent employment. In certain conditions, skeptical opinion and negative experiences faced by disabled people lead to take entrepreneurship as a profession (Pagán-Rodríguez 2009). Mersland (2005) emphasises on the different challenges that differently abled entrepreneurs face in the daily life. Unequal opportunities, infrastructure and facilities, unwanted pity and lack of awareness are some of the most studied challenges (Cooney 2008; Larsson 2006). Such challenges may prepare them to do an extra-effort to overcome the situation.

Entrepreneurs with disabilities are more people oriented in managing enterprises. Disabled business owners show empathetic behavior towards their employees (Mwang 2013). They are amendable to accommodate their physically challenged employees because entrepreneurs can recognize the potential of such people and also understand their barriers

at first hand. Entrepreneurs with a disability also aspire to empower other disabled individuals. (Shier, Graham and Jones 2009).

Theoretical Model: Challenge based Entrepreneurship

For this research, we have adopted the challenge-based entrepreneurship model proposed by Miller and Breton-Miller (2017). The model focuses on four different stages: Type of challenges, condition and experience, adaptive requirement, and outcomes. This model explores the role of adverse personal circumstances in getting people to become effective entrepreneurs. This study emphasizes on the role of physical disability in providing conditions and experiences which motivate individuals to pursue entrepreneurship. Physically challenged population often face bias against them which make entrepreneurship or traditional career paths a difficult task (Barnes 2014; Ravaud and *et al* 1992; Yeo and Moore 2003; Cooney 2008). The model suggests that such challenged faced by individuals can force a new kind of practices and adaptations that may lead to reasonable entrepreneurial efforts. Such moderate contribution to national income is important that serves as facilitators of a better life for those truly need of one (Miller and Breston-Miller, 2017).



For the disabled, incapacity and lack of career opportunities are a common conditional challenge across the globe (Boylan and Burchardt 2003). It is hard or near to impossible to overcome that challenge for all. Due to the physical disorder and incapacity, the employment opportunities are limited (Maritz and Laferriere 2016). Such conditions also force them to discontinue their education and professional career. The absence of common career

Figure 1 Challenge based Entrepreneurship Model (Source : Miller and Breston – Miller 2017)

alternatives is also a condition that brings many challenges. Due to physical disability, individuals may be barred from certain positions due to more physical demands of the job (Cooney 2008; Angelocci et al 2008) . “Being different” and being marginalized by the society are observed commonly among disabled. According to Jones and Latreille (2011), people with disabilities experience unwelcome pity or point of curiosity in everyday life.

Pagán (2009) also explains about the sense of loss and uncertainty among the physically challenged people. When the majority people around the one are without or minor disabilities, there may evoke the feeling of loss on a significant number of opportunities (Schur 2003; Gold and Williams 1998). Competing with others with a disability leads to a condition of uncertainty which is usually on different fronts like to live a more normal life, to get the life partner, to start a business and succeed and more (Metts and Oleson 1995; Boylan and Burchardt 2003; Azman and Sulaiman 2014).

Miller and Breston-Miller (2017) define uncertainty and challenge with conditions and experiences as an opportunity to overcome with new adaptive requirements i.e. to strive for hard work than normal, to ask others for help and to make creative arrangements differently than most others do. Challenging conditions and difficult experiences can motivate individuals to work harder than others and motivate to achieve (Mersland 2005; Kašperová and Kitching 2014). Practice, courage and special efforts can help people with disability to perform their jobs to defy the general perceptions (Kannan 2015). Networking and asking for help to others is not common among the physically disabled individuals (Stone and Colella 1996; Wilkins and Matson 2009). Contrary to that entrepreneurs with disability have adopted the need of outreaching social skills and networking (Boylan and Burchardt 2003; Anderson and Galloway 2012; Drakoloulou 2015). Entrepreneurs are also expected to do things differently with creativity for developing their business. With disability and experiences, physically disabled entrepreneurs tend to do things differently according to their environment which also accommodates their disability (Anderson and Galloway 2012; Abdullah and Manson 2012).

