2018

Small Business Owners Strategies in the Retail Grocery Sector

Panzo Nteka
Walden University

Walden University

College of Management and Technology

This is to certify that the doctoral study by

Panzo Nteka

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee
Dr. Mohamad Hammoud, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Matthew Knight, Committee Member, Doctor of Business Administration Faculty

Dr. Neil Mathur, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer
Eric Riedel, Ph.D.

Walden University
2018

Abstract

Small Business Owners Strategies in the Retail Grocery Sector

by

Panzo N’teka

MBA, Walden University, 2014

BA, Agostinho Neto University, 1999

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

August 2018

Abstract

In Angola, 96.7% of established small businesses fail. Thus, the purpose of this multiple case study was to explore strategies retail grocery store owners in Angola use to succeed beyond 5 years. The population of the study consisted of 5 retail grocery storeowners who sustained their businesses longer than 5 years in Angola. The conceptual framework for this study was the resource-based view. Face-to-face, semistructured interviews and company documentation review were used to collect data. Yin's 5-phase cycle, which includes (a) compiling, (b) disassembling, (c) reassembling, (d) interpreting, and (e) concluding, was used to find patterns, themes, and categories from the data. Member checking and methodological triangulation were used to ensure credibility. Through thematic analysis, 5 themes emerged: control and monitoring, dedication of the owner, quality staff, regular offer and quality products, and social capital. These themes reflect a common set of strategies that retail grocery storeowners in Angola use to succeed beyond 5 years. The implications for positive social change include the potential to improve the performance of small businesses and reduce business failure rates and unemployment in Angola. Additionally, by sustaining their profitability, small businesses offer a basis for increasing tax revenues, contributing to economic growth of the local economy, and improving people's living standards.

Small Business Owners Strategies in the Retail Grocery Sector

by

Panzo N’teka

MBA, Walden University, 2014

BA, Agostinho Neto University, 1999

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

August 2018

Dedication

I would dedicate this doctoral study to my family, especially my children who have afforded me enough time to complete this program. My kids, I love you. This doctoral degree is for you. I know you will be proud of me for this accomplishment and I challenge you to follow the same path and achieve more. My hope is that I will have much time now to be with you. The dedication of my doctoral study goes to my late father for teaching me, at a very young age, the importance of education and making it a priority in my life. I thank you, Dad, for encouraging me to study to reach my dreams and serve my country. I would also like to dedicate this research achievement to my friends who supported me during the challenging times when I was down. Finally, I would like to dedicate this study to my sisters for their love and encouragement.

Acknowledgments

The success of my doctoral study could not be possible without the help and support from all the Walden community, including my classmates. I would like to thank and express my sincere gratitude and appreciation to my chair and mentor, Dr. Mohamad S. Hammoud for his valuable feedbacks, guidance, support, and professionalism. I would also like to thank my second committee member, Dr. Matthew Knight, for his reviews and valuable feedbacks that contributed to the improvement of my doctoral study. I would also like to acknowledge and thank my university research reviewer (URR), Dr. Neil Mathur, for his reviews and feedbacks. I would also like to acknowledge and thank all the participants for taking part in my study, allowing me to reach my goals.

Table of Contents

List of Tables

List of Figures

Section 1: Foundation of the Study

A high unemployment rate is a characteristic of the economies of most of the Southern African countries (Brixiova, Ncube, & Bicaba, 2015). However, small businesses contribute to job creation in developing countries (Mthimkhulu & Aziakpono, 2015); on average, these businesses account for 70% of employment (Mthimkhulu & Aziakpono, 2015). Despite the contribution of small businesses to economies worldwide, these businesses continue to fail (Hyder & Lussier, 2016). Stakeholders such as banks, investors, customers, suppliers, government agencies, and policymakers have interest in studies about the prediction of business success versus failure (Lussier, 1995). In this study, I explored strategies some small business owners use to succeed beyond 5 years.

Background of the Problem

Small business leaders face challenges, including lack of collateral, reliance on their own savings or family and friends for financing start-up capital, inadequate training (Ndege, 2015), and government regulations, which cause many small enterprises to fail (Williams, 2014). In sub-Saharan African countries, newly established small businesses fail in their first 3 and a half years of operation (Worku, 2016). The Angolan government set up programs to accelerate economic diversification through the development of small and medium-sized businesses (Centro de Estudos e Investigação Científica, 2013). However, the failure rate of businesses is a concern in Angola (França, Gomes, Machado, & Russo, 2014; Zinga, Coelho, Matos, & Carvalho, 2013). In 2013, Africa’s business failure rate was the highest (24.1%) in Angola, compared to 7.9 % in Nigeria, 8.3% in Ghana, and 4.9% in South Africa (Amorós & Bosma, 2014).

Recognizing the importance of small businesses, the Angolan government set up programs to promote and support the development of small businesses and control the rate of business failure (Justino & Tengeh, 2016). Despite the supportive initiatives from the Angolan government, small business owners continue to struggle with sustaining these businesses (Justino & Tengeh, 2016). Therefore, research about strategies small business owners use to sustain their business is essential for enhancing the understanding of factors that hinder business performance, thus increasing the likelihood of success (Marom & Lussier, 2014). Small business owners, policymakers and regulators, business consultants, and investors may use the findings of this study to understand how a small business owner can succeed.

Problem Statement

There is a high rate of small business failure in developing countries (Adisa, Abdulraheem, & Mordi, 2014). In 2013, the failure rate of small businesses in Angola was 96.7% (Justino & Tengeh, 2016). The general business problem is that some small business entrepreneurs do not sustain a business for the long-term. The specific business problem is that some retail grocery storeowners in Angola lack strategies to succeed beyond 5 years.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies retail grocery storeowners in Angola use to succeed beyond 5 years. The target population of the study consisted of five retail grocery storeowners who sustained their businesses longer than 5 years in Angola. Positive social change could result from the improvement of the performance of small businesses and reduction in business failure rates and unemployment in Angola, therefore continuing to offer a basis for increasing tax revenues, contributing to economic growth of the local economy, and improving people's living standards.

Nature of the Study

I used a qualitative method with a multiple case study design. The qualitative method is proper for studying the entrepreneurial experience (Cronin, 2014; Marshall & Rossman, 2016). Quantitative methods are appropriate for studying relationships among variables (Landrum & Garza, 2015; McCusker & Gunaydin, 2015; Westerman, 2014). The quantitative method was not suitable for this study because my goal was not to examine relationships among variables; the purpose of this study was to explore strategies based on thick descriptions of human experience and knowledge. Researchers using mixed methods research combine the elements of qualitative and quantitative methods (Mc Manamny, Sheen, Boyd, & Jennings, 2015). By using mixed methods, researchers can gain an understanding of phenomena that they cannot understand using only the quantitative or qualitative method (Fox & Alldred, 2018; Sligo, Nairn, & McGee, 2018). The focus for this study was strategies retail grocery storeowners used to succeed beyond 5 years, which I could explore by using the qualitative method with no need of a quantitative method. Therefore, the mixed methods design did not align with the goal of this study.

Using a case study enables researchers to answer *what*, *how*, or *why* questions to discuss behavioral events over which the researcher has little or no control (Yin, 2014).

Hyett, Kenny, and Dickson-Swift (2014) defined case study research as an analysis that captures the complexity of the object of study. A case study is proper when the goal of the researcher is to gain in-depth understanding of phenomena in one or more specific and bounded environments (Yin, 2014). A multiple case study design best fit this study because of its flexibility versus other qualitative approaches. Other qualitative research designs include ethnography and phenomenology (Hyett et al., 2014). Ethnography is a design where the researcher delves into the daily lives, behaviors, and activities of a community or culture (Pritchard, 2011). Because the purpose of the study was not to understand the behavior of a community or culture, the ethnographic design was not suitable. Researchers use phenomenology to understand the meaning of participants' life experiences (Lien, Pauleen, Kuo, & Wang, 2014). The goal for this research was to explore the strategies retail grocery storeowners in Angola use to succeed beyond 5 years and not to study the meanings of lived experiences among a group; therefore, phenomenology was not suitable for this study.

Research Question

What strategies do retail grocery storeowners in Angola use to succeed beyond 5 years?

Interview Questions

1. What strategies have you used to succeed in business beyond 5 years?
2. What were the expected gains from using these strategies?
3. What barriers have you encountered in implementing strategies to succeed in business beyond 5 years?

4. How did you address the barriers to implementing strategies to succeed in business beyond 5 years?
5. What tools, processes, and methodologies do you use to identify strategies to succeed in business beyond 5 years?
6. What tools, processes, and methodologies do you use to implement strategies to succeed in business beyond 5 years?
7. What other information would you like to share with me regarding the strategies you used to succeed beyond 5 years?

Theoretical or Conceptual Framework

The conceptual framework for this study was the resource-based view (RBV). Penrose offered the foundation for the development of the RBV in 1959 (Lockett & Wild, 2014). Many scholars contributed to the consolidation of the RBV into a theory of competitive advantage (Barney, 1991; Peteraf, 1993). A central premise of the RBV is that rival firms compete based on their resources and capabilities (Peteraf & Bergen, 2003). Practitioners of the RBV assume that firms can develop and sustain a competitive advantage through resources and capabilities that are valuable, rare, and inimitable (Shafeey & Trott, 2014). This means that if a firm has rare and valuable resources and competitors lack the equivalent resources, or it is too costly for competitors to duplicate, then the product or service is inimitable (Peteraf & Bergen, 2003).

Theorists of the RBV have explained that a firm’s resources can become the source of sustainable competitive advantage and stimulate performance (Ritthaisong, Johri, & Speece, 2014). Organizational competencies and resources that respond to business environmental opportunities become the basis for competitive advantage (Peteraf, 1993). Because business environment is unstable, success depends more on internal resources (Szymaniec-Mlicka, 2014). I explored the relevance of the RBV as a potential lens for understanding the strategies that retail grocery storeowners in Angola use to create firms' sustainable competitive advantage and performance using internal resources.

Operational Definitions

Business environment: The business environment, in general terms, consists of the myriad forces that are beyond the control of firm-level management in the near term, thus, it can create both opportunities and threats for firms (Van Dut, 2015).

Business failure: Business failure is a fall in revenues or a rise in expenses that results in a loss of creditors and inability to run under the current ownership and management (Byrne & Shepherd, 2015).

Business process: Business process is any activity or group of activities that takes one or more inputs, transforms them, and provides one or more outputs to customers (Bhaskar, 2018).

Business success: Business success involves the measurement of aspects such as firm survival, growth in employees, profitability, sales growth, and return on assets (Owens, Kirwan, Lounsbury, Levy, & Gibson, 2013). For this study, business success refers to a profitable business with longevity of 5 years or more.

Competitive advantage: Competitive advantage is an attribute that a firm's manager uses to outperform competitors by generating superior value for the customers, reaching the dominant position, and generating better financial performance (Krajnakova, Navikaite, & Navickas, 2015).

Retail grocery stores: Retail grocery stores are stores that sell daily needed items such as food, flowers, and other small items for the house (Nilsson, Gärling, Marell, & Nordvall, 2015).

Small businesses: Researchers have used three main criteria to define small business entities: total revenue or profit, number of employees, and total assets (Eyal-Cohen, 2013). In the United States, small business is an independent business with fewer than 500 employees (Small Business Administration [SBA], 2014). In this study, small businesses are those that employ between 10 and 100 employees or has an annual revenue greater than $250 thousand or equal to or less than $3 million (Angolan Ministry for Economic Affairs, 2011).

Successful business leaders: Successful business leaders are business leaders who generate profits, feel very passionate about what they do, try to surround themselves with the best people they can, act with great perseverance to achieve their goals, work hard and with discipline, have much self-confidence, and are not afraid of making mistakes and learning from them (Silva, 2014).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are facts that the researcher believes to be true (Ismal & Haryati, 2013). The study had three assumptions. The first assumption was that a qualitative method would be an appropriate method to explore the strategies retail grocery storeowners in Angola use to succeed beyond 5 years. The second assumption was that all collected data were valid and reliable, and the procedures for data analysis guaranteed the validity of the findings. The third assumption was that I would conduct the interviews in Portuguese to engage the participants and encourage them to provide clear and useful information, and the translation of the interview into English would reflect what the participants intended to convey.

Limitations

Limitations are potential weaknesses that can affect the study (Baldo, 2014). This study had three limitations. The primary limitation of this study was the lack of literature about the Angolan small business sector. Walden University online library, which was the main source to support this study, included little information about the Angolan small business sector. The second limitation was that focusing on business leaders in one province might limit the generalizability of the study's conclusions to other Angolan provinces. Business activities have distinctive attributes in different provinces of Angola, so the results of this study might have limited generalizability. Finally, many small business owners in Angola were less educated and might not have understood the importance of this type of study, and there might have been less engagement and willingness of the prospective participants to contribute to this study.

Delimitations

Delimitations are restrictions or boundaries that researchers impose to focus the scope of a study (Marshall & Rossman, 2016). The sample size of five retail grocery storeowners who sustained their businesses beyond 5 years in Angola limited the bounds of this study. Another delimitation of the study was the geographical area of the study. The study participants were small business owners in Angola. The inclusion of small businesses as defined by the Angolan law was also a delimitation, which was businesses with between 10 and 100 employees or with an annual revenue of greater than $250 thousand and equal to or less than $3 million (Angolan Ministry for Economic Affairs, 2011). The grocery, furniture, and apparel markets are the top three retail categories worldwide (Sharma, Lowalekar, & Jain, 2013). The inclusion of only the grocery market in this study was another delimiting factor.

Significance of the Study

Because small businesses create jobs, reduce poverty, and contribute to the promotion of more democratic societies, the development of these businesses is an essential issue for economies (Eniola & Ektebang, 2014). Small businesses are vital for employment in every country (Umrani, Johl, & Ibrahim, 2015), and small business success is an important means for reducing unemployment (Akinboade, 2014). The strategies discussed by the participants could enable small business owners to find and implement strategies that retail grocery owners use to improve business performance, reduce the likelihood of failure, and succeed beyond 5 years.

Because small businesses are the backbone of economic growth and reduction of unemployment in both developed and transitional economies (Spremo & Mićić, 2015), developing a successful business that survives at least 5 years can produce positive social change for communities. In Angola, small business leaders lack management skills to sustain their businesses (Zinga et al., 2013), thus, learning from successful business owners may help other small business owners to succeed beyond 5 years. The results of this study can have implications for positive social change through (a) sharing of knowledge of survival strategies, (b) increasing job opportunities, and (c) increasing the standard of living in communities. Furthermore, the results of the study could increase policymakers' understanding of the challenges retail grocery store businesses face in Angola and find ways to offer regulatory support for increasing the stores' survival rates.

A Review of the Professional and Academic Literature

The purpose of this qualitative multiple case study was to explore the strategies retail grocery storeowners in Angola use to succeed beyond 5 years. The literature review is a summary of earlier studies related to a specific topic (Baker, 2016). It provides an overview of the existing knowledge on the phenomenon under study (Boell & Cecez-kecmanovic, 2015) This literature review offers the reader a comprehensive and critical analysis and synthesis of the literature related to the existing body of knowledge about small business sustainability.

The literature review includes discussions, concepts, and theories from previous studies in the following areas: (a) relevant theories, (b) the literature on entrepreneurial opportunities for small business owners in order to understand the key determinants of entrepreneurial opportunity, (c) the importance of small businesses in the worldwide economy and in developing countries in particular, (d) the determinants of small business success and failure, (e) business strategy, and (f) a comprehensive overview of the retail grocery business. The Walden University online library resources were the main sources that supported the literature review and served as the primary source for the content of the literature review using keyword Boolean searches. I reviewed scholarly and peer-reviewed journal articles, dissertations, and seminal literature to answer the research question and explore the strategies retail grocery storeowners use to succeed in Angola beyond 5 years.

I thematically organized the literature review with a chronological review of respective references within each topic. I searched the following databases: Business Source Complete, EBSCO databases, ABI/INFORM Complete, Emerald Management, and Thoreau Multi-Database. I also searched government databases and Google Scholar. The search keywords were *small businesses*, *RBV and small businesses*, *retail grocery*, *small business success*, *small business failure*, *small business and innovation*, *small business owner*, and *competitive advantage*. I used a total of 245 sources in this study and 137 sources in the literature review section that included peer-reviewed studies, scholarly books, and data from government resources and agencies. Of the 245 sources within the study, 208 (85.0%) have their publication date between 2014 and 2018, and 230 (93.9%) were peer-reviewed. Of the 137 sources within the literature review, 119 (87.0%) have their publication date between 2014 and 2018, and (95.0%) were peer-reviewed. The following subsections cover concepts related to the research question and the conceptual framework anchoring the study.

Relevant Theories

Resource-based view theory. RBV theorists use the RBV, which was the conceptual framework for this study, to explain how firms can gain sustainable competitive advantage. Researchers have been interested in understanding the sources of competitive advantage for firms (Barney, 1995). Strategic management theorists view firm resources as a potential source of competitive advantage (Jensen, Cobbs, & Turner, 2016). Thus, the RBV has a link with a strategic management theory (Jensen et al., 2016; Shafeey & Trott, 2014). RBV theorists are among management theorists who explain firm strategy in emerging economies (Kazlauskaitė, Autio, Gelbūda, & Šarapovas, 2015). From an RBV perspective, firms may reach a sustainable competitive advantage using their internal resources to overcome competitors and other external market forces that may negatively affect performance (Campbell & Park, 2016). The firm’s internal resources are determinants for competitive advantage and the firm’s survival.

Organizational resources are inputs that firm managers use to produce goods or services. A firm’s resources consist of human resources, physical resources, financial resources, and organizational resources (Lonial & Carter, 2015). Human resources include all the experience, knowledge, education attainment, and other human qualities (Barney, 1995; Cassar, 2014; Millan, Congregado, Roman, Van Praag, & van Stel, 2014). Physical resources of a company include all tangible assets such as buildings, manufacturing equipment, office equipment, and other manufacturing facilities (Lonial & Carter, 2015).

Competitive advantage. Researchers have used the RBV theory to understand how a firm’s resources may enhance competitive advantage (Jensen, Cobbs, & Turner, 2016). How to gain a sustainable competitive advantage is one of the major research questions for RBV theory (Jang, 2013). A firm’s resources are a key source of sustainable competitive advantage (Ritthaisong et al., 2014). Practitioners of the RBV discuss how firms can explore their internal resources to achieve a sustainable competitive advantage in the market (Kazlauskaitė et al., 2015). For example, Lonial and Carter (2015) posited that companies may develop long-term competitive advantages and achieve superior company performance through human, physical, and organizational assets. The firm's size, age, location, networks, and governance structure are critical to small and medium enterprises (SMEs), and can be a strong source of competitive advantage (Williams, 2014). A firm can improve business performance through accumulation of resources that offer competitive advantage.

Resources that offer competitive advantage have specific attributes. RBV theorists link competitive advantage to the company's inimitable resources and capabilities (Chuang, Chen, & Lin, 2016). To gain a sustainable competitive advantage, resources must be valuable, strategic, scarce, and difficult for competitors to copy or substitute (Kazlauskaitė et al., 2015). In a competitive environment, firms that have physical, human, and organizational assets that are valuable to customers and are rare and difficult to imitate gain an advantage in the marketplace (Lonial & Carter, 2015). Small business owners need to invest in resources that generate competitive advantage and enhance performance.

Intangible assets. Intangible assets may play a critical role in sustaining a competitive advantage, as they can be difficult for competitors to copy. Small business owners can use intangible assets to create competitive advantages in the market (Chicksand, 2015). Because intangible assets develop within the company, external people find them difficult to imitate (Fernández-Olmos & Díez-Vial, 2013). Reputation, trust, teamwork, friendship, and culture are examples of socially complex resources that are difficult to imitate and can offer a competitive advantage to organizations (Barney, 1995). Learning orientation, market orientation, and entrepreneurial orientation are intangible organizational assets that companies use to achieve a sustainable competitive advantage (Lonial & Carter, 2015). Intangible assets are the main source of a firm's competitive advantage since competitors have difficulty copying or imitating.

Instrumental stakeholder approach. The RBV has been a key means to analyze strategic competitive advantage for businesses, but researchers need to extend its view (Campbell & Park, 2016). Practitioners of the RBV consider that firms use their internal resources to achieve sustainable competitive advantage and improve business performance (Ritthaisong et al., 2014), explaining the competitive performance of firms from the firm resources side (Kazlauskaitė et al., 2015). The importance of external stakeholders and community to improve business performance is the focus of the instrumental stakeholder and community social responsibility approaches (Campbell & Park, 2016).

Socially responsible business decisions connect the firm to the community (Niehm, Swinney, & Miller, 2008). Campbell and Park (2016) proposed the instrumental stakeholder approach to recognize that a firm is a social entity whose activities and performances can affect various stakeholders. Campbell and Park proposed to extend the RBV paradigm with an inclusion of external or exogenous resources, such as social intellectual capital, social capital, entrepreneurial orientation, and strategic management of community. Stakeholders may hinder the firm's ability to increase performance and achieve a sustainable competitive advantage (Campbell & Park, 2016). The enlightened self-interest model suggests that socially responsible actions by a firm result in loyal stakeholders that may improve business performance (Niehm et al., 2008). Although the RBV theorists explain the competitive performance of firms from the firm resources side, the instrumental stakeholders' theorists suggest the importance of community to improve business performance.

The RBV approach links business success to organizational resources, which are critical factors for small business growth (Ritthaisong et al., 2014). RBV theorists have posited that the higher the stock of resources the firm has, the greater the chance for the firm to survive (Barney, 1995). However, Williams (2014) investigated whether a lack of resources may justify a business failure among SMEs and found that many small firms with fewer resources have survived, whereas large firms with comparatively more resources have failed. Moreover, a large stock of resources may offer a buffer for the firm to absorb the fixed costs to become profitable (Williams, 2014). Business success or failure may result from other factors beyond the organizational resources that business owners need to investigate (Campbell & Park, 2016).

Researchers and practitioners need to look at other factors that may stimulate or hinder a firm's competitive advantage. Practitioners of the RBV emphasize a firm's internal resources in the analysis of the competitive advantage (Kazlauskaitė et al., 2015). Jang (2013) said that firms can obtain competitive advantage by employing innovative techniques to destroy the value of competitors' resources rather than relying on their own resources. It is management's responsibility to scan the business environment to find factors that decide competitive advantage. I used the RBV theory as the conceptual framework to ground this study about the strategies retail grocery storeowners use to succeed beyond 5 years. To support the RBV framework, I used two other relevant theories: the social capital theory and systems thinking.

Social capital theory. Social capital refers to intangible assets that may include goodwill, friendship, and social interactions (Hanifan, 1916). Social capital are resources accessible through business owner' s network (McKeever, Anderson, & Jack, 2014). Ramsey (2016) conceived the term *social capital* as a network of partnerships that enables individuals, groups, or institutions to access resources. In developing countries, networks are the most important sources of advice for small businesses by giving access to resources that increase performance (Obeng, Robson, & Haugh, 2014). Ramsey (2016) argued that well connected people may achieve benefits that would have been impossible without connections.

Social capital is a contributor to small business performance. In strategic entrepreneurship, wealth creation depends on the abilities of the leaders to develop social capital (Obeng et al., 2014). Through networks, SMEs can enter wider markets and access resources to compete (Iturrioz, Aragón, & Narvaiza, 2015). Small business owners build networks to access resources (Zhao, 2014). Social capital enables small businesses to survive competition by enabling access to relevant resources, which compensate their relative weaknesses (Ramsey, 2016). Small business owners can use social capital to overcome constraints and increase performance.

Because SMEs have limited resources to support marketing efforts, the owner's network becomes critical in the search of new customers through referrals (Chollet, Geraudel, & Mothe, 2014). Kuépié, Tenikue, and Walther (2016) investigated the relationship between networks and economic performance of small firms in West Africa and found that the most well-connected business owners generated higher profits and were the most successful. Chuang et al. (2016) investigated firms in Taiwan and found a positive relationship between social capital and competitive advantage. I selected the social capital theory to support the RBV framework because (a) the influence that social capital and interpersonal relationships have on business transactions in developing countries, and (b) social capital theory enables me to explain some strategies retail grocery storeowners in Angola use to succeed beyond 5 years.

Systems thinking. Systems thinking is a process of understanding the macro view of things (Chan, 2015). Systems consist of interrelated components in a boundary-making process (Sexton & Stanton, 2016). The focus of systems thinking is not only the elements of systems or processes but also the relationship among various elements or processes involved in the system (Perdicoúlis, 2016). A good relationship between processes or elements increases system performance (Tang & Ng, 2014).

In Angola, the business market is under an uncertain economic environment (Justino & Tengeh, 2016). An unfavorable business environment is one of the reasons why small businesses do not perform in some countries (Spremo & Mićić, 2015). Because the success of small businesses may depend on the way their owners and leaders interact with the environment, systems thinking can enable researchers to understand how small business owners explore the environment to succeed.

The success of a business may depend on factors other than resources. Although business owners use internal resources to achieve sustainable competitive advantage (Ritthaisong et al., 2014), business owners need a good interaction between those resources to deliver performance (Tang & Ng, 2014). A firm is a system that is successful when all its parts interact in an effective way to deliver expected results.

Because RBV theorists consider that firms use their internal resources to achieve sustainable competitive advantage and improve business performance (Ritthaisong et al., 2014), researchers may use RBV to understand and explain strategies used by retail grocery storeowners to gain competitive advantage and sustain their business beyond 5 years. Social capital is a network of partnerships, which is a valuable resource contributing to small business performance (Obeng et al., 2014). Systems thinking, which refers to a good relationship between elements composing a system, increases system performance (Tang & Ng, 2014). Both social capital and systems thinking are marginal to the factors that contribute to the performance of small retail grocery store owners in line with the research question, and thus I did not select these two theories for my conceptual framework.

Entrepreneurial Opportunity

The need to find changes or to respond to a problem may define an entrepreneurial opportunity. Entrepreneurs can foresee opportunities that others do not see (Hulbert, Gilmore, & Carson, 2015), and entrepreneurs are willing to take risks

(Nunes, 2015). Opportunities are situations in which entrepreneurs can introduce new goods, services, raw materials, markets, and methods through the formation of new means, ends, or means-ends relationships (Jacquelin & Janssen, 2015). An entrepreneurial opportunity consists of a set of ideas, beliefs, and actions that stimulate the creation of future goods and services (Acs, Audretsch, & Lehmann, 2013). Small business owners who identify business opportunities may generate revenue and become successful (Davidsson, 2015).

Governments worldwide regard entrepreneurship as a key to the development of national economies. Entrepreneurship plays a significant role for the economy in both developed and developing countries because of its contribution to job development and improvement of life through new ventures (Global Entrepreneurship Monitor, 2013;). Entrepreneurship was a solution for unemployment in the slow-growing economies of Southern Africa during the first decade of the 21st century (Brixiova et al., 2015). Successful entrepreneurs transform their vision into action and contribute to the development of their society (Watson, McGowan, & Smith, 2015). Entrepreneurs play a critical role in economies, thus, researchers need to understand the determinants of entrepreneurship and the factors that may hinder its development (Acs et al., 2013).

Because of the role that entrepreneurs play in economies, business owners may become successful by understanding the factors that enhance entrepreneurship's development. Increasing the understanding of key determinants of entrepreneurial opportunity becomes necessary (Hulbert et al., 2015). There should be opportunities for businesses to grow and for the discovery of such opportunities (Hulbert et al., 2015).

Governments and policymakers continue to investigate the driving forces of entrepreneurship in individuals.

Individuals may have many reasons to start a business. Entrepreneurial motivation is associated with the desire to create a new business venture (Piperopoulos & Dimov, 2014). Eijdenberg, Paas, and Masurel (2015) conceived the term *entrepreneurial motivation* as a dichotomy of necessity and opportunity motivations. Opportunity motivations describe the situation where individuals start the business because of a perceived entrepreneurial opportunity. Conversely, necessity motivations describe a situation where an individual starts a business to respond to unemployment or a lack of other opportunities for survival (Eijdenberg et al., 2015). Gohmann and Fernandez (2014) argued that the pursuit of opportunity offers more chance of success to entrepreneurs than the pursuit of necessity. Socioeconomic factors may explain the reasons why individuals start a business.

The motivation to start a business varies and is influenced by culture (Nguono, Onyango, Nyagol, & Museve, 2014). In Kenya, people set up their own businesses for personal ambitions and achievement (Nguono et al., 2014). In developing countries, small business growth depends on a mix of motivations (Eijdenberg et al., 2015). On one side, the small business owners' necessities are factors that stimulate entrepreneurial motivation; on the other side, the exploitation of opportunities to achieve economic results forms the determinant of entrepreneurial motivation (Eijdenberg et al., 2015). Many factors may motivate the development of entrepreneurship and those factors may vary based on person, location, or context.

Discovery theory versus creativity theory. Opportunities may result from environmental changes or from entrepreneurs' actions. Martin and Wilson (2016) discussed discovery theory of opportunities versus creativity theory of opportunities, and posited that discovery theorists emphasize the role of exogenous shocks to an industry or market. Creativity theorists emphasize the entrepreneurial actions that create something new, valuable, and recognized (Martin & Wilson, 2016). Hulbert et al. (2015) added that by either search or discovery, entrepreneurs could find opportunities. Opportunities of discovery precede the entrepreneurs' action needed to find and exploit those opportunities, meaning that an opportunity exists prior to entrepreneurial action.

Experiential knowledge of the markets, products, and services are critical for opportunity recognition. Hulbert et al. (2015) found diverse ways in which growth-minded SME owner-managers can recognize realistic opportunities for their companies and found creativity and situational factors, such as alertness, experiential knowledge, and market analysis were determinants for opportunity recognition. Prior knowledge and experience are factors that guide entrepreneurs to a specific field in which they may find and exploit entrepreneurial opportunities.

Opportunities can be exogenous or endogenous. Practitioners of the discovery paradigm understand that entrepreneurs discover opportunities exogenously through political, technological, social, demographical, or regulatory changes that influence the existing equilibrium of the market (Jacquemin & Janssen, 2015). Entrepreneurs may create opportunities endogenously by searching and acting to produce new products and services (Jacquemin & Janssen, 2015). Prior studies on international opportunity recognition suggested that firms with no prior international knowledge and experience find opportunity through marketplace dynamics or environmental changes rather than by acting to produce new products and services (Hulbert et al., 2015). Prior knowledge and experience alert entrepreneurs on potential fields for opportunities.

Knowledge spillovers. Firms or academic research institutions may generate knowledge that they do not exploit and thus, stimulates entrepreneurship. Access to knowledge spillovers or knowledge generated by some organizations, which is underexploited for economic purposes is a factor that fosters entrepreneurs to start businesses (Acs et al., 2013). Knowledge spillovers enable economic performance through independent exploitation of ideas generated from incumbent firms and academic research institutions (Ghio, Guerini, Lehmann, & Rossi-Lamastra, 2015). Knowledge spillover theorists assume that entrepreneurial behavior results from a reaction to profitable opportunities from knowledge spillovers.

Culture and country context. Culture and country context may influence prospective entrepreneurs. Paul and Shrivatava (2015) posited that culture and country context are a significant determinant of levels of entrepreneurial activity in a society. Corruption negatively affects entrepreneurship by reducing trust among business players and increasing the costs for most economic activities (Avnimelech, Zelekha, & Sharabi, 2014). Culture and context play significant role in a person’s desire to engage in entrepreneurial activities. Understanding the driving forces of entrepreneurship in individuals may explain the reasons why these individuals succeed or fail. Because the reasons to start a business may have an influence on the success of the business, researchers and business owners may understand how some retail grocery storeowners succeed and sustain their business beyond 5 years by discussing entrepreneurial opportunity.

Small Businesses and their Importance for Economies

Definition. Small businesses are businesses independently owned and run by owners (Volery & Mazzarol, 2015). Researchers and governments define small business considering various criteria. The definition of small businesses varies from one area or one country to another depending on the prevailing law (Eyal-Cohen, 2013). Historically, researchers used three main criteria to define small business: total revenue or profit, number of employees, and total assets (Eyal-Cohen, 2013). In Angola, the law considers two criteria, and defines small businesses as those businesses that have between $250 thousand to $3 million in annual turnover or have between 10 to 100 employees (Angolan Ministry for Economic Affairs, 2011). In the United States, small business is an independent business with fewer than 500 employees (SBA, 2014). Number of employees, capital investment, and turnover are among criteria that define small business in many countries.

A firm’s number of employees is the main standard the SBA uses to define a small business (SBA, 2014). Number of employees, capital investment, and turnover are criteria that define small business in Nigeria (Gbandi & Amissah, 2014). In Nigeria, small businesses are those businesses that employ fewer than 50 employees and have a capital investment of less than N500 thousand (Gbandi & Amissah, 2014). According to the Botswana Institute for Development Policy Analysis (BIDPA), small businesses are independent businesses with fewer than 25 employees (Mutoko, 2014). In Costa Rica, small businesses are those with less than 100 employees (Guimón, 2015). In this study, small business employs between 10 and 100 employees or has an annual revenue greater than $250 thousand or equal to or less than $3 million (Angolan Ministry for Economic Affairs, 2011).

Importance of small businesses for economies. Small businesses play a vital role in every nation in the world. Small businesses support the economic development of nations (Ado & Josiah, 2015; Decker, Haltiwanger, Jarmin, & Miranda, 2014)). Small businesses play a significant role in the economy of the Republic of Srpska (Spremo & Mićić, 2015). In the United States, small businesses employ about half of all private sector employees, pay 43% of total U.S. private payroll, and generated 65% of net new jobs over the past 17 years (SBA, 2014). In Tunisia, small businesses account for 91% of total established businesses (Omri & Frikha, 2014). SMEs are the main employers in Chile, accounting for over 80% of the labor force (Halabí & Lussier, 2014). By creating jobs and stimulating growth, small businesses enable people to improve their standard of living.

Small businesses have a flexibility to play a key role in times of crisis. Small businesses offer a solution to the problem of unemployment in times of crisis because these businesses react better to environmental changes than large companies (Spremo & Mićić, 2015). During the financial crisis in the euro zone, small enterprises acted like a cushion to economic shocks and played a vital role in securing economic stability (Hyder

& Lussier, 2016). Governments need to support small businesses in this era of uncertainty to prevent business failure from the consequences of crisis.

Contribution of small businesses in developing countries. Small businesses are the backbone of the economies in developing countries. Developing countries face socioeconomic problems, such as a high illiteracy rate, a lack of jobs, an extreme poverty, and an escalating crime rate that small, medium, and micro enterprises (SMMEs) can solve (Chimucheka, 2013). Small business sector accounts for about 30% of Tunisia' s Gross National Product (GNP) and generates 25% of jobs (Omri & Frikha, 2014). In developing countries, small businesses contribute to poverty alleviation and development (Spence, 2016). Small businesses are the backbone of Botswana's economy by creating jobs, eradicating poverty, and contributing towards Gross Domestic Product (GDP) (Mutoko,2014). SMEs provide 55% of the GDP in Nigeria (Akimbola, Abiola, & Ajombadi, 2014). In Cameroon, small business owners generate 62% of the country's private workforce. Small businesses create jobs, stimulate growth, foster innovation and technology, promote social stability, and play a crucial role during crisis for developing countries.