The last phase of challenge based entrepreneurship outcome of the adoption process. Three outcomes are: 1) work discipline, persistence and risk tolerance 2) social skills and networks, 3) original and creative approach. Work discipline is the positive attitude and rigorous effort being put to establish the entrepreneurial initiative (Miller and Breston-Miller 2017). Risk and uncertainty are very integral part of entrepreneurship. Challenges faced by the entrepreneurs

at early stage contribute positively to learning. Disabled people face significantly bigger challenges and problems in their daily life work and hence they are more persistent and tolerant while dealing with uncertain situations than others. A constant struggle by physically challenged individuals to manage the new venture is not only beneficial but inevitable and essential (Lorenzo et al 2007; Blass and Ketchen 2014; Buntat 2016; McGreevy 2015). The second outcome is related to developing social support system through social skills of individuals. New venture requires extensive networking efforts and support for growth and expansion of their business through various references (Stam and Elfring 2008; Hsu 2007). During the identifying and working for adaptive requirements, disabled entrepreneurs may ask for help or support from others. This action of approaching others for help can lead to the development of a network which plays a major role in bridging the gap between different people who can contribute to the progress of the business (Witt 2004). In some cases, people with similar disability may come together to develop a network to help each other for business related activities (Boylan and Burchardt 2003). Third is related to the creative approaches developed and implemented by the disabled entrepreneurs to make business more successful than others. Conventionally available opportunities are not easily available for the disabled entrepreneurs so they have to come up with some unique and different skills which may be helpful to develop different and creative ways of doing business (Cooney 2008; Anderson and Galloway 2012). Inaccessible conditions and constraints are important sources of entrepreneurial ingenuity (Schur 2003). They may persuade entrepreneurs to design innovative products and services for niche markets. In a common observation, disabled individuals are found seeking for the independence and autonomy and that may lead to creation of innovative ways in their entrepreneurial ventures.

Research Design

This empirical research has adopted the theoretical framework of Challenge Based Entrepreneurship (Miller and Breston-Miller 2017). With the deductive approach using different case studies of entrepreneurial journey of physically challenged individuals are studied. Multiple cases enabled the logic of replication (Yin 2002). Selection and identification of the cases happened through information gathered about the physically challenged entrepreneurs through many secondary sources i.e. local newspapers and magazines. NGOs and schools for people for disability also provided information related to disabled entrepreneurs.

All selected cases include a physically disabled individual with an independent entrepreneurial venture. Sample cases are from Ahmedabad City, Gujarat, India. The diversity of the selected entrepreneurial ventures also varies from education based venture to information communication technology based firms. Disability among the selected entrepreneurs are of two types: locomotor disability and visuals impairment.

Data collection happened via in-depth unstructured interviews with all the entrepreneurs. Authors have digitally recorded and transcribed all the interviews. With each respondent, two rounds of in-depth interviews were scheduled to avoid any information blocks. Researchers also conducted site visits to gather observational data and to prepare field notes.

This study explores entrepreneurship among disabled people with challenge based entrepreneurship model, development of the cases includes information related to the type of challenge, type of entrepreneur, disciplined and persistent approaches, risk tolerance, social and networking skills and original creativity. Based on this theoretical model, we conducted the within-case analysis. Within-case analysis focused on the background of the entrepreneurs, consistent efforts to overcome the physical disability, risk taking ability, efforts to socialize and creative approaches in their respective businesses and while facing challenges. Inter-case analysis brought out a common pattern among all the cases based on the adopted theoretical model which indicates the higher reliability and validity of the data. Table 1 provides the summary of the cases which includes brief profile of the entrepreneurs and their respective firms.

Case Summary table

Table 1: Summary of the Cases

Case Study	Founder Detail	Detail about the firm
Case 1	Name: KS, Education: Graduate Physical Disability: Locomotor Impairment	Design firm to develop efficient and innovative equipment for physically challenged individuals to make everyday task easier
Case 2	Name: NP, Education: Graduation Physical Disability: Visual Impairment	A BPO firm that provides telemarketing services for products and services of the large MNCs in the telecommunication industry
Case 3	Name: MC, Education: Post Graduation Physical Disability: Visual Impairment	Coaching Institute for the Secondary and Higher Secondary class students with reasonably low tuition fees and innovative approaches

Case 4	Name: VM, Education: Higher Secondary Schooling, Certification Courses Physical Disability: Visual Impairment	A call center for telemarketing services for products and services
Case 5	Name: MA, Education: Higher Secondary Schooling, Certification Courses Physical Disability: Visual Impairment	Computer coaching institute to provide training to visually impaired individuals and call center for the telemarketing services
Case 6	Name: RG, Education: Secondary Schooling Physical Disability: Locomotor Impairment	A wholesale readymade garment trading firm and an NGO works for physically challenged individuals
Case 7	Name: SS, Education: Higher Secondary Schooling Physical Disability: Partial Visual Impairment	An animation institute that prepares candidates to pursue career in the field of animation and visual effects with rigorous training
Case 8	Name: RP, Education: Graduation Physical Disability: Locomotor Impairment	A small scale manufacturing unit for surgical rubber products which has clients and distributors across the nation

Analysis

Adopted theoretical model for this research examines entrepreneurship journey and the contribution of challenges in it. Table II indicates the summary of the analysis of the transcripts. Selected eight cases are entrepreneurs with locomotive disabilities and visual impairments. Some of the entrepreneurs are having a disability since birth and others acquired disability after a severe disease or an accident. Among all the cases, a positive family support and process of getting education have been early stage enablers. Going through the education process have helped them in accepting the disability to move on to learn new things in a new way. Discrimination, dependence and limited accessibility are disablers across all the cases. Entrepreneurs with accidental disability are more ambitious due to their earlier life style and career goals. They show high motivation and achievement oriented attitude for success.

Condition and Experience:

Disability of the entrepreneurs has always been a condition which is unavoidable when entrepreneurial progress is measured. All the respondents have faced a different kind of challenge due to their physical condition i.e. rejections, limitations and discrimination. Entrepreneurs who are disabled since birth has learned to accept their condition with

limitations very early and successfully. Another set of respondents who are accidental disabled found acceptance of disability tough. According to observation, disabled entrepreneurs struggle to fit into the conventional education system and society. They faced challenges due to lack of awareness about disability, lack of appropriate infrastructure and curriculum, and non-availability of expert trainers and teachers. It has led to limited progress of physically challenged individuals at the early stage of their life. To earn their livelihood, very few opportunities are available in the conventional streams. Limitation of physical movement and ability hinders their acceptance at many places as regular employee. Similarly, disabled entrepreneurs have faced problems in starting their businesses and getting funds at various stages. All the entrepreneurs have shared early stage support challenges for their ventures.

Table 2: Analysis of Cases

Case number	Condition & Experiences	Adaptive Requirements	Outcomes
Case 1	<p><i>"I was very much interested in the jewelry designing and trading in the equity market, and I was successfully doing that by serving many clients for both. After a severe accident when I lost my legs and muscle damage in hands, I had to stop that business. It was tough for me to continue."</i></p> <p><i>"Due to my severe health related problems, I could not go out without the help from anyone. It was a shock for me. I felt a sense of emptiness for almost a year and a half."</i></p>	<p><i>"I was bedridden for almost a year and a half; I realized that I cannot survive like this and started doing exercise. The process was very slow. So I started thinking and designing small equipment which can help me to sit and stand more efficiently."</i></p> <p><i>"I used to talk to different vendors with designs on paper, and they used to fabricate them for me. My work was to assemble all the parts to finish the product. I designed almost 12 different products. They made my life easier."</i></p>	<p><i>"I started designing assisting rehabilitation devices for specially abled people. After four years of difficult time, I opened my new venture."</i></p> <p><i>"I realized that a good motorized wheelchair is not available in India. I designed three prototypes to make cheaper and better wheelchairs, and still, I am working on that. I lost around INR 70000 once when I gave the contract to experts in Netherlands, and they could not deliver according to Indian standards."</i></p> <p><i>"During this process, I contacted many experts from various universities in India and outside. I took help of the incubation center get funding and successfully got it."</i></p> <p><i>"Currently I am working on the standing wheelchair design which may help thousands of people like me to make life easier."</i></p>
Case 2	<p><i>"I was blind since the birth hence I could not live the life as a normal person lives. I did not feel any discrimination in my village, but when I shifted to Ahmedabad for studies and to earn, I realized that my blindness was a big hurdle to get employment. It was getting hard for me to earn for my regular expenses."</i></p> <p><i>"I could not get my business bank account because the bank manager doubted my ability to run a business successfully."</i></p>	<p><i>"During my college time, I used to be part of the music band. That helped me to earn a little. Later I joined a call center after a training of six months. It was a difficult task at an earlier stage, but with advanced technology and people there were extremely helpful."</i></p> <p><i>"After leaving my first job, I met Mr. ABC who runs a business of telemarketing services with more than 700 people. He helped me in understanding this business in depth. His guidance was very helpful in starting my venture."</i></p>	<p><i>"In 2016, I started my telemarketing service business with eight people. From training employees to getting contracts, I had to work harder."</i></p> <p><i>"I consider Mr. ABC as a mentor to me. His guidance and assistance gave me the confidence to start my own business. Companies are also being helpful and trusting our abilities with constant performance."</i></p> <p><i>"I have plans to expand to double the capacity in one year of time. I believe that I can achieve it. I would like to employ more disabled people who can live their life with dignity and independence."</i></p>