Employment. Small businesses play a key role in developing economies where the unemployment rates are high. A high unemployment rate is a characteristic of the economies of most of the Southern African countries (Brixiova et al., 2015). Mthimkhulu and Aziakpono (2015) considered unemployment to be a perennial problem in South Africa. Small businesses offer a solution to the problem of unemployment in developing countries by accounting for 70% of jobs (Mthimkhulu & Aziakpono, 2015). Because small businesses provide jobs in most parts of developing countries, these businesses are an alternative to conventional industrialization (Mutandwa, Taremwa, & Tubanambazi, 2015). In Chile, small businesses provide about 80 % of job opportunities (Halabi & Lussier, 2014). Developing countries see small businesses as an important contributor to unemployment reduction.

Technology and innovation. Innovation and technology are factors that enhance businesses to enhance performance in the global market. Companies achieve competitive advantage through technological innovation (Andries & Czarnitzki, 2014). Innovation increases a firm's competitiveness and enhances business success (Omri, Frikha, & Bouraoui, 2015). Small business survival may depend on innovation, which enables a competitive advantage (Sandada & Mangwandi, 2015; Taneja, Pryor, & Hayek, 2016). Innovation is a necessary factor for improving competitiveness in Latin American countries, including Costa Rica (Guimón, 2015). Small businesses owners should consider a possibility of investment in innovation and technology to boost performance.

Local communities regard small businesses as a contributor to the development of technology and pioneers of innovation. Small businesses support the development of local technology in Nigeria (Adisa et al., 2014). Small businesses are the driver of innovation, generating more patents than large firms in United States (SBA, 2014). However, Guimón (2015) discussed the program of support for SMEs in Costa Rica and found that most SMEs hardly invest in innovation due to limited resources. In Ghana, low education and poor skills and competences prevent small firms from innovating (Obeng et al., 2014). Andries and Czarnitzki (2014) argued that firms need to own resources and capabilities to innovate. Governments need to work with their local partners to support small businesses in accessing funds to innovate and invest in technology.

Growth. Considered as a measure of business performance, growth is one of the main contributions of small businesses in economy. Researchers recognize that SMEs play a critical role for contributing to growth of economies (Hulbert et al., 2015). Small businesses are the main driver of business growth in the economies of nations worldwide (Shukla & Shukla, 2014). Small businesses are essential for growth in all economies worldwide (Mutoko, 2014; Taneja et al., 2016). Governments recognize the role that small businesses play in reducing poverty and enhancing economic growth (Mthimkhulu & Aziakpono, 2015).

Social stability. Because small businesses provide jobs and improve the standard of living in the communities, these businesses can secure social stability. The government of South Africa uses small businesses as a tool to promote social stability through economic empowerment for previously disadvantaged people (Chimucheka, 2013). SMEs are vehicles to social stability in the Republic of Srpska (Spremo & Mićić, 2015). By creating jobs, small businesses enable people to meet their basic needs and survive.

Crisis. Spremo and Mićić (2015) recognized the contributions of small businesses during the periods of crisis and recommended the support in favor of the development and growth of these businesses. Small businesses are more equipped to deal with economic shocks during crises (Hyder & Lussier, 2016). Due to uncertain and unstable market conditions in developing countries, small businesses play a critical role because of their small size, which offers greater flexibility and adaptability to changing market conditions (Spremo & Mićić, 2015).

Small Business Success and Failure

When starting a business, small business owners may experience a success or a failure. Unfortunately, the failure rate of small businesses is high worldwide (Hyder & Lussier, 2016), and the chance of success is a concern for entrepreneurs (Lussier, 1995). Better understanding of factors that hinder business performance increases the likelihood of success among entrepreneurs (Marom & Lussier, 2014). Businesses that can early recognize the risks of failure are in a better position to grow and sustain (Hyder & Lussier, 2016). It is small business owners' responsibility to understand the drivers of success and failure to protect the business and secure sustainability.

Definition of business success. People have different feelings of business success. Business performance refers to the capacity of a firm to reach its goals and deliver results to its stakeholder (Vij & Farooq, 2015). A business is successful when it keeps running over time without continual annual losses (Alagirisamy, 2014). In some areas of developing countries, just being in business is success enough for lifestyle-oriented small business owners (Weber, Geneste, & Connell, 2015). For this study, the term business success refers to businesses that managed to sustain their operations longer than 5 years.

Researchers and governments around the world are interested in the success of small businesses because of the contribution of these businesses in the economies. The success of small businesses may lead to a decrease of the rate of unemployment in developing countries (Mthimkhulu & Aziakpono, 2015). Successful SMEs are contributors to economic stability (Hyder & Lussier, 2016). Small business success matters to governments, researchers, investors, banks, and communities in general.

Business success measurement. Researchers have used different indicators to measure business success. Several aspects, such as growth, profits, and the ability to survive in the long term define business success (Mutandwa et al., 2015). Survival is an indicator to measure success for SMEs (Neneh & Vanzyl, 2014). Earnings, employment, and growth are criteria for defining business success (Sandada & Mangwandi, 2015). A positive financial performance was an indicator of success in the past (Halabí & Lussier, 2014). Researchers measure business success based on financial and non-financial aspects (Campbell & Park, 2016). The measurement of business success evolved over time, including non-financial elements of performance.

Definition of business failure. People have used many different definitions for business failure. Business failure refers to the cessation of activities by a company that did not adapt to market and environmental changes on time (Amankwah-Amoah, 2016). Business failure is the cessation of activities by a firm for not meeting at a minimum the plan set by the entrepreneur (Khelil, 2015). Business failure occurs when a fall in revenues or a rise in expenses are of such a size that the firm becomes insolvent and is unable to attract new debt or equity funding, so, it cannot continue to run under the current ownership and management (Byrne & Shepherd, 2015). Ucbasaran, Shepherd, Lockett, and Lyon (2013) posited that a researcher should define business failure based on the study's research question. For this study, the term business failure refers to businesses that did not sustain their operations longer than 5 years.

Business failure affects jobs, growth, and social welfare (Hertog, 2014). Despite the various negative effects of small business failure on economy, some researchers recognize the contribution that a failure may have on economy. Many scholars posited that business failure may have a significant role in economies because of the opportunity for learning from the knowledge and resources gained from defunct businesses (Ucbasaran et al., 2013). Entrepreneurs who have experienced failure are more equipped for entrepreneurship than those who have never yet failed (Cope, 2011). Successful small business owners learn from failure (Lin & Nabergoj, 2014). Mueller and Shepherd (2016) argued that entrepreneurs can capitalize on business failure experiences to become successful in next ventures. Small business owners may learn from the earlier mistakes that led to the failure of the business to improve the business in future opportunities.

Determinants of success and failure. Researchers have long tried to predict the factors that contribute to success and failure of businesses. Small businesses that do not predict the events that could affect their business may fail (Hayes, Chawla, & Kathawala, 2015). Stakeholders, such as banks, investors, customers, suppliers, government agencies, and policy makers have interest in studies that predict business success versus failure (Lussier 1995). There is no generally accepted theoretical framework for success among small businesses (Hayes et al., 2015). Researchers have different opinion on which variables contribute to success or failure (Marom & Lussier, 2014). Small business owners must scan the business environment to understand business failure factors and protect their business.

Many researchers have developed and tested models to explain and predict factors that contribute to success and failure among businesses (Alagirisamy, 2014; Halabí & Lussier, 2014). The Lussier (1995) model is a prediction model that researchers have studied and tested in many countries, including Chile (Halabí & Lussier, 2014), India (Alagirisamy, 2014), Israel (Marom & Lussier, 2014), and Pakistan (Hyder & Lussier, 2016). The Lussier model is a well-cited model that predicts business success and failure.

The Lussier (1995) model. Researchers cannot discuss how small businesses succeed or fail without mentioning the Lussier model, which is the success versus failure prediction model. Prior research focused exclusively on financial ratio data, but Lussier considered nonfinancial data to predict business success versus failure (Marom & Lussier, 2014). The Lussier model applied resource-based theory and used the following 15 variables: (a) capital, (b) planning, (c) industry experience, (d) family business experience, (e) age of the owner, (f) partners, (g) management experience, (h) record keeping and financial controls, (i) economic timing, (j) education level, (k) staffing, (l) marketing skills, (m) minority-owned, (n) used of professional advisors, and (o) product and service timing (Lussier, 1995). Small business owners may use this model to decide which resources firms need to increase performance (Halabí & Lussier, 2014). Furthermore, researchers may adapt the Lussier model based on specific attributes, the location, or the timeframe of the study (Halabí & Lussier, 2014). Through resource-based theory, small retail business owners may decide which variables are more and less important to success and failure of their businesses.

Many authors applied the Lussier model to understand the reasons why businesses succeed or fail. In attempt to measure the success and failure of entrepreneurs found in and around Trichirapalli, India, Alagirisamy (2014) used a non-financial qualitative factors model on the line of Lussier (1995) and found that experience, involvement in businesses, and regular maintenance of accounts were important success factors. Halabí and Lussier (2014) updated the Lussier model to explain and predict small business success and failure in Chile. Halabí and Lussier focused on 8 variables: internet, starting with adequate working capital, managing good financial and accounting records, planning, owner formal education, professional advice, having partners, parents owning a business, and marketing efforts. The small business access to an adequate amount of working capital, and entrepreneurial and management skills were critical variables that enhanced business success (Halabí & Lussier, 2014).

Marom and Lussier (2014) also tested the Lussier 15 variables business success versus failure prediction model in Israel with a sample of 205 small businesses and found the model to be valid in Israel, meaning that small businesses that had prior industry and management experience, had specific plans, maintained good record keeping and financial control, had adequate capital, had higher levels of education, made use of professional advice, had partners, did a good job of staffing, had parents that owned a business, had a good product and service and economic timing, and had marketing skills, could increase their chances of success. Marom and Lussier used the Lussier (1995) model in their study because of its ability to predict success and failure at cross-nationality level. Practitioners of the Lussier prediction model assume the model is valid worldwide.

Small business success and failure factors. Small businesses face many challenges that may hinder their development and growth. A set of complex and interrelated factors contributes to the success or failure of small businesses in developing countries (Alagirisamy, 2014). Amankwah-Amoah (2016) discussed the business failure factors and argued that both internal and external factors may lead to firms' survival or failure. Small business owners need to examine the factors that may lead to either success or failure of the business.

Lack of resources. Many small businesses fail because of a lack of resources. Lack of entrepreneurial skills, lack of access to finance, and lack of modern technology expose small businesses to high failure rate in sub-Saharan Africa (Ndege, 2015). Resource scarcity hinders the capacity of small businesses to compete with larger firms (Greer, Carr, & Hipp, 2016). Resources are determinants of small business failure and success.

Other researchers have questioned the validity of resources as a determinant of small business success and failure. Williams (2014) did a post-mortem examination of failed SMEs and found that failure is not merely a function of lack of resources. William also found that even firms with access to resources failed. Small business owners need to focus on external environment to prevent failure rather than gathering more resources into the firm.

Lack of funding. Access to capital is one of the most challenges that small businesses face in developing countries. Access to capital is a crucial factor for the survival of small firms (Williams, 2014). Small businesses can exploit growth and investment opportunities through access to finance (Ahmad, Mastura, & Arif, 2015). SMEs in Bangladesh face challenges in access to finance (Hasan & Jamil, 2014). Hyder and Lussier (2016) investigated the success and failure factors of small firms in Pakistan and found that most businesses failed because of lack of capital. Worku (2016) investigated the small business failure factors in the Vaal Triangle region of Gauteng Province in South Africa. Worku showed that the high rate of business failure was due to lack of access to finance and lack of entrepreneurial skills. Small business owners have the challenge of inadequate funding to back their activities.

Ndege (2015) investigated the factors that influence the high rate of failure in small businesses in the Vaal Triangle region in South Africa, and found that access to finance was responsible in major part for the high business failure rate in the region. However, using the World Bank Enterprise surveys, Mthimkhulu and Aziakpono (2015) studied the obstacles to the growth of micro, small, and medium enterprises (MSMEs) in South Africa and found that access to finance had limited effects on most MSMEs. Electricity, crime, and corruption were key constraints with notable effects on growth. A closer review suggested that access to finance had improved over time (Mthimkhulu & Aziakpono, 2015).

Many small businesses fail access to capital because of the lack of collateral that offers some security to the financial institutions or other fund providers. Banks perform individual check on entrepreneurs' net worth before approving a loan (Robb & Robinson, 2014). The use of collateral prevents many firms from obtaining access to formal finance in Pakistan (Hyder & Lussier, 2016). SMEs do not have enough capital and assets to offer collateral needed by financial institutions (Hasan & Jamil, 2014). To overcome this constraint, small business owners need to work with the government's agencies that promote entrepreneurship.

Track records. Small businesses lack track records, which prevent them from accessing capital. While large businesses evolved from small businesses and developed track records that banks can analyze, small businesses lack track records (Hasan & Jamil, 2014). Justino and Tengeh (2016) studied the contribution of managerial and financial factors to the failure of small businesses in the context of Angola and found record keeping of financial transactions to be a critical failure factor. Alagirisamy (2014) investigated the contributing factors of success versus failure of small businesses in Trichirapalli, India and found that the personality of the owner and account keeping records were crucial factors that contributed to business success. Small business owners need to develop track records to allow financial institutions to gain trust in their operations.

Lack of proper business and management skills. In developing countries, many small business owners lack the required knowledge to run and sustain their business over time. Management of small business is challenging for those small business owners who lack business knowledge (Frid, 2015). Most small business owners have no idea of how to develop a business plan because of the lack of education (Hyder & Lussier, 2016). In

Angola, Justino and Tengeh (2016) found that a lack of knowledge in financial accounting, in planning and control, and in business systems were among the factors responsible for small business failure. Small business owners should rely on institutions that may provide them with the business skills needed to run the business.

Because of the importance of small businesses in economies, many governments worldwide have set up agencies that promote small businesses. The U.S. SBA offers management and technical help for small businesses to enable them to improve their survival rate (SBA, 2014). Small business owners must seek help to develop skills needed to avoid failure and sustain their business.

Lack of crucial infrastructural facilities. Many developing countries still lack infrastructural facilities that support business activities. Ado and Josiah (2015) studied how the lack of electric power affects small businesses in Nigeria and found that the lack of a back-up facility affected negatively most small businesses. Ado and Josiah also suggested that small businesses increased their costs with significant resources invested to buy facilities to self-provide electricity, which in turn affected the business results. Infrastructural facilities are among factors that affect small business performance (Adisa et al., 2014). Agwu (2014) studied the impact of lack of managerial skills, inadequate social infrastructure, and poor financing on SMEs in Port-Harcourt City in Nigeria and found a correlation, meaning that the lack of managerial skills, inadequate social infrastructure, and poor financing had negative impact on the performance of SMEs in this region. Agwu suggested an intervention of the government and its agencies to support SMEs through long-term loans, tax incentives, and the provision of social infrastructure (Agwu, 2014).

Innovation. In a highly competitive and changing market environment, the introduction of new products, new processes, and new procedures is essential to the growth and survival of small businesses. A central question of the RBV is how firms gain sustainable competitive advantage (Jensen et al., 2016), and innovation drives firms to sustainable competitive advantage (Andries & Czarnitzki, 2014; Sandada & Mangwandi, 2015). To survive in the competitive market, small businesses should continually innovate (Taneja et al., 2016). Small firms should innovate to grow and be sustainable over time.

Social networks. In many developing countries, access to formal information is difficult and most business transactions are informal. Unlike developed countries in which formal institutions secure business transactions, in developing countries interpersonal relationships have considerable influence on business transactions (Kuépié et al., 2016). In Tunisia, entrepreneurs with strong human capital and social capital are more successful (Omri et al., 2015). Because information transmission is slow and costly in the business environment, small business leaders can use social networks to create strong relationships that allow access to valuable information.

Many researchers have noted the importance of networks for small businesses in developing countries. Ishiwata, Matouš, and Todo (2014) investigated the effect of business networks on growth of micro-enterprises in rural Ethiopia and found that well-connected firms had higher skills with more chance to increase their sales. However, networks do not always lead to business success (Semrau & Werner, 2012). To develop and keep networks is costly for small business owners and need investment in time and money that small business owners can use for other activities (Semrau & Werner, 2012). An opportunity cost may lead to a negative return for the firm (Semrau & Werner, 2012). Small business owners should select their networks and invest in those that create value for the firm.

Social media. Social media plays a significant role in influencing business activities. Social media can enhance small firm visibility, promote small firm's products, and build customer relationships (Taneja et al., 2016). Social media offers a platform that promotes small business activities at a low cost enabling small business to overcome resource constraint (Schaupp & Bélanger, 2014). Small business owners use social media to compete in the market (Song, 2015). Profiting from social media may enable small businesses to reach many stakeholders in a quick manner and at a low cost, leading to business success.

Inability to adapt to environmental changes. The high mortality rates of small businesses are often attributable to their inability to adapt to environmental changes (Thomason, Simendinger, & Kiernan, 2013). However, Spremo and Mićić (2015) suggested that because of size, small businesses have flexibility and adaptability to react quickly on changing market conditions. Small business leaders should find strategies to cope with market and environmental changes and protect their business performance.

Others. Many researchers found several other factors that also affect small business performance and lead to failure. O'Toole and Tarp (2014) investigated the effect of corruption on investment efficiency in Africa and found that small businesses suffered from the effect of the bribery of public officials, which affects business success. The inability to distinguish business capital from personal money is also a factor that affects small business in Nigeria and many parts of developing countries (Adisa et al., 2014). Many factors contribute to the failure of small businesses worldwide and small business owners need to have skills to understand these factors to reduce the likelihood of failure.

In this section, I showed factors that contribute to the success and failure of small businesses. Small business owners that ignore the business failure factors may quickly fail (Hayes et al., 2015). Learning is important for successful performance (Vij & Farooq, 2015). Learning the factors that lead to business success or business failure may enable retail grocery storeowners to sustain their business beyond 5 years.

Business Strategy

The 21st century has brought issues that threaten the growth and survival of many small businesses. The new century has been challenging for businesses (Rizea, 2015). Business owners fail because of the risks associated with the dynamics of markets (Soltanizadeh, Abdul Rasid, Mottaghi Golshan, & Wan Ismail, 2016). The new market contexts present challenges that business owners need to overcome to be competitive.

Business leaders should understand the various obstacles in the market and seek solutions to compete and preserve the business interests. To be competitive, firms need to make the best strategic choices (Ismail, 2016). Organizations search constantly for strategies to compete in the market (Vij & Farooq, 2015). Based on internal and external assessments, companies can set up a business strategy to meet their goals (Soltanizadeh et al., 2016). A firm can use their internal resources to build a strategy to compete in the market and avoid the risks associated with environmental contexts.

The assessment of the environment should guide managers and business leaders on the type of the plan to take to protect their business. Managers need to respond to the environmental changes faced by the organization with an integrated approach (Soltanizadeh et al., 2016). The state of the competition defines the strategic choice (Ismail, 2016). Business leaders and managers should develop responses or plans that discuss the key issues resulting from the environmental scanning.

Definition of strategy. A strategy is a plan that aims to drive a company to a desired future. Organizational strategy sets up the road map to guide the business over a period (Salas & Huxley, 2014). A firm's strategy is their best way forward to respond to environmental forces (Cordeiro, 2013). Companies need a well-formulated strategy to meet the needs of the stakeholders and become successful.

To be successful, a business strategy needs effective communication and a better alignment between strategy and company internal processes. Salas and Huxley (2014) conducted a study to examine the impact of organizational processes on organizational strategic goals, and found that when organizational leaders link organizational processes to organizational goals, employees can understand better and support strategic goals. A well-implemented and effective strategy is the one that organizational leaders link to their organizational processes.

Small businesses and strategic planning. Because business environment has become turbulent, firms need to set up plans to prevent from environmental risks that may hit their operations. Planning is about preparing the business for the future and not predicting the future instead (Cordeiro, 2013). The adoption of strategic planning by small businesses may increase competitive advantage and performance.

Small businesses should look at strategic planning as a tool needed to fight for the survival of the business. Effective strategic planning enables firms to understand the environment and explore gaps, direct firm’s resources on specific goals, and enhance firm’s competitive position (Cordeiro, 2013). However, many small businesses do not implement strategic planning (Cordeiro, 2013). The non-adoption of strategic planning by many small business owners may threaten their long-term survival (Weber et al., 2015). Management skills, including planning skills, are factors that contributed to business failure in Angola (Zinga et al., 2013). Many small businesses ignore strategic planning due to lack of resources (Cordeiro, 2013). Strategic planning may enable small businesses to secure growth and survive in a competitive market, thus small business owners need to consider using formal strategic planning.

A need for a constant update of the business strategy. Every plan needs to be flexible and able to incorporate the changes over time to still be effective. Because of the turbulent and changing business environment, company’s strategies need constant updating (Vij & Farooq, 2015). The nature of competitiveness changes over time, so to be sustainable, a strategy needs to be flexible enough to capture and integrate changes (Rizea, 2015). Organizations need to update their strategy to meet the challenges of a turbulent environment (Papazov & Mihaylova, 2016). Business leaders should update their strategy based on the changes from the markets and the best information and resources they have.

The business environment is challenging and threatens the survival of small businesses. The retail market is also challenging (Sachdeva & Goel, 2015). To be competitive, small business owners need to understand the environment and market challenges, and find ways to respond to environmental forces. This section analyzed the importance of business strategy that retail grocery storeowners may need to sustain their business in a turbulent and competitive environment.

Retail Store Business

Retail industry. Retail is the final stage of any economic activity (Narayan & Chandra, 2015). The word retail originates from the French word *retaillier*, which means to cut off a piece. The grocery, furniture, and apparel markets are the top three retail categories worldwide, with grocery being the largest (Sharma et al., 2013). Grocery stores are those retail stores that sell daily need items, primarily food and household equipment (Sharma et al., 2013). Few retail studies have focused on the Angolan retailing, and this calls for a study directed towards Angolan retailing.

Importance of the retail industry. In developing countries, such as India, consumers spend significant part of their income in food and beverages (Narayan & Chandra, 2015). In 2011, the retail industry contributed around 13.7% to the economy of South Africa (Aye, Balcilar, Gupta, & Anandamayee, 2015). In India, the retail sector contributes over 14% of the country's GDP (Yadav & Verma, 2015). From 2011 to 2012, the Zimbabwean retail industry generated several millions of U.S. dollars in annual sales

(Chikomba, 2014). Botswana's retail industry is the second job provider and contributes 29% to the GDP (Shunda, Ganamotse, & Marobela, 2015).

Traditional versus modern retail formats. Many developing countries are under transition with the introduction of organized retail stores. The changing demographic and lifestyle stimulate the growth of modern retail (Narayan & Chandra, 2015). In many European countries, the retail structure for grocery shopping has changed with the emergence of supermarkets (Nilsson et al., 2015). The rise in consumption, demographics, and the new lifestyle are factors that contribute to the growth of the modern retail industry in many emerging countries (Narayan & Chandra, 2015). The retail market in Africa has been changing rapidly with the presence of international competitors (Chikweche, 2015). The Indian retail sector sees a paradigm shift from small, unorganized, and low-cost operating stores to the modern and organized stores (Narayan & Chandra, 2015). Corporate-backed super and hypermarkets are the organized sector while traditional formats, Kirana shops, convenience stores, and pavement vendors, are unorganized sector (Sharma et al., 2013).

Two trends characterize the global retail industry: the increase in the size of stores, and the adoption of information and technologies (Ciravegna & Brenes, 2016). Hypermarkets and supermarkets account for 46,4% of the retail market in the world, followed by convenience stores with 30,7%, and other smaller and specialized stores account for 16,8% (Ciravegna & Brenes, 2016). Technology enables retail stores to improve the inventory management by minimizing waste and the products that have unsatisfactory turnaround (Ciravegna & Brenes, 2016). Walmart's managers used technologies to track their sales and inventory from a monthly basis in the 1960s, to a weekly basis in the 1970s, and finally, in real time by the end of the 1990s (Ciravegna & Brenes, 2016). Small retail business owners may adopt technologies to improve their business operations and be competitive.

Small and traditional retailers' challenges. Small and traditional retailers face challenges to compete with modern retailers. For being more aware and demanding, the modern consumer poses challenges to retailers in the 21st century's competitive world (Hasan & Mishra, 2015). Modern retail has created problems for traditional retail formats (Agrawal & Agrawal, 2016). By offering wide assortments, attractive environments, special promotions, and prices, the new organized retail formats outpace traditional stores (Sharma et al., 2013). The dominance of big supermarket chains and multinational competition threaten the survival of local retailers (Chikweche, 2015). Large retailers, such as Walmart, Macy's, and Home Depot have forced the displacement of small retailers in the United States (Thomason et al., 2013). Small and traditional retail owners need to develop strategies to compete with large and modern retailers.

Small and traditional retailers 'competitive strategies. Retailers need to find strategies to use in a competitive environment. In a competitive world, consumers have more choices with increasing number of retail stores (Hasan & Mishra,2015). As consumers get more demanding, retailers need to be more customer-oriented (Hasan & Mishra, 2015). The retail context has become very competitive, obliging retailers to seek innovative ways to attract customers into their stores (Sachdeva & Goel, 2015). Small retail grocery storeowners need to find strategies to attract and keep customers, and be competitive.

A store is what its attributes convey to customers. The feelings customers have about a store depend on factors such as atmospherics, store personnel, service, and advertising (Sharma et al., 2013). Retailers achieve business performance through store personnel, who guide customers in a courteous and enthusiastic manner, contributing to a good shopping experience for customers (Mani, Kesavan, & Swaminathan, 2015). Convenience, fast checkout service, product assortments, price, and promotions are factors that shape consumer behavior (Campbell & Fairhurst,2014). To gain competitive advantage, retailers need to design stores in a manner that creates strong feelings for customers.

The shopping experience is a factor that pushes customers to enter the store, stay, and shop. Consumers see stores not just as places to shop but also places for fun that may serve as museum, showroom, and fulfilment center (Sachdeva & Goel, 2015). Consumers see stores as a place to spend time with families and friends (Maggioni, 2016). Convenience of shopping is the most crucial factor for consumers (Narayan & Chandra, 2015). Retailers should design store settings to capture customers' emotions and feelings.

Small and traditional storeowners may develop strong relationships with customers to gain competitive advantage against large and modern grocery stores. Sharma et al. (2013) investigated how customers perceive and value the attributes of the Indian traditional grocery stores, and found that store relationship, store merchandise, store personnel, store promotion, store location, store merchandise, and store routine to be the most important attributes for grocery retailing. Sharma et al. suggested that store relationship was the most crucial factor for enabling the creation and development of strong ties with regular customers to overcome the competition with modern grocery stores. Although modern stores offered wide assortments, attractive environments, special promotions and prices, and organized activities, these stores do not give a feeling of trust as their orientation of self-service may lead to a missing individualized touch.

Coopetitive relationships can enable small retailers to deal with the challenge imposed by large retailers. Competitors can work together and develop trustful relationships that create value for all (Thomason et al., 2013). Small grocery storeowners can cooperate with large supermarkets and deliver positive results for all. Thomason et al. (2013) conducted a study to analyze the contribution of socially complex and relational resources of coopetition to small businesses success and found that small businesses may create value through coopetitive relationships. Thomason et al. proposed the adoption of a quality and innovation strategy and focus on the development of socially complex resources by small firms to compete with large firms. Trust, teamwork, friendship, and reputation are socially complex resources that competitors find difficult to imitate, thus these resources provide competitive advantage (Barney, 1995).

Other challenges and strategies. In a challenging retail environment, retailers adopt innovative ways to attract customers. For success at retail, how to sell has become more critical than what to sell (Sachdeva & Goel, 2015). Hasan and Mishra (2015) discussed factors that contribute to the shopping behavior in the retail stores and found store image, the value for money, and the overall shopping experience to be important contributors to the consumer shopping behavior. Hasan and Mishra suggested that retailers can gather and use the information from customers to understand the shopping behavior and gain competitive advantage.

Shopping is not always a rational experience as customers make impulse decisions and want a memorable experience that touches their hearts. Retailers use experiential store design, which is a design that focuses on emotional and cognitive stimuli to offer a unique shopping experience to customers (Sachdeva & Goel, 2015). Sachdeva and Goel (2015) investigated whether the visual extravaganza attracted the shoppers of the store and found that the look of the store attracted customers who convert this attraction towards the acquisition. Small retail storeowners may use experiential store design to increase sales and profitability.

Maggioni (2016) investigated the contributing factors to customer store loyalty in the context of grocery retail, and found functional store associations, relational store associations, and premium store associations as three dimensions that drive customer loyalty. Functional store associations refer to services and convenience, and relational store associations refer to trustworthiness and interaction between customer and store personnel, and premium store associations refer to other benefits, which may include store recreation and leisure (Maggioni, 2016).

In Africa, many consumers have difficulty shopping because of their illiteracy. A typical consumer completes five stages in their shopping decision (a) recognize a need to satisfy, (b) search for information, (c) evaluate alternatives, (d) make a purchase, and (e) engage in a post purchase evaluation of the purchase and consumption experience

(Mhlanga & Kotzé, 2014). In South Africa, 10 million consumers lack skills to navigate a supermarket successfully (Mhlanga & Kotzé, 2014). Illiterate consumers need the support from the retailers to navigate the store. Mhlanga and Kotzé (2014) discussed how illiterate consumers manage to overcome their illiteracy to shop in the South African grocery stores. Mhlanga and Kotzé showed that illiterate consumers tend to select familiar brands and avoid trying new ones. Additionally, illiterate consumers use a single attribute, such as price and pictographic information as a choice factor (Mhlanga & Kotzé, 2014).

The business environment has been another challenge for African's retail grocery stores. Poor infrastructure, poor distribution systems, and transport networks contribute to delays and uncertainty in the inventory and delivery management processes in Africa (Chikweche, 2015). Nguimkeu (2016) investigated how business environment constraints affect the performance of retail firms in Cameroon and found that regulation costs, poor institutions, credit constraints, and lack of infrastructure negatively and significantly affect the performance of retail firms. Despite government efforts to support small businesses in Angola (Justino & Tengeh, 2016), the reality is that the presence of new and large retailers, such as Shoprite, Kero, and Candando, which can draw upon economies of scale to offer lower prices and attract consumers, may lead to a growing displacement and death of many small retailers.

Transition

Section 1 included the discussion on the problem statement, purpose statement, nature of the study, research question, interview questions, conceptual framework, operational definitions, assumptions, limitations, and delimitations. Section 1 concluded with the significance of the study, followed by the review of the professional and academic literature. The review of the professional and academic literature included a critical analysis and synthesis of the literature related to the RBV theory, and the existing body of knowledge about the strategies small retail grocery storeowners use to succeed.

In Section 2, I discuss (a) the role of the researcher, (b) the participants, (c) the research method and design, (d) the population and sampling, (e) the ethical research, (f) data collection instruments, (g) data collection technique, (h) data organization technique, (i) data analysis, and (j) reliability and validity. Section 3 includes the presentation of findings and conclusions. This section also includes the application to professional practice, implications for social change, and recommendations for action and for further research.

Section 2: The Project

Small businesses support the economic development of nations (Ado & Josiah, 2015). These businesses can be essential for employment in every country (Umrani et al., 2015), but the failure rate of small businesses is a concern worldwide (França et al., 2014). I explored the strategies retail grocery storeowners in Angola use to succeed beyond 5 years. The results of the study could increase understanding of the challenges retail grocery store businesses face in Angola and increase the stores’ survival rates.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies retail grocery storeowners in Angola use to succeed beyond 5 years. The target population of the study consisted of five retail grocery storeowners who sustained their businesses longer than 5 years in Angola. Positive social change could result from the improvement of the performance of small businesses and reduction in business failure rates and unemployment in Angola, therefore continuing to offer a basis for increasing tax revenues, contributing to economic growth of the local economy, and improving people’s living standards.

Role of the Researcher

The researcher is the data collection instrument in qualitative research (Fusch & Ness, 2015). I was the primary instrument for data collection in the research conducting face-to-face, semistructured interviews and collecting documents. My education and experience have been in the areas of business and management. For 17 years, I have been working in Angola and have been in touch with many small business owners who struggle to sustain their business. Therefore, this research topic has always been of interest. I have been seeking to understand the strategies retail grocery storeowners in Angola use to succeed beyond 5 years. My background and my interest in making a positive social change in Angola have influenced the choice of the research topic.

Because most case studies are about human affairs, protecting human subjects is essential (Yin, 2014). Social research has posed some ethical questions (Wallace & Sheldon, 2015). Research participants deserve ethical treatment, respect, and protection from harm (U.S. Department of Human and Health Services, 2015). The core tenet of research ethics is the protection of the privacy of study participants (Morse & Coulehan, 2015). A case study researcher should have the highest ethical standards in doing the research (Yin, 2014). I was honest and did not falsify information. I strived for accuracy and credibility of the data.

The Belmont Report offers detailed protocols to protect study participants (U.S. Department of Human and Health Services, 2015). The Belmont Report includes three basic ethical principles: (a) respect for persons, (b) justice, and (c) beneficence. Participants need to understand the subject of the research, their goals and purposes, their importance, the research procedure, their risks, expected benefits, alternative procedures, and the overall process. Researchers should maximize participants' benefits and minimize harms (U.S. Department of Human and Health Services, 2015). Participants had the right to agree voluntary to take part in the research (Ratislavova & Ratislav, 2014). By offering detailed information, each participant made an informed choice whether to take part in the study or not. I provided participants with detailed information about the research and ensured that they agreed voluntary to take part in the research.

Good case studies involve ethical standards by the researcher (Yin, 2014). For instance, biases can affect research findings (Collins & Cooper, 2014). How researchers discuss the perspectives of others during data collection is a factor that affects the quality of the research (Fusch & Ness, 2015). A researcher may influence the results of the study when he or she holds some degree of positional power or control over participants (Banks et al., 2013). Reflexivity or self-reflection about individual biases enables the researcher to avoid viewing data through a personal lens (Collins & Cooper, 2014). I used reflexivity to mitigate biases or preconceived notions. Researchers can perceive any new situations and contradictory evidence as opportunities to reduce biases and improve the research quality (Yin, 2014). During data collection, I accepted any new situations and contradictory evidences to improve the quality of the study. Researchers can increase the credibility of the findings through methodological triangulation (Cho & Lee, 2014); therefore, I used methodological triangulation to enhance the quality of the findings.