Condition & Experiences	Adaptive Requirements	Outcomes
<p>Case 3 <i>“When I went for the interview at a school, the school principal rejected me without taking my interview or interaction.”</i></p> <p><i>“When I started my coaching institute, I did not receive a single response. I realized after some time that my blindness was the issue. Parents were not ready to trust my expertise because of my disability.”</i></p>	<p><i>“For my post-graduation studies, my friend Mr. I helped me a lot. Now he helps me in my coaching institute also as a partner.”</i></p> <p><i>“I started with teaching as a part-time teacher at a school. With limited lectures, I gave my best efforts to teach students there. I knew that my efforts are going to give fruits later.”</i></p>	<p><i>“After initial failures, I offered to teach children in that community for free. I was determinant to run that institute. I started with two kids in the first year. In the second year, the number increased by a few. Though it was a small process, I believed in my efforts.”</i></p> <p><i>“Currently I have a team of teachers and more than 60. I still remember when I used to go to each and every house in this community for informing people about my institute. It was quite a difficult time for me. In the future, I aspire to make a school with the difference if I get a proper space.”</i></p> <p><i>“I understand how to engage students into the better learning process. I organize events, festivals, picnics at my institute. I also engage with parents sometimes to guide them about career options for their children.”</i></p>
<p>Case 4 <i>“Everything changed in a month of a time when I lost my vision due to the negligence of the doctor. It was a sudden full-stop to the life. I had a healthy vision, but now I could see nothing. I had all my career goals shattered due to that. I left my graduation in the last semester because I found it difficult to deal with my disability.”</i></p> <p><i>“As a telemarketing executive, I was paid lesser than the other people who were without a disability.”</i></p> <p><i>“I happened to meet many individuals who encouraged me to do something, but no-one provided any further support to my plans.”</i></p>	<p><i>“After two months of a hard time, I started adapting my situation. With the encouragement of my family members, I completed two years of motor repairing course and later completed a telephone operator course.”</i></p> <p><i>“After working for a few months, I decided to follow my life-long dream to pursue entrepreneurship. I met many people and sought help in setting up the call center. A few good people came forward to provide support to convert this idea into reality.”</i></p>	<p><i>“Since I have started my venture, I have become more responsible, but I take risks. Currently, I am planning to hire 40 employees with disability and train them to cater more customers every day. I am also planning to get more contracts and get the bigger space to run my business.”</i></p> <p><i>“I was discouraged by the initial negative response to people, but then I continued pitching in front of relevant people. Connecting with right kind of individuals for help is an essential thing for an entrepreneur.”</i></p>