Interviews are one of the most important sources of case study evidence (Yin, 2014). Researchers use in-depth interviews to capture the experiences of participants (Castillo-Montoya, 2016). The preparation of data collection is essential to ensure a quality case study (Yin, 2014). During the preparation for data collection, researchers use interview protocol to secure the reliability of case studies (Yin, 2014). Qualitative researchers use interviews as an effective tool to collect data (Onwuegbuzie & Byers, 2014). Researchers may use face-to-face interviews to build rapport needed in the next stages of research (Elsawah, Guillaume, Filatova, Rook, & Jakeman, 2015). Face-to-face interviews enable nonverbal communication and ease an active listening (Ratislavova & Ratislav, 2014). Researchers use the interview protocol to ensure that the interview questions align with the study's research questions (Castillo-Montoya, 2016). I gave enough time to research participants to speak so I could listen and make follow-up questions to explore their experiences.

Researchers use interview protocols to keep the focus and increase the quality of data from the interview (Yin, 2014). I used an interview protocol (Appendix A) as a reminder to enhance the quality of data from the interview. Participants received information about the subject, goals, and importance of the research. I informed participants about the voluntary nature of the study, showing how participants may withdraw from the study, the overall procedures of the study, and other relevant aspects.

Participants

Eligibility or inclusion criteria are the attributes that qualify participants for the study (Lamb, Backhouse, & Adderley, 2016). Potential participants have relevant information to offer to the study (Robinson, 2014). I used a purposive sample of five participants who were retail grocery storeowners and sustained their businesses longer than 5 years in Angola. Researchers recommend purposive sampling for qualitative studies where participants who can offer relevant information on the research topic are the focus (Elo et al., 2014).

I used my personal business contacts and the Angolan small business authority (INAPEM) to get access to potential participants. The researcher should provide participants with detailed information needed to understand the study and take part voluntarily (Ratislavova & Ratislav, 2014); therefore, I provided participants with enough information to understand the nature of study. I set up eligibility criteria to select participants. Participants who met the eligibility criteria received an invitation to take part in the study.

Face-to-face social interaction is essential in data collection for qualitative research (Collins & Cooper, 2014). Face-to-face interviews build rapport between the researcher and participants (Elsawah et al., 2015). I used face-to-face interviews in this study. A case study researcher should be a good listener and free from preconceptions (Yin, 2014). In this study, preconceived notions did not affect participants’ experiences. Regular visits to the potential participants’ locations enabled me to set up a working relationship with participants.

Research Method and Design

The goal for this research was to explore the strategies retail grocery storeowners in Angola use to succeed beyond 5 years. Qualitative method was the research method selected for this study to gain in-depth perspectives of participants who might offer suitable information on the research topic. To investigate the phenomena under the research topic, I used the case study method, which is a design associated with exploratory research (Cronin, 2014; Parry, Mumford, Bower, & Watts, 2014).

Research Method

Qualitative methods are descriptive, exploratory, and subjective in nature (Cronin, 2014). I used a qualitative method. Through qualitative methods, researchers study social meaning and gain flexibility to follow unexpected ideas, and explore contextual factors (Parry et al., 2014). Qualitative research offers deeper insights, whereas quantitative research deals with hard and factual data (Barnham, 2015). Researchers use qualitative methods to answer questions about *what*, *how*, or *why* and understand the experiences of research participants (McCusker & Gunaydin, 2015). Quantitative researchers apply statistical techniques to capture and examine data and depend less on observations that narrow interpretation, meaning, and understanding (Hagan, 2014); therefore, a quantitative method was not suitable for this study. Predicting social phenomena is the aim of using the quantitative method (Park & Park, 2016). Because the purpose of the study was not to predict phenomena, the quantitative method was not suitable.

Researchers using mixed-method research combine the elements of qualitative and quantitative methods in the same research inquiry (McManamny et al., 2015). Researchers can use mixed-method research when they cannot understand a topic by using only a quantitative or a qualitative method (Fox & Alldred, 2018; Sligo et al., 2018). By using a only qualitative method, I was able to explore the strategies retail grocery storeowners used to succeed beyond 5 years, which was the focus of this study. Therefore, the mixed-method did not align with the aim of this study.

Research Design

Hyett et al. (2014) noted that qualitative research designs include case study, ethnography, and phenomenology. A case study enables researchers to gain in-depth understanding of phenomena in one or more specific environments (Yin, 2014). By using a case study, a researcher can gain a deeper understanding of the case or cases by investigating everything (Cronin, 2014). A case study researcher works to understand and report the uniqueness of individual case or cases (Park & Park, 2016). The purpose of this study was to explore the strategies retail grocery storeowners in Angola use to succeed beyond 5 years; therefore, a case study was suitable.

Ethnography is a design where the researcher delves into the daily lives, behaviors, and activities of a community or culture (Pritchard, 2011). Researchers using ethnography become a participant observer in a community and focuses on describing human conduct in natural situations (Kooienga & Singh, 2016). Because the purpose of the study was not to understand the behavior of a community or culture, the ethnographic design was not suitable. By using phenomenological design, a researcher can, through analysis of the interviews, extract the meaning of the lived experiences (Chang, Dai, Chien, & Chan, 2016). Phenomenology is a design that researchers use to understand the meaning of participants' life experiences (Lien et al., 2014). The goal for this research was to find and explore the strategies retail grocery storeowners in Angola use to succeed beyond 5 years and not to study the meanings of lived experience among a group; therefore, phenomenology was not suitable for this study.

Population and Sampling

By using a suitable sampling method, researchers ensure the quality of the research results (Acharya, Prakash, Saxena, & Nigam, 2013). The goal for this research was to find and explore the strategies retail grocery storeowners in Angola use to succeed beyond 5 years. I used a purposive sample and the participants include retail grocery storeowners who sustained their businesses longer than 5 years in Angola.

There is no one-size-fits-all method for sample size in qualitative studies as the purpose of the study, research questions, and richness of the data are factors that define the best sample (Elo et al., 2014). The purposive sampling method is the most commonly used sampling method, which relies on the convenience of the researcher (Acharya et al., 2013). Based on the research question, I used my judgment to select participants.

Interviews, a focus group, and saturation grid are methods by which researchers achieve data saturation (Fusch & Ness, 2015). I used interviews in this study; however, the number of interviews does not guarantee data saturation (Fusch & Ness, 2015). Qualitative researchers use smaller samples to understand the research question and reach data saturation (Gentles, Charles, Ploeg, & McKibbon, 2015).

Researchers can choose a data collection method that other researchers have used to achieve data saturation (Porte, 2013). For example, Kem (2017) used five small business owners who survived the entry of large retailers to explore strategies for growing profit margins that small business owners used post large retailers' market entry. Mellish (2016) used five central regional Liberian small-business entrepreneurs who had succeeded in business beyond the first year to explore the business skills that Liberian small-business entrepreneurs have used to succeed in business beyond the first year. Finally, Adesiyan (2016) used five leaders of profitable construction companies to discover the strategies construction company leaders used to maximize profitability in the Nigerian housing sector. The target population of the current study consisted of five retail grocery storeowners who sustained their businesses longer than 5 years and have the required knowledge to understand the phenomenon under study. The final sample size depended on when I achieved data saturation during the interviews.

Data saturation is necessary for any research no matter the research method (Fusch & Ness, 2015). During data collection, the researcher can achieve data saturation when additional data collected bring nothing new to the study (Elsawah et al., 2015; Gentles et al., 2015). Therefore, I checked the participants' responses during interviews to reach a point of nonidentification of new concepts.

Participants received information about the nature of study, because participants need to have detailed information about the research before they take part (Ratislavova & Ratislav, 2014). Follow-up calls enabled me select participants who met the eligibility criteria. I conducted face-to-face interviews in Portuguese (Appendix B), which I later translated into English. Additionally, I hired a professional translation company to have a back-up translation and assure the accuracy of the translation. Each interview lasted 40 minutes and took place in a comfortable setting for the participants.

Ethical Research

The history of research ethics is back to mid-twentieth century (Wallace & Sheldon, 2015), and ethics in research stays of growing interest. The principles of ethical conduct include (a) research merit and integrity, (b) justice, (c) beneficence, and (d) respect (Wallace & Sheldon, 2015). A good case study researcher is honest, does not falsify information, and strives for accuracy and credibility (Yin, 2014). I conducted a case study and I had to adhere to ethical principles.

Because most case studies are about human affairs, protecting human subjects is necessary (Yin, 2014). All participants received an explanation about the purpose, the benefits, and risks of the study. I discussed with all participants the implications of being involved, and got their formal agreement.

Offering participants incentives for taking part to the study may add motivation and increase participation, but it may also lead to false data (Robinson, 2014). Participants received an explanation during a discussion session to understand that there was not any kind of compensation or incentives for taking part in the study. I clarified to participants that they would join the study voluntarily and would have the right to withdraw from the study at any time during the research without any obligation. The only thing the participant needed to do to withdraw was let me know through a call, an email, or a letter.

A core tenet of research ethics is about protecting the privacy of study participants (Morse & Coulehan, 2015). Institutional review boards enforce federal guidelines for research ethics (Collins & Cooper, 2014). To assure that ethical protection of participants is adequate, I sought for the approval of the Walden University Institutional Review Board (IRB) prior to contacting potential participants or collecting any data for the research. The IRB approval number is 02-08-19-0383565 and it expires on February 7, 2019. In effort to assure the ethical protection of participants, I also completed the training for protecting human subject research participants by the National Institutes of Health.

A handheld digital audio recorder and a password protected flash drive were the tools to record and transcribe interviews after getting research participants' consent (Elsawahet al., 2015). I was the only person to have access to participant's personal information and will use the study data only for this research. I will keep research data material in a secure cabinet for 5 years and will shred all documents and delete permanently the flash-drive files afterward.

Various regulatory statutes enforce the protection of personal identifiable information (Erlich & Narayanan, 2014). When preparing a manuscript, the researcher should present only necessary information about the research participants and keep their confidentiality (Morse & Coulehan, 2015). To protect names of participants, I assigned a number to each of them (i.e., Participant #1 through Participant #5). The removal of personal identifiers ensures participants confidentiality (Erlich & Narayanan, 2014).

Data Collection Instruments

The researcher is the main data collection instrument in qualitative research (Fusch & Ness, 2015). I was the primary data collection instrument. Semistructured interviews are a useful data collection technique in qualitative research (Elsawah et al., 2015). Face-to-face semistructured interviews were the data collection process for this study. I conducted interviews in Portuguese, which I later translated into English. All participants were retail grocery storeowners who sustained their businesses longer than 5 years and each interview lasted 40 minutes. The record of the interview started after seeking the permission of all the research participants.

The preparation of data collection is essential to ensure a quality case study (Yin, 2014). Participants had enough time to answer open-ended questions. I gave enough time to research participants to speak so I could listen carefully and make follow up questions to explore their experiences. Researchers use an interview protocol to increase the quality of data collected (Castillo-Montoya, 2016). During the preparation for data collection, researchers use an interview protocol to secure the reliability of case studies (Yin, 2014). The interview protocol enables researchers to align the interview questions with the study's research questions (Castillo-Montoya, 2016). The interview protocol (Appendix A) guided me during data collection.

To enhance the reliability and validity of the data collection process, I used member checking and data triangulation. Member checking and triangulation are strategies researchers use to increase study credibility (Cho & Lee, 2014). With member checking, participants will have a chance to evaluate the researcher's interpretations of the data and suggest changes (Anney, 2014). I asked for and reviewed participants' company documents to ensure methodological triangulation of the data.

Data Collection Technique

Interviews and company documentation review were the techniques used to collect data. Interviews are an effective way to collect data in qualitative research (Onwuegbuzie & Byers, 2014). Researchers use the interview protocol to increase the quality of data collected (Castillo-Montoya, 2016). In qualitative studies, researchers use interview protocol to enhance trustworthiness of the study (Yin, 2014). I used interview protocol as a guide to ensure that I followed correctly the same procedures with each participant, and did not miss any relevant steps, and add reliability to the research findings.

Through face-to-face interviews, researchers can strengthen the relationship between interviewer and research participant (Elsawah et al., 2015). By using face-to-face interviews, I got a better understanding of the strategies retail grocery storeowners use to sustain their business. Researchers use face-to-face interviews to build trust with research participants (Elsawah et al., 2015). Through face-to-face interviews, I established trust with retail grocery storeowners who sustained their businesses longer than 5 years. Body language, inflection, and tone may reduce ambiguity in face-to-face interviews (Bowden & Galindo-Gonzalez, 2015). I guided myself by the research participants' body language, inflection, tone, and paralanguage to ask follow-up questions to gain deeper understanding of the phenomenon under study.

Face-to-face interviews may present some limitation as some participants may have difficulty or less courage to deal with face-to-face interviews (Ratislavova & Ratislav, 2014). The researcher does not have control of the data collection environment and needs to cater to the research participants' availability and schedules (Yin, 2014). Therefore, the researcher needs good preparation to secure an effective data collection process (Yin, 2014). My preparation included: (a) schedule the data collection activities based on the participants' availability, and (b) predict any change from participants. Through informal talk before an interview, researchers can accommodate research participants (Leedy & Ormrod, 2013). Before starting the interview, I conducted a short informal talk to build rapport and relax participants.

Case study researchers can use multiple data collection methods such as interviews and documents in the same study (Turner & Danks, 2014). By using company documents, case study researchers can verify and corroborate the information from the interviews (Yin, 2014). Researchers also have advantages using company documents because the documents are: (a) specific to the event or case, (b) not generated for the case study, and (c) reviewed repeatedly (Yin, 2014). The use of company documents also has some disadvantage as some research participants may not be willing to show information, thus refuse to take part in the research study (Hussein, 2015). Researchers have other limitations to use company documents because of the difficulty to access such documents and the bias in the collection process (Yin, 2014). I did not conduct a pilot study.

Researchers can increase the credibility of the findings through methodological triangulation and member checking (Cho & Lee, 2014). In addition to the review of the interviews, I reviewed participants' company documents to ensure methodological triangulation of the data. I sent the analyzed and interpreted data to study participants to verify the accuracy of the interpretations and suggest changes.

Data Organization Technique

In qualitative studies, the researcher is the instrument for data collection, organization, and analysis across all phases (Tufford & Newman, 2012). Researchers need to understand how their actions throughout the research can affect the overall research process (Sorsa, Kiikkala, & Åstedt-Kurki, 2015). Bracketing is a method that qualitative researchers use to mitigate potential effects of preconceptions that may affect the research process (Tufford & Newman, 2012). Through bracketing, researchers set aside their pre-understanding (Sorsa et al., 2015). Writing memos, interviews with an outside source, and reflective journals are methods of bracketing researchers use to mitigate potential effects of preconceptions (Tufford & Newman, 2012). Reflection involves critical reflection on the construction of knowledge, which affects the research study (Sorsa et al., 2015). Reflective journals offer critical thought, feeling, and personal reflections (Tufford & Newman, 2012). For this study, I used a research journal to reflect on the overall research process to minimize assumptions, values, interests, or emotions that may affect the research outcome.

Qualitative data analysis software (QDAS), such as ATLAS.ti™ and NVivo™, support researchers in the analysis of textual data from interviews, field notes, focus groups, and documents (Woods, Paulus, Atkins, & Macklin, 2016). Coding is a data organization technique for qualitative studies (Glaser & Laudel, 2013). Researchers use NVivo as a qualitative software for coding process (Zamawe, 2015). NVivo software supported me in the coding process, storage of data, establishment of themes, and in the preparation, organization, and management of data for analysis. I keyed into a Microsoft Excel format all the data from the interviews and company documentation and uploaded it into the NVivo software program that linked paragraphs from participants to find common words for coding. I will keep research data material in a secure cabinet for 5 years and will shred all documents and delete permanently the flash-drive files afterward.

Data Analysis

Qualitative data analysis tends to be a nonlinear or an ongoing and iterative process (Ganapathy, 2016), or a process that moves in analytic circles rather than a fixed linear approach (Lewis, 2015). Data analysis in qualitative research includes the evaluation, categorization, and organization of data to answer the research question (Yin, 2014). Using multiple methods to collect data is one of the advantages of case study research (Turner & Danks, 2014). Greene and Seung (2014) suggested the use of multiple sources to collect data for case study analysis. Yin (2012) suggested that the use of multiple sources of evidence enables researchers to seek for consistency of findings.

Triangulation in research involves the use of more than one approach to increase confidence in research (Heale & Forbes, 2013). Data source triangulation involves the use of multiple sources to collect data (Fusch & Ness, 2015) and was the proper data analysis process for this study. The researcher can use multiple sources of data to enhance objectivity, truth, and validity (Fusch & Ness, 2015). To ensure consistency of data for analysis in this study, I used methodological triangulation that included interview transcripts and company documents.

Data analysis, which refers to the process of preparing and organizing the data, reducing the data into themes, and interpreting the results (Lewis, 2015), leads to the identification of themes that answer the research questions (Davidson, Paulus, & Jackson, 2016). I followed the five-phase cycle of qualitative data analysis process by Yin (2011) to find patterns, themes, and categories from the data. The five-phase cycle includes: (a) compiling, (b) disassembling, (c) reassembling, (d) interpreting, and (e) concluding.

Compiling is the first phase of data analysis process and refers to the process of organizing the data (Haines, Summers, Turnbull, Turnbull, & Palmer, 2015). During this phase, the researcher reviews the recordings and compares them with the transcripts to ensure accuracy (Essary, 2014). In the first step, I took the opportunity to transcribe the interviews myself after listening and re-listening to the audio recordings. Reading the transcript line by line enabled me to become familiar with the data and strengthen my interpretation. Following the data organization, I imported the interview textual transcript data into NVivo. Morse and Coulehan (2015) posited that it is a core tenet of research ethics to protect the privacy of research participants. Usually, researchers change the names of study participants to keep confidentiality in qualitative research (Morse & Coulehan, 2015). I protected personal identifiers of the study participants by assigning a number to each of them.

During the second phase, the researcher disassembles or breaks down the data into small pieces to search for common responses and keywords from the research participants (Cox & McLeod, 2014). A code is a short label that shows what the researcher considers important in the interview (Ganapathy, 2016). With the use of NVivo, the codes emerge during this phase (Cox & McLeod, 2014). I used NVivo to organize data and track the emerged codes.

During the third phase, researcher reassembles and rearranges the data to find themes and patterns and creates matrices to reassemble the data (Yin, 2011). The researcher groups the fragments coded data for analysis (Cox & McLeod, 2014). Themes are the major ideas in the data (Ganapathy, 2016). A theme results from the coding process, and describing and developing themes enables researcher to answer the research questions (Ganapathy, 2016). Researchers can use categories or item with similar meaning to compress many texts (Cho & Lee, 2014). I reassembled the data by putting together all the data with the same coding categories. Guided by the ideas, concepts, and theories found in the literature review on strategies retail grocery storeowners use to succeed beyond 5 years, I organized data into categories. I found major themes from common concepts or propositions of research participants.

During the fourth phase of data analysis, which is interpreting the data, researchers perform a comprehensive interpretation of the study data (Essary, 2014). The researcher conducts the interpretation of study data based on the themes that surface (Cox & McLeod, 2014). To reduce the incidence of incorrect interpretation, researchers use member checking (Anney, 2014). During this phase of analysis, I asked research participants to evaluate the interpretation of data and use the opportunity to comment.

In the final phase of data analysis, the researcher draws the conclusions from the study (Cox & McLeod, 2014). Borrego, Foster, and Froyd (2014) suggested the use of conceptual framework to assign a meaning to the research findings. I presented the findings and conclusions based on the RBV, which is the conceptual framework for this study. Focusing on themes that enabled researcher to answer the research question, I compared these study findings with prior literature findings to draw conclusions and recommendations.

Computer-assisted qualitative data analysis software (CAQDAS) supports researchers in analyzing qualitative data (Zamawe, 2015). I selected NVivo as the qualitative analysis software for this study. I loaded into NVivo the interview transcripts and developed automatically the coding process. NVivo could link paragraphs from various sources. During the analysis process, interrelated ideas will form the codes that the researcher groups into themes and subthemes (Lewis, 2015).

Reliability and Validity

All research, no matter the design, should deliver reliable and valid results (Park & Park, 2016). Credibility, dependability, confirmability, and transferability are criteria that define reliability and validity in qualitative research (Anney, 2014). I used triangulation and member checking to ensure reliability and validity of this study.

Reliability

Reliability refers to the extent to which a study result is free from error (Hess, McNab, & Basoglu, 2014). Reliability also defines the extent to which researchers can replicate the study with similar conditions in other settings (Stevens, Lyles, & Berke, 2014). A correct data recording and transcription can ensure reliability of qualitative research (Lewis, 2015). Through transcript review, researchers ensure that the transcription of participants' interviews are credible (Houghton et al., 2013). By conducting transcript review, researchers ensure all relevant data are included in the study (Yin, 2014). I conducted transcript review by sending the interview transcripts to the research participants to review and ensure the recording and transcription of the interviews reflect accurately participants' statements.

Dependability of qualitative data refers to the stability of data over time and under different conditions (Anney, 2014; Elo et al., 2014; Kemparaj & Chavan, 2013). By ensuring the accuracy of transcripts, researchers may secure dependability (Hudson et al., 2014). I engaged participants to review the interview transcripts to ensure the accuracy of transcripts and secure dependability. Member checking and triangulation are strategies that researchers use to ensure credibility of studies (Cho & Lee, 2014).

Researchers can ensure the dependability of qualitative research results through member checking (Eno & Dammak, 2014). Methodological triangulation and member checking will be the right method to ensure dependability in this study. I triangulated the responses of the interviews with participant’s company documents and sent the analyzed and interpreted data to study participants to include their voices and suggest changes. Researchers use interview protocol to increase the quality of data collected (Castillo-Montoya, 2016). The use of the interview protocol served as a tool to increase the reliability of data collected and to ensure dependability in this study. By describing the criteria used to select participants, researchers may secure transferability (Elo et al., 2014). The description of criteria used to select participants ensured the transferability of the study to other contexts.

Validity

The validity of study refers to the extent to which the findings reflect a true picture of the phenomenon under study (Park & Park, 2016). In qualitative study, the researcher plays a key role as the data collection instrument influences the overall research process (Fusch & Ness, 2015). A good case study researcher must ensure highest ethical standards during research (Yin, 2014), this means that the researcher is honest and ensures accuracy of data.

Member checking and methodological triangulation were strategies that I used to ensure credibility in this study. Member checking and triangulation are strategies that researchers use to ensure credibility of studies (Cho & Lee, 2014). Member checking is a method that researchers use to improve the quality of qualitative data (Anney, 2014). I sent the analyzed and interpreted data to study participants to include their voices and suggest changes.

Transferability and confirmability are trustworthiness criteria that ensure the quality of qualitative research (Anney, 2014). Transferability refers to the extent to which researchers can apply the study findings to other contexts (Hudson et al., 2014). Through thick description, that is, by giving detailed information on the research setting, the phenomenon under study, and the overall research process, researchers assure transferability (Kemparaj & Chavan, 2013). By giving detailed information on the research setting, the phenomenon under study, and the overall research process including the description of each step of the research process, I ensured replicability of the study results.

Confirmability refers to the accuracy of data, the lack of bias, and the rigor of the overall research process (Houghton, Casey, Shaw, & Murphy, 2013). Confirmability encompasses how other researchers can confirm the results of an inquiry (Anney, 2014). Confirmability refers to the lack of the researcher bias in the study findings (Hudson et al., 2014). Triangulation enables researchers to reduce bias (Cho & Lee, 2014). Thick description is a process of documenting all the research processes, from data collection to the final report (Anney, 2014). Inquiry audit, triangulation, and reflective journals enable researchers achieve confirmability in a qualitative inquiry (Anney, 2014). Inquiry audit enables an independent auditor to check the results of the study and conclude about the rigor of the study (Kemparaj & Chavan, 2013). To discuss confirmability, I used methodological triangulation and thick description. I triangulated the responses of the interviews with the companies' documents. I described and detailed all the research process to allow the readers and other experts to make informed decisions on the findings.

During data collection process, a point of informational redundancy or saturation shows that additional data collection contributes little or nothing new to the study (Gentles et al., 2015). The researcher reaches saturation during data collection when no new concept comes out (Elsawah et al., 2015). For qualitative case studies, data saturation is about the depth of data collected through interviews and documents (O'Reilly & Parker, 2012). Through methodological triangulation, researchers can ensure that data is rich in depth (Fusch & Ness, 2015). By employing member checking, researchers can improve the quality of qualitative data (Anney, 2014). To increase the credibility of this study results and ensure data saturation, I used member checking and methodological triangulation, and continued to interview until no new themes emerge.

Transition and Summary

The purpose of this qualitative multiple case study was to explore strategies retail grocery storeowners in Angola use to succeed beyond 5 years. The population of the study consisted of five retail grocery storeowners who sustained their businesses longer than 5 years in Angola. Section 2 included the details regarding: (a) the role of the researcher, (b) the participants, (c) the research method and design, (d) the population and sampling, (e) the ethical research, (f) data collection instruments, (g) data collection technique, (h) data organization technique, (i) data analysis, (j) reliability and validity.

Section 3 includes the purpose statement and the research question that guide this research. This section also includes the presentation of findings and conclusions. Finally, I present the application to professional practice, implications for social change, and recommendations for action and for further research.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore strategies retail grocery store owners in Angola use to succeed beyond 5 years. Small businesses support the economic development of nations (Ado & Josiah, 2015). These businesses offer a solution to the problem of unemployment in developing countries by accounting for 70% of jobs (Mthimkhulu & Aziakpono, 2015). Despite the contribution of small businesses to economies worldwide, these businesses continue to fail (Hyder & Lussier, 2016). The failure rate of small businesses is a concern in Angola (França et al., 2014; Justino & Tengeh, 2016), thus, this study is significant in providing the experiences of successful business owners.

I conducted semistructured interviews with five retail grocery storeowners who sustained their businesses longer than 5 years in Angola. RBV was the basis of the conceptual framework for this study. Through methodological triangulation, I compared the transcribed interview data with company documentation (Cho & Lee, 2014). To protect names of participants, I assigned a number to each of them (i.e., P#1 through P#5). Participants responded to seven interview questions (see Appendix A).

I used NVivo software to organize, code, and group data into themes. After transcription, I entered the data into NVivo and found common responses and keywords from the research participants. Guided by the ideas, concepts, and theories found in the literature review, I organized data into categories. I identified five themes:(a) social capital, (b) regular offer and quality products, (c) dedication of the owner, (d) quality staff, and (e) control and monitoring.

Presentation of the Findings

The overarching research question was: What strategies do retail grocery storeowners in Angola use to succeed beyond 5 years? The semistructured interviews with five retail grocery storeowners were the primary data source used to answer the research question. I triangulated the responses of the interviews with participants' company documents to improve the credibility of the data collected. To reduce the incidence of incorrect interpretation, I also sent the analyzed data to study participants to comment. After transcription, I removed all identifying links before giving the interview transcripts to the translation company to ensure data confidentiality. I uploaded the interview data into NVivo software to develop initial codes. Codes are interrelated ideas that the researcher groups into themes and subthemes (Lewis, 2015). Data analysis leads to the identification of themes that enable researchers to answer the research questions (Davidson et al., 2016). Through analysis of data, I found five common themes that reflect a common set of strategies that retail grocery storeowners in Angola use to succeed beyond 5 years. The findings indicated that the small grocery retail business owners were dedicated to their business, invested in their social capital, implemented control and monitoring processes, relied on quality staff, and secured regular offer and quality products to succeed (see Table 1). In the following subsections, I will discuss the findings in relation to the emerged themes.

Table 1

Summary of Themes: Strategies for Small Business Success

Themes	Description	Sources	References
Control and Monitoring	Tracking and checking the overall business activities	4	17
Dedication of the Owner	Commitment, passion, and involvement of the owner to the business activities	5	22
Supportive Leadership	Support of the owner to the staff	3	4
Quality Staff	Staff who help the owner to sustain the business	5	18
Coaching and mentoring	On job training provided by the owner	3	3
Hiring the right employees	Selecting effective staff	3	7
Regular Offer and Quality Products	Availability of quality products in the store	5	24
Social Capital	Network of the owner partnership	5	25

Notes. Files=participants; References= Number of Coding

Emergent Theme 1: Social Capital

Ramsey (2016) defined the term *social capital* as a network of partnerships that enables individuals, groups, or institutions to access resources. In developing countries, networks are the most important sources of advice for small businesses by giving access to resources that increase performance (Obeng et al., 2014). The first theme to emerge from the interview responses was social capital. All participants recognized the importance of networking for the success of small businesses in the retail grocery store in Angola. All five participants indicated that networking was a crucial factor that contributed to business success. According to P#1, networking contributed to the growth of business. P#2 also noted the importance of networking, stating that through networks he or she could reach many customers, increase sales, and succeed. Responding to Interview Question 1, P#5 stated, “my good relationships with customers, suppliers, and neighbors also contributed to my business success.”

Each of the five participants acknowledged the value of resources and supports that are received through the network of partnerships. Kuépié et al. (2016) noted that unlike developed countries in which formal institutions secure business transactions, in developing countries networking has considerable influence on business transactions. Through networks, small businesses can obtain costly but relevant information for management decision (Williams, 2014). Ramsey (2016) argued that well-connected people may achieve benefits that would have been impossible without connections. Because SMEs have limited resources to support marketing efforts, the owner’s network becomes critical in the search of new customers through referrals (Chollet et al., 2014).

P#1 stated that he or she developed personal relationships with many customers to secure their loyalty. P#2 mentioned that he or she used the social relations to access the information about the needs and wants of customers. This participant also used social media to expand social relations and attracted more customers to the store. P#2 added that he or she invested in social media to promote the store and the products. By using social media such as Facebook and WhatsApp, P#2 communicated with customers and sent information on products, price, and promotions. P#3 indicated that social capital offered him or her benefits such as advocacy and introductions to potential customers, suppliers, and partners. P#3 focused on referrals to gain new customers.

P#4 explained how good relationships with suppliers enabled him or her to receive goods on credit and secure regular offer of products with less cash on hands. Theorists of the RBV have explained that a firm's resources can become the source of sustainable competitive advantage and stimulate performance (Ritthaisong et al., 2014). Through networks, SMEs can access resources to compete (Iturrioz et al., 2015). According to P#4, developing good relationships with many suppliers was a good strategy to make money.

P#5 also referred to social capital as a strategy that enabled him or her to succeed over time. P#5 focused and invested on good relationships with customers. P#5 commented that customers are like the blood—without blood, people die. P#5 also referred to the saying that "your neighbor is your family" to justify why he or she also invested in the relationships with neighbors, concluding that the neighbors are the main customers: "The customers are those who live close to our store. Those people who live far from us have their store close where they shop every day. So, good relationships with neighbors contribute to sales increase." Because SMEs have limited resources to support marketing efforts, the owner's network becomes critical in the search of new customers through referrals (Chollet et al., 2014). P#5 had good relationships with suppliers and the communities around the store. Because most of the customers are neighbors, P#5 developed excellent relationships with his or her neighbors.

The findings of the theme regarding social capital aligned to the literature and the RBV in that in developing countries, networks are the most important sources of advice for small businesses, which increase performance (Obeng et al., 2014). This theme confirmed the findings by Kuépié et al. (2016) that the most well-connected business owners generate higher profits and are the most successful. All participants related sustainability of their businesses to their social capital, which complements the view of Ramsey (2016), who argued that social capital enables small businesses to survive competition by enabling access to relevant resources that compensate their relative weaknesses. Figure 1 reflects a cross comparison analysis of the percentage coverage of social capital coding by item.

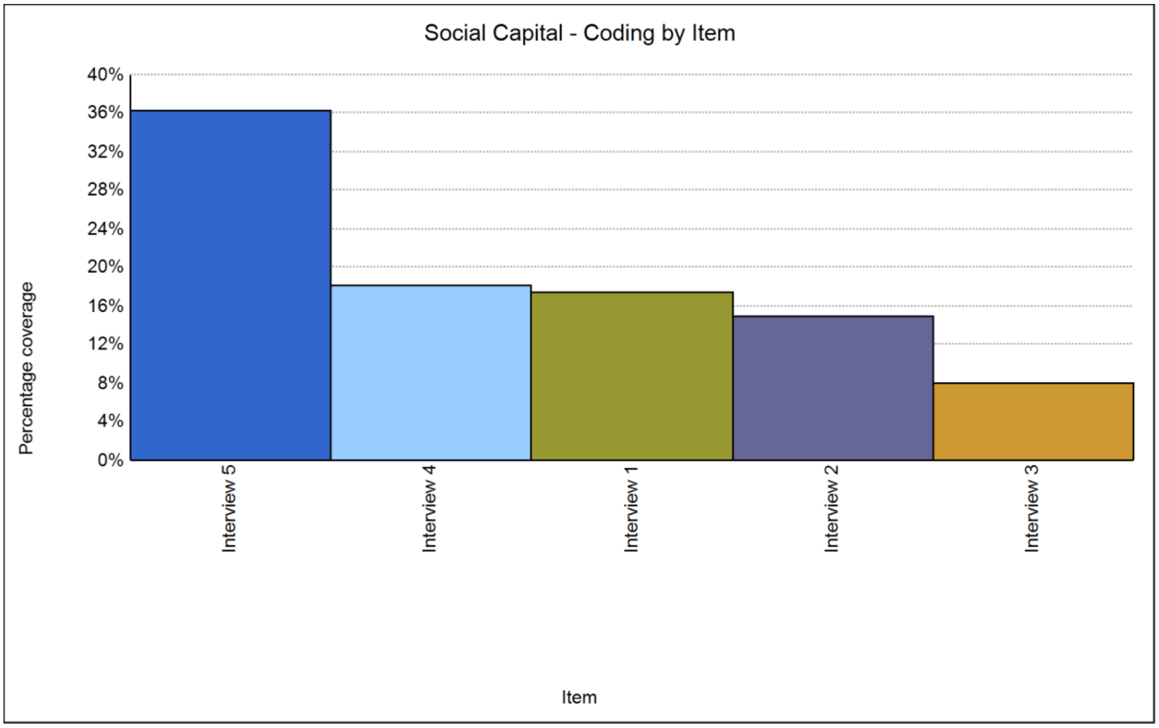

Figure 1. Social capital coding by item.

Emergent Theme 2: Regular Offer and Quality Products

Regular offer and quality products, according to all the participants in the study, led to their small business success. All participants acknowledged the need for a regular offer and quality products during the interviews. P#1 stated that to compete with new large retailers, he or she kept a regular offer of fresh and quality products daily to attract customers. According to P#2, having always available products in the store to secure the sales and having quality products to preserve the image and reputation of the store was the first strategy used to stimulate sales and succeed.

P#3 described how high quality and regular offer increased the likelihood of customers entering his or her shop:

> We always have in the store all the products that customers need. Even if the product is expensive and does not allow profit on it, we need to have it in the store. You cannot tell your customers that you do not have this or that product. It is bad for the business. I do whatever it is necessary to have all the products customers buy.