Condition & Experiences	Adaptive Requirements	Outcomes
<p>Case 5 “I had my set of challenges as I was blind since the birth. However, my family support made the difference. It enabled me to do so many things that other disabled people do not get to do.”</p>	<p>“After the school, I completed a computer studies course and also learned carpentry. The desire to get to be independent helped me in excelling in more than one fields.”</p> <p>“I got engaged in many organizations and led from various positions. I always tried to help people with disability to live a better life.”</p>	<p>“Currently, I am working as the third party telemarketer for a telecommunication giant. Soon based on my firm’s performance, I will apply for the direct contract. I understand that it will increase the risk in the future. I have my plans clear for expansion of this business at different places.”</p>
<p>Case 6 “Since the age of 3, I had to accept my disability. I studied in the govt. School and dropped out after failing in the secondary board exam.”</p> <p>According to RG, others considered him as a different due to his disability. He had very few friends with whom he could spend his time.</p>	<p>“I consider Mr. NS as my role model as he helped me many times to achieve my dreams of sports and setting up the various welfare organizations for disabled.”</p> <p>After continuous discrimination in the society, RG felt to compete with himself only by engaging in sports. Sports made RG very confident, and his journey with sports helped him to gain much success. He completed many mountaineering summits, earned a prestigious ‘President Award for an Outstanding Young person.</p>	<p>“I found my passion in sports. To deal with my loneliness, I used to practice swimming for 4 hours and athletics for 2 hours daily. I enjoyed mountaineering and complete many summits in Himalayan. I also completed a 1300 miles cycle tour in Europe. I have won 130 medals for different sports tournaments.”</p> <p>RG worked at many places. From running a telephone booth at a hospital to the president of an NGO for physically challenged people, he established excellent relationships with people. He was also union leader in the Indian Railways.</p> <p>Unlike other disabled people around, RG chose sports, and he aspires to build a sports academy for people with disabilities in the future.</p>
<p>Case 7 SS lost his partial vision after an accident in the laboratory. He recovered burns, but his eyes were damaged permanently during school time. His partial visual impairment came in as a hurdle later when his office did not promote him to the senior position after working for 15 years.</p>	<p>“For 15 years at a company, I enjoyed my job, but there was no progress regarding the position. I realized that it was time to change my career.”</p> <p>Another reason to change the job was that SS wanted an independent life with peace and progress for his family.</p>	<p>“After losing a partial vision, I continued with my higher studies. I completed my graduation and got a good job at one of the reputed companies in the field of chemicals.”</p> <p>“I went to watch an animated movie and got an idea to open an academy for it. As it was a rising trend and there were very few institutes available which provide such training with the latest software. It was a very new experience for me but I believed in my managerial skills.”</p>

<i>Condition & Experiences</i>	<i>Adaptive Requirements</i>	<i>Outcomes</i>
<p>Case 8 <i>“When I started dealing with different people for business, many of them judged my ability lower due to my physical condition. I am sure that many contracts I lost because of others prejudices.”</i></p>	<p><i>RP got a job at a surgical equipment manufacturing company. The owner of the company helped RP to learn many things. He worked there for approximately seven years.</i></p> <p><i>RP wanted to work for himself after certain years. He realized that he could start manufacturing unit. Hence he states, “As a reason to leave the company, I fearlessly told my employer that I would like to have my business.”</i></p>	<p><i>RP faced many challenges while starting his manufacturing firm. He invested all his earnings and time into completing the plant. Currently, the plant is supplying products across the nation, and he has his plans to expand internationally.</i></p> <p><i>RP initiated with surgical gloves at first and delivered them to a large number of doctors. The business grew as the sales. After some months, doctors complained about the deteriorating quality of rubber. He lost all the contracts immediately. He did not give up and focused on developing other products and developed a new supply chain for that. Currently, he aims at expanding his plant capacity from 1,00,000 to 5,00,000 units per day.</i></p> <p><i>RP values the human lives, and for that, he considers the employees as the priority. He states, “Profits are numbers, but my employees are humans that I care more about.” His employees are also satisfied with the work. RP extends support to education and health expenses wherever required.</i></p>

Adaptive Requirements

In the entrepreneurial process, all the respondents have shown much resilience in coming out of the experience of “being different” and uncertainty about the future. With different approaches, everyone has accepted their incapacity and condition of disability positively. Learning from the experiences, they have also put in consistent efforts to overcome the situation that differentiates them from other people with disability. In all the cases of this study, entrepreneurs have accepted their disability and developed different methods to overcome that. Pursuing higher studies in the field of interest, finding a job to be independent, and achieving success through participating in sports and adventure activities are some of the approaches. These activities have contributed significantly in shaping the motivation and personality of the entrepreneurs. Disabled entrepreneurs have gained confidence to be independent by indulging in them. In some cases, they have excelled in the activities to represent at an international level competition. “Need for a social skills and network” is an inevitable factor for an entrepreneur. Entrepreneurs with disability acquire more social skills than others with disability. All of them have one or more mentors and supporting members during different stages of their venture creation. In most of the cases, people that entrepreneurs met during their period of efforts to overcome their condition have played a major role in their ventures. From such network, entrepreneurs have received assistance in learning new technology and business, and managerial as well as financial support in setting up the venture. It proves that outreaching for support and learning new things is an essential requirement for the disabled entrepreneur.