To explain the need for a regular offer of quality products, P#4 stated that he or she worked hard in search of products at competitive prices. P#4 said that to sustain the business, small business owners should always have products in the store and should get those products at competitive prices to earn good profit margins. P#5 also referred to regular offer and quality products as a strategy for success. According to P#5, a small business owner should always have the products available in the store to secure regular offer and satisfy customers. Customers want to find everything they need in a store and they do not like to keep entering many stores to shop, P#5 added, “A one stop shop is fine for customers.” Responding to Interview Question 1, P#5 said:

> The first thing every business owner should do is to know the business. I know very well the retail grocery store business. I know what products customers prefer to buy. The strategy is to have those products to succeed.

Although all participants emphasized the need of supplying customers with products they want on a daily basis, they also raised some challenges they had. One of the challenges was finding products customers want because of the difficulty suppliers had to import, and another was having enough funds to buy the products. P#4 indicated that many of his or her initiatives and strategies were aborted at conception due to lack of funding. Getting a bank loan was challenging because small business owners do not have a collateral required by banks as security for loans. This challenge resonates with Hasan and Jamil's (2014) argument that SMEs do not have enough capital and assets to offer collateral needed by financial institutions. The importance of capital was also raised by P#2, who referred to capital as a crucial factor for business success. P#2 mentioned that access to capital enabled him or her to buy inventory and equipment needed to run the store with success. That was consistent with Halabí and Lussier's (2014) findings that small business access to an adequate amount of working capital is a critical variable that enhances business success.

The five participants revealed that regularly offering the products customers needed contributed to customer store loyalty and business success. This theme confirmed the findings by Lussier, (1995) who used product and service timing as one of the variables to predict business success versus failure. Figure 2 shows how often participants mentioned regular offer and quality products when replying to the interview questions.

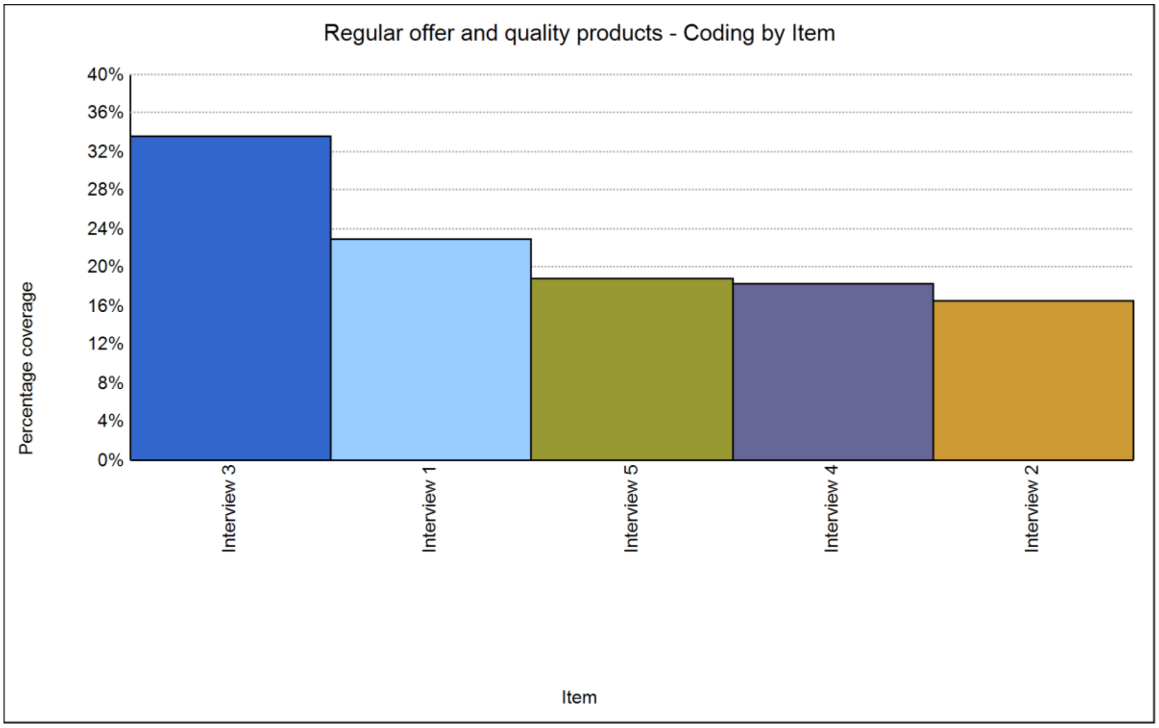

Figure 2. Regular offer and quality products coding by item.

Emergent Theme 3: Dedication of the Owner

Dedication of the owner was the third emerging theme and supportive leadership was a subtheme emerged from dedication of the owner. All participants mentioned that their dedication was determinant and played a key role in the success of their retail store business. Figure 3 shows how often participants mentioned dedication of the owner when replying to the interview questions.

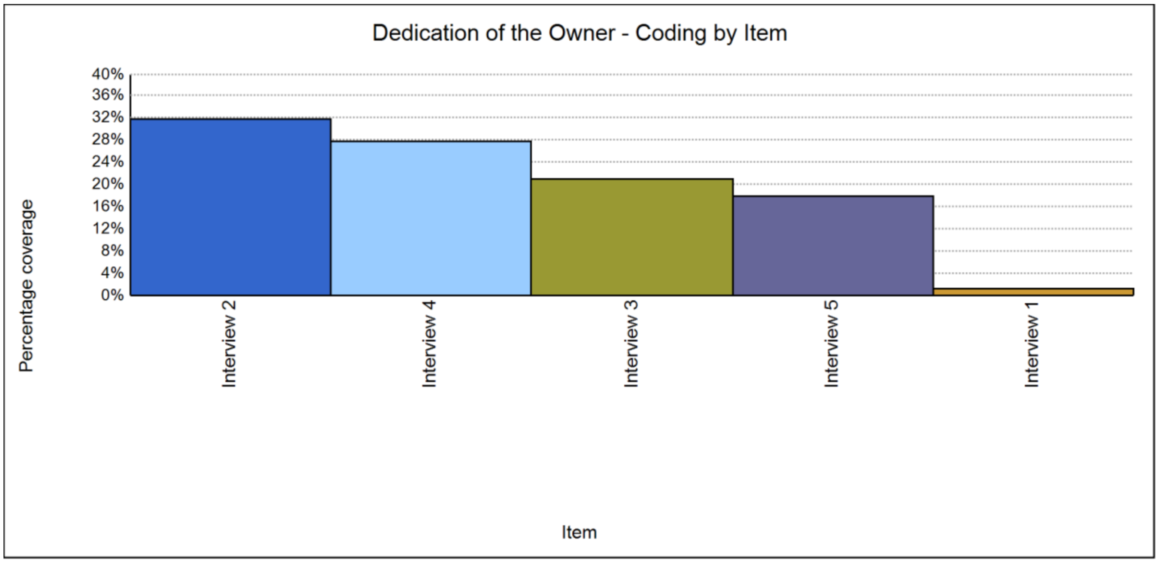

Figure 3. Dedication of the owner coding by item.

Dedication of the owner was mentioned as one of the strategies P#1 used to succeed beyond 5 years. The number of hours most of participants devoted to working at the business showed the dedication they had. P#1 stated that the success of the business was linked to personal dedication. Responding to Interview Question 1, P#2 responded, “the success of my business depends on my personal commitment and dedication.” P#2 explained that the dedication of the owner assumes distinct types. It can be through the long time spent in the store, or it can be through the involvement of the owner in daily store activities. P#2 added that he or she worked on this business on average 14 to 15 hours a day and almost every day. P#2 explained the family problems he or she had by dedicating too much to the business. According to P#2, his or her children were worried and his or her spouse stopped listening to his or her excuses of arriving home late everyday coming from the store. To solve this problem, P#2 started taking his or her children to the store on Saturdays, so they could see what he or she was doing to understand the reason of the absence.

P#3 said that to sustain the business and remain successful, he or she needed to show full dedication. P#3 explained about the visits to the store every time, to see what product was missing and go to search for it. By realizing that there was a product that was missing, he or she had to go and look for that product until he or she could find it. Responding to Interview Question 1, P#4 said: “my dedication and efforts toward this business are the key to the business success.” P#4 explained how it was necessary to work on Saturdays and Sundays to search for products from one supplier warehouse to another. “I just know the time I leave home but not the time I arrive back home”, he or she added. P#5 had sufficient time to take care of the business because his or her family lived in Guinea. P#5 spent all the time in the store, opening the store at 7 a.m. and closing at 8 p.m. During the day, this participant leaves the store only to go suppliers to search for products or to go to church.

Supportive leadership. Leadership is a critical factor for small business survival (Boykins et al., 2015). Supportive leadership emerged from dedication of the owner. Three participants mentioned that they supported their employees and were always there for them whenever they had questions or problems. P#2 affirmed that just hiring the good employees was not enough to secure business success, rather, it was important to know how to support the employees when they need him or her. The small business owner should be present, and employees need to feel that, he or she added. P#2 concluded: “I know that sometimes my employees need my guidance to handle some issues, sometimes they have family problems that affect their job performance, so I have to be there for help.” P#4 reported to have good relationships with employees and helped them solve the problems they had, even the personal ones. P#4 added that by supporting his or her employees, he or she could increase customer satisfaction.

P#5 stated that he or she was present every day, working with employees and guiding them when there was something they did not understand. Mutoko (2014) pointed out that effective leaders delegate power to employees and share information. By supporting employees, small business owners may increase job satisfaction and employee motivation, thus, increasing business performance. All participants related sustainability of their businesses to their dedication and social capital, which complements the view of Adisa et al. (2014), who argued that small business success depends on the sole abilities and skills of the owner.

Emergent Theme 4: Quality Staff

Quality staff is a requirement for Angolan small business success, according to the participants in the study. Employees contribute to the achievement of company goals (Henry, 2016). All participants claimed that employees are essential factor to run a successful business. P#2 stated that good employees are a critical factor for business success. Responding to Interview Question 1, P#4 said: “Having good employees is essential for my business success.” P#5 also said: “Good employees help me be a successful business owner.” P#2 recognized the contribution of the employees in the success of the business because most of the tasks performed were executed by employees. P#1 recognized the contribution of quality staff to the success of the business and informed that he or she gave incentives to those employees who met the set goals to stimulate performance. P#3 raised a concern about how many employees steal products from the store. He or she spent time in the store monitoring and controlling all the activities to prevent employees from stealing. This fact justifies why business owners should have quality staff to avoid theft and to succeed. For P#3, quality staff are also those staff who do not steal. Because it is difficult to find the type of staff, P#3 worked with his or her nephews.

Having a team of quality staff was also a strategy P#4 used to succeed. P#4 commented that front-end employees should show a good behavior toward customers and everybody because they receive many people from different characters. They receive customers who enter the store to mock them, so they need to know how to control the situation. “And my employees know how to handle all this and avoid confrontation with customers”, he or she added. P#5 shared that having good employees was critical for his or her business success. For P#5, when you have good employees, those who respect their job, you have success. Employees’ behavior has an impact on customer satisfaction (Barnes, Collier, & Robinson, 2014). Figure 4 shows how often participants mentioned quality staff when replying to the interview questions.

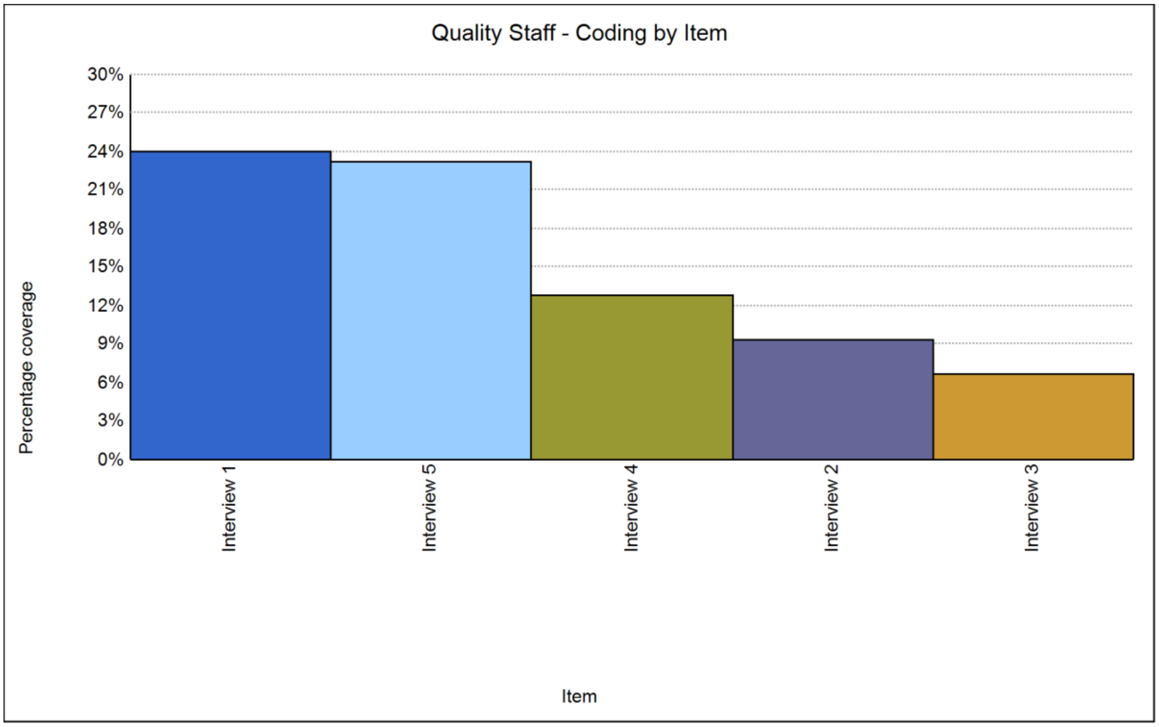

Figure 4. Quality staff coding by item.

Hiring the right employees. Hiring the right employees emerged from quality staff. Three of the five participants had difficulties to find the right employees in Angola. For P#2, a good employee saves company's money and a bad employee steals company's money. Therefore, small business owner should hire the right employees to secure the business success, he or she added. P#3 also highlighted the need to hire the right employees who do not steal but warned about the difficulty to find them. To solve this problem, P#3 relied on his or her nephews. Hiring nephews was in agreement with the research literature by Alasadi and Sabbagh (2015) who argued that family members usually have higher levels of commitment.

Coaching and mentoring. Coaching and mentoring are success factors that participants indicated as contributors to the sustainability of their business beyond 5 years. Zinga et al. (2013) considered the lack of business education and training in Angola as factors leading to the lack of skills to sustain businesses. P#1 acknowledged a lack of skilled people as a challenge faced by businesses in Angola, and coaching was a strategy he or she used to overcome this challenge. Mentorship is essential because someone who has done it before can share the knowledge and help another to increase performance. P#1 mentioned that he or she used the existing staff to mentor the new hired employees. P#2 considered that small business owners need to know how to bring a new employee to the working environment. “Normally, I coach my employees after I hire them” (P#2). P#2 shared that the store supervisor, who had joined the company long time ago, helped with the coaching process. The supervisor performed the coaching process in the first three months before defined responsibilities are assigned to the new employee. P#5 explained how mentoring employees on day-to-day activities contributed to the success of the business.

This theme confirmed the findings by Lonial and Carter (2015) that in a competitive environment, human assets contribute to competitive advantages. Karadakal et al. (2015) noted that a critical aspect of the owner’s responsibility involves training and mentoring employees to improve business performance. Small business owners need to invest in quality staff to generate competitive advantage and enhance performance.

Emergent Theme 5: Control and Monitoring

Throughout the interviews, the participants highlighted the need for control and monitoring. Most of the respondents admitted having some control over the business. I found the theme control and monitoring as a strategy from the responses from P#1, P#2, P#3, and P#4 that indicated that control and monitoring contributed to the success of their business. P#4 said: “Another aspect that contributes to the business success is control of the whole business.” P#1 affirmed that monitoring and controlling his or her business was a strategy he or she used to success. P#1 informed that the big problem many small business owners have with employees is about theft, and monitoring and controlling was the strategy used to prevent employees from stealing. P#1 run the control of products using software and monitored his or her employees. P#1 monitored employees’ performance to detect mistakes and correct them. P#2 also acknowledged that the retail business deals with many products and the control of products is a challenge because of theft. According to P#2, if the owner does not set effective control procedures, the business suffers. P#2 performed the control of the products using an inventory management and control software. P#2 added that an employee performs well when the boss is there watching him.

P#3 also referred to the control of products as critical for business success. He or she spent time in the store monitoring and controlling all the activities. He or she installed cameras to control products and used the surveillance visors at the upper corners to see what was going on at the back of the store. P#4 considered the control of the business as a contributor to business success. He or she believed that the new technology turned the control of the business easier. He or she had all the products registered in the software. P#4 also monitored the behavior and attitudes of the new hired employees before signing a permanent work contract. This aligned with Palanski, Avey, and Jiraporn (2014) statement that effective supervision has a direct effect on employees’ daily work. Four of the five participants believed that through control and monitoring, their employees delivered superior performance. The importance of control and monitoring supports the assertions of Dull (2014) who indicated that monitoring employee activities is an important antifraud measure that small business owners can use to protect business performance. Figure 5 shows how often participants mentioned control and monitoring when replying to the interview questions.