Outcome

Challenges related to uncertainty at the early stage is an inevitable part of the process of entrepreneurship. With the entrepreneurial motivation, sense of achievement as well as being independent helped entrepreneurs to learn to work hard to achieve goals. Their persistent efforts and work discipline indicate the rigour. To grow their respective firms, they have faced many challenges along with permanent disability. In the study, The entrepreneurs have faced negative perception of people due to uncommon physical condition the Disabled entrepreneurs have also demonstrated significant risk taking ability for providing support. In one case, entrepreneur struggled to convince the bank manager for opening a business account because of his negative opinion about the disabled. Process

of embracing adaptive requirements provides exposure to various challenges that lead to creative approaches to overcome them. In the sample cases, entrepreneurs have ventured into the conventional business opportunities successfully. Contrary to other disabled individuals who are reserved in asking help, disabled entrepreneurs are observed to be upfront about asking help. Moreover, disabled entrepreneurs are keen to develop their innovative ideas for their entrepreneurial venture. They manage the team of moderate number of employees in their respective organizations successfully. Be it designing a range of new devices for disabled, operating and expanding the business of telemarketing services, or converting a small manufacturing unit of surgical rubber into medium scale unit, disabled entrepreneurs have shown their entrepreneurial traits and abilities which are no different from non-disabled entrepreneurs.

Conclusion and Future Scope of Research

The objective of this study explores the area of entrepreneurial research emphasizing on people with disability. Disabled entrepreneurs show no different traits than non-disabled entrepreneurs. They are more resilient and persistent with enterprising attitude. Entrepreneurs who have disabilities since the birth have learnt to live with the condition successfully at an early stage of life. During this stage, many people with disabilities give up on their aspirations and accept their physical condition as a reason to not pursue goals. Such behaviour surely damages the self-confidence. This study has also emphasised on the available support and acceptance in the society. Analysis of the pre-enterprise in this study indicates that family support plays a critical role in the progress of the entrepreneurs with disability. Family financial stability of the entrepreneurs may impact this decision due to early stage interactions and available support system. Another category of the entrepreneurs are people with accidental disabilities. They faced challenges related to disability at the later stage of their lives which affected them differently. Adopting the disability is a quite a difficult situation where one has to learn new way of life and also be ready for compromise on the career goals. In this study, diversity of the cases helped in understanding various perspective of challenges and their contribution to the entrepreneurial behaviour.

In both the categories, education and family support played a critical role. Entrepreneurs with minimum primary education have successfully learned to organize their work. Due to formal education, they made efforts to be part of the main stream economy with different

kinds of work experiments before starting their ventures. Differently abled entrepreneurs have developed social skills to connect with people for different needs. Social capital developed at an early stage of career have also contributed to entrepreneurial venture. Challenges on many fronts have helped differently abled entrepreneurs in developing skills to deal with stress, failures, discrimination and uncertainty. Mentioned challenges are part of the entrepreneurial process. Having exposure to extreme challenges related to society and their own capabilities at an early stage contributes in developing strong mechanism to come up with alternative solutions. Differently abled entrepreneurs have achieved success after a rigorous process and with that they have also developed a sympathetic behaviour for disabled people. Disabled entrepreneurs recommend to hire other physically challenged individuals as employees considering. Similar entrepreneurs also value people oriented approach while running a business. Such communal behaviour is common among all the cases.

Geographical limitations and unavailability of the database of entrepreneurs with disabilities were limitations to this research. Due to limitation of information related to target population, researchers selected Ahmedabad city as the field and identify cases there. Though Ahmedabad is one of the largest cities of India, lack of any authentic databased for entrepreneurs with disabilities was a major challenge. Advantage of this geographic location is availability of large number of organizations working for empowerment of people with disabilities. They were authentic sources of information regarding the entrepreneurs.

There is a huge scope of research in the area of entrepreneurship for disabled. The extended scope of this research can include a detailed analysis of the entrepreneurial as well as managerial practices among the disabled entrepreneurs. Study of various behavioural aspects and decision making process would provide in-depth understanding. That can help in establishing entrepreneurship as one of the most effective solutions for rehabilitation of differently abled people.

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