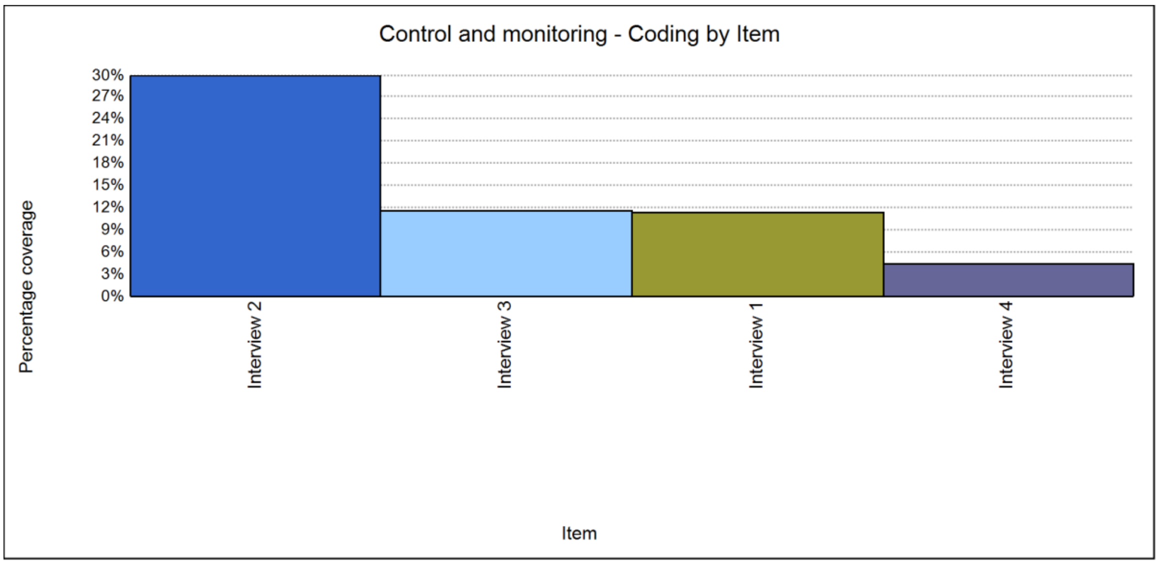

Figure 5. Control and monitoring coding by item.

Findings to Confirm, Disconfirm, or Extend Knowledge

A central premise of the RBV is that rival firms compete based on their resources and capabilities (Peteraf & Bergen, 2003). A firm's resources consist of human resources, physical resources, financial resources, and organizational resources (Lonial & Carter, 2015). Human resources include all the experience, knowledge, and other human qualities (Barney, 1995). All participants claimed that employees were essential factor to run a successful business, which aligns with Lonial and Carter (2015) statement that in a competitive environment, human assets contribute to competitive advantages. However, finding good employees was a concern for most of the study participants. Participants invested in coaching and mentoring to engage their staff and succeed. This aligns with Saks and Gruman (2014) who found that when individuals are engaged they bring all aspects of themselves -cognitive, emotional, and physical to the performance of their work role. To have engaged staff, P#3 relied on his or her nephews. Hiring nephews was in agreement with the research literature by Alasadi and Sabbagh (2015) who argued that family members usually have higher levels of commitment.

The findings from this study revealed the importance of control and monitoring to secure business success. Most of the participants informed that the big problem many small business owners have with employees is about theft. The importance of control and monitoring supports the assertions of Dull (2014) who indicated that monitoring employee activities is an important antifraud measure that small business owners can use to protect business performance. Small business owners can use control to protect business performance.

Findings to Conceptual Framework

The findings from this study resonate with Lussier (1995) model that applied resource-based theory and used staffing, financial control, product, and age of the owner as some of the variables to predict business success. Results from the data analysis showed that social capital, regular offer and quality products, dedication of the owner, quality staff, and control and monitoring were major contributors to the success of small business owners in the retail store sector. Ritthaisong et al. (2014) posited that a firm’s resources can stimulate performance. As applied in this study, all research participants attested to use resources to succeed beyond 5 years.

A firm's resources consist of human resources, physical resources, financial resources, and organizational resources (Lonial & Carter, 2015). Human resources include all the experience, knowledge, and other human qualities (Barney, 1995). As applied in this study, the human qualities of both the owners and the employees were determinants to their business success. The findings from the analyzed data indicated that if small business owners have strong social capital, have a regular offer and quality products, have dedication to their business, have quality staff, and have control and monitoring systems in place, they might succeed beyond 5 years. Overall, the study findings aligned with the body of knowledge and conceptual framework.

Findings to Existing Literature

All participants mentioned the importance of firm's resources to remain successful. All participants engaged in gathering resources that enabled them to reach a sustainable competitive advantage and overcome competitors and other external market forces. Under social capital, participants engage in building a network of partnerships to access resources and sustain their business. In developing countries, networks are the most important sources of advice for small businesses by giving access to resources, which increase performance (Obeng et al., 2014). Moreover, Ramsey (2016) argued that well connected people may achieve benefits that would have been impossible without connections. Under social capital, all participants in this study engaged in building a network of partnerships to access resources and sustain their business. This confirms the findings by Blankson, Cowan, and Darley (2017) that most owner-managers use social networks to grow their businesses. The level of the owner's commitment, network, and leadership were contributing factors to successful business. Participants highlighted the need for control and monitoring over the business as a contributing factor to their business success. The importance of control and monitoring supports the assertions of Karadağ (2018) who indicated that cash, receivables and inventory management in small businesses is positively associated with financial performance.

All participants mentioned that their dedication was determinant and played a key role in the success of their retail store business. Because small businesses do not have enough resources to hire specialized employees (Bain, 2017), their success and growth depend on the business owners (Coetzer, Bussin, & Geldenhuys, 2017).

The five participants claimed that employees are essential factor to run a successful business, and that coaching and mentoring are contributing factors to the sustainability of their business beyond 5years. This aligns with Patel, Guedes, and Pearce (2017) position on the need for continuous training as a vital part of sustainability of the organization's growth. Participants also highlighted the need to hire the right employees as a contributing factor to the long-term sustainability of their businesses. This supports the assertions of Coad, Nielsen, and Timmermans (2017) who argued that by hiring the right employees, business leaders maximize profits. Additionally, Richmond, Morrison, and Pilikyan (2017) added that for long-term business sustainability, it is imperative that small business owners hire the right employees.

By displaying emotions toward customers, employees secure customer satisfaction and loyalty (Wang, Singh, Li, Mishra, Ambrose, & Biernat, 2017). Most of the study participants informed about the need for good relations between employees and customers because employees' behavior has an impact on customer satisfaction. This supports the assertions of Lau, Tong, Lien, Hsu, and Chong (2017) who indicated that good customer and employee relations contribute to a successful business.

Regular offer and quality products were another strategy that all five participants used to succeed. The five participants revealed that offering regularly customers the quality products contributed to customer store loyalty and business success. This theme confirms the argument by Voorhees et al. (2017) on the need for customer service and quality products for business success.

The findings from this study showed how participants used their internal resources to build up capacities and sustain their business. Thus, the results from this study relate to the RBV framework, which focuses on how a firm can use resources to develop competitive advantage and achieve performance (Campbell & Park, 2016). This confirms Mohamad Radzi, Mohd Nor, and Ali (2017) statement who argued that the small business survival depends on the firm's unique offerings.

Applications to Professional Practice

The purpose of this qualitative multiple case study was to explore strategies retail grocery store owners in Angola use to succeed beyond 5 years. The failure rate of small businesses in Angola is a concern (Justino & Tengeh, 2016). Therefore, research about strategies retail grocery store owners use to succeed is relevant to improve business practice. In this qualitative case study, five participants who had run their business for more than 5 years, shared their successful strategies. The participants shared a consistent message about the need for a strong owner's social capital, a regular offer of quality products, a personal dedication of the owner to the business, quality staff, and control and monitoring of business activities.

Lack of resources exposes small businesses to high failure rate in sub-Saharan Africa (Ndege, 2015). In many developing countries, access to formal information is difficult and most business transactions are informal. Unlike developed countries in which formal institutions secure business transactions, in developing countries interpersonal relationships have considerable influence on business transactions (Kuépié et al., 2016). Social capital enables small businesses to get access to relevant resources, which compensate their relative weaknesses (Ramsey, 2016). As pointed by Obeng et al. (2014), in developing countries, networks contribute to small business performance. Small business owners can use social capital to overcome constraints and increase performance.

The findings from this study showed that regular offer and quality products were a significant factor that influence the performance of retail grocery storeowners in Angola. Customers want to find everything they need in a store and they do not like to keep moving from one store to another. According to P#5, a "one stop shop" is fine because customers can always find all they need in just "one stop." Luanda is a city with less available car parking options, so customers would prefer to stop at one store to get all the products they need, instead of having to drive all over town to find the products at different stores. All five participants described how regular customers visited their stores because they knew they would have everything ready for them at one place. By having always available products in the store, small business owners may increase their sales. The retail context has become very competitive, obliging retailers to seek innovative ways to attract customers into their stores (Sachdeva & Goel, 2015). The study's results showed that small business owners who keep regular offer and quality products increase sales and succeed. Small business owners may use these findings as a practical guide to engage in inventory management and improve business practices.

Study's participants also mentioned quality staff as resources that enhanced business success. Consumers get more demanding in the retail context (Hasan & Mishra, 2015). In a competitive environment, human assets contribute to competitive advantages (Lonial & Carter, 2015). All participants claimed that employees are essential factor to run a successful business. Participants perceived that when they had good employees, those who respected the job and showed good behavior, they achieve success. Hiring the right employees emerged from quality staff highlighting the importance of the hiring process in securing quality staff. The findings from this study also revealed the importance of coaching and mentoring as a factor that contributed to the sustainability of their business beyond 5years. The findings from this study showed that just hiring right employees was not enough to secure business success; rather, it was important for small business owners to invest in coaching and mentoring their employees to succeed.

The study's results showed that the study participants were emotionally and physically invested in their business activities. Small business owners need to understand that small business success depends on the sole abilities and skills of the owner. Resource scarcity is a concern for small businesses (Greer et al., 2016). Because many small business owners lack resources to hire a skilled manager to run their business, they must invest time and dedication to run the business. They should be present at the store as many times as they can to monitor and control the activities and support their employees if need be, and they should check the inventory to make sure they have products available for customers. Small business owners who show dedication to their business might succeed and sustain their operations beyond 5 years.

The findings from this study revealed the importance of control and monitoring to secure business success. Most of the participants informed that the big problem many small business owners have with employees is about theft. They acknowledged that the retail business deals with many products and the control of products is a challenge because of theft. Throughout the interviews, the participants highlighted the need for control and monitoring. Most of the respondents admitted having some control over the business to avoid loss. Small business owners should have effective procedures to control all the business including products and employees' activities. This aligned with Dull (2014) statement that monitoring employee activities is an important antifraud measure that small business owners can use to protect business performance.

In Angola, a lack of management skills is a factor responsible for small business failure (Zinga et al., 2013). The strategies explored in this study might enlighten small business owners to develop skills needed to avoid failure and sustain their business. Lussier, (1995) used product and service timing as one of the variables to predict business success versus failure. The results from this study relate to the RBV framework, which focuses on how a firm can use resources to develop competitive advantage and achieve performance (Campbell & Park, 2016).

Implications for Social Change

Small businesses play a vital role in many nations in the world (Ado & Josiah, 2015; Spremo & Mićić, 2015). In developing countries, small businesses contribute to poverty alleviation and development (Spence, 2016). Business failure affects jobs, growth, and social welfare (Hertog, 2014). Because a small business failure affects the economic situation of communities by reducing people incomes and tax revenues, small business owners should succeed (Marom & Lussier, 2014). Developing a successful business that survives at least 5 years can produce positive social change for communities. The strategies discussed by the participants could enable small business owners to find and implement strategies that retail grocery store owners use to improve business performance, reduce the likelihood of failure, and succeed beyond 5 years.

The findings could beneficially affect social change as small business owners may become more prepared by learning about the challenges successful small business owners faced and strategies used to overcome those challenges and succeed. By implementing the strategies from this study, small business owners may increase their profitability and contribute to the job creation, poverty alleviation, and social stability. By increasing the small business' survival rates, the standard of living in communities will increase.

Recommendations for Action

Small businesses support the economic development of nations (Ado & Josiah, 2015). These businesses play a key role in Southern African countries where the unemployment rates are high (Brixiova et., 2015). However, the failure rate of small businesses is high worldwide (Hyder & Lussier, 2016). Understanding the factors that hinder business performance increases the likelihood of success (Marom & Lussier, 2014). The findings from this study present the strategies retail grocery store owners in Angola use to succeed beyond 5 years. Based on these findings, I formulated the following recommendations for action.

The first recommendation is that small business owners should invest in social capital because of the influence that social capital and interpersonal relationships have on business transactions in developing countries. Social capital is a network of partnerships that contribute to small business performance (Obeng et al., 2014). Because small businesses have limited resources to support marketing efforts, the owner’s network becomes critical in the search of new customers through referrals (Chollet et al., 2014).

All participants related success of their businesses to a use of social capital as a mean to access benefits that would have been impossible without connections, which complements the view of Ramsey (2016), who argued that well connected people may achieve benefits that would have been impossible without connections.

The study participants explained the challenges they faced to access capital and sustain their business. The second recommendation is that small business owners learn about the programs created by the government of Angola to finance and support small businesses. Many participants do not know about the government small business financing programs, so the government needs to share the information about its programs. Furthermore, the government of Angola needs to invest more on an environment that stimulates small business education.

Current and aspiring small business owners need to pay attention to the results of this study. Furthermore, the INAPEM's leaders and business researchers also need to pay attention to the results of this study. Via publishing and conferences, I will disseminate the findings of this study. All participants will receive a copy of the research summary.

Recommendations for Further Research

In this qualitative multiple case study, I explored the strategies retail grocery store owners in Angola use to succeed beyond 5 years. Developing a successful business that survives at least 5 years contributes to the economy of Angola. The results of this study can increase the success rate of small businesses through sharing of knowledge of survival strategies. Further research could include more strategies that enable small business owners to succeed beyond 5 years. Because the business market is under an uncertain economic environment in Angola (Justino & Tengeh, 2016), further research may add updated and relevant insights.

This study had three limitations. The primary limitation of this study was the lack of literature about the Angolan small business sector. When I searched the Walden University online library, which is the main source I selected to support this study, I found very little valuable information about the Angolan small business sector. I recommended further researchers to involve other sources of the literature to convince readers of depth of inquiry.

The second limitation was that focusing on business leaders in one province might limit the generalizability of the study's conclusions to other Angolan provinces. Because business activities may have distinctive attributes in different provinces of Angola, I recommended further researchers to consider other provinces to compare strategies.

The third limitation of this study was the low level of education of small business owners in Angola. Less educated small business owners might have less willingness to take part to the study. I recommend further researchers to give detailed information to potential participants to allow them to understand the benefits of the study.

Reflections

I had a great learning experience during the DBA study process. To be a successful professional in business management, and to help people to use efficiently the resources for better life, and for the protection of the environment are my personal and professional goals. To reach these goals, I needed to gain an extensive and practical knowledge-base of theory, tools, skills, practices, and research related to business. The DBA study process enabled me to develop skills that will enable me to achieve my personal and professional goals.

Before starting this research study, I had preconceived ideas, bias, and values on small business performance. I needed to understand how to mitigate my bias. Hopefully, Walden gave me the needed information to understand the requirements, ethics, and the obligations for a new researcher. To mitigate bias or any preconceived ideas, I separated my own preconceived ideas to fully listen to what participants said. I tried to minimize bias by following the interview protocol during the data collection process. Through bracketing, I set aside my pre-understanding to value new perspectives. So, I became unbiased by preconceived notions and reflective.

I learned about many aspects on how a manager or a leader can use resources to take decisions. The Walden’s mission has been powerful, motivating, and impactful to me. I have been sharing my experience to people around me, mostly my colleagues and peers in my organization. I have two of my peers who decided to open a small business after listening to me. I supported their initiatives and I have been couching them, and they are doing well.

The DBA program enhanced my abilities to effect positive social change to my community. Today, I feel more comfortable to support people and share ethical principles. I am well-informed and prepared, and more committed to excellence. I learned that ethics pays in the long run but can be financially costly in the short term. Trust is one of the most important assets I should have. I learned more about integrity. I learned to exercise good judgment and to be honest at any time and any circumstances. It is sometimes difficult to deal with today pressure on showing results in the business by keeping at the same time the ethical principles that should drive the business conduct. With this program, I learned to do the right things even when there is intense pressure to do otherwise. I learned not to sacrifice principles for personal interest. I learned to treat others the way I want to be treated.

In today's competitive environment, managers cannot run their businesses on intuition. During this course, I have gained knowledge about strategies small business owners use to succeed. I got a deeper understanding of financial data, on how they are generated and how they affect organizational life. The program gave me the opportunity to conduct a research about a practical business problem, which increased my leadership and management skills. The time constraint was a big challenge. My job consumes a lot of my time, mainly when I engage myself to traveling all over the world, for the negotiation of the contracts, and related matters. I learned to manage my time efficiently to achieve the goals. Before carrying out this research study, I thought I knew a lot about small business from my previous background. Going through this doctoral process, I learned so many things that I realized there were still so many things I never knew.

Conclusions

Small businesses play a vital role in every nation in the world (Spremo & Mićić, 2015). Although small businesses support the economic development of nations (Ado & Josiah, 2015), newly established small businesses fail in their first 3 and a half years of operation (Worku, 2016). Any research about strategies small business owners use to sustain their business is valuable and might increase the likelihood of success and add to the body of knowledge on the topic. The purpose of this qualitative multiple case study was to explore strategies retail grocery store owners in Angola use to succeed beyond 5 years.

Five themes emerged from the data analysis including (a) social capital, (b) regular offer and quality products, (c) dedication of the owner, (d) quality staff, and (e) control and monitoring. The study's findings suggest that social capital, regular offer and quality products, dedication of the owner, quality staff, and control and monitoring were the major factors contributing to the success of small business owners in the retail store sector. These success factors are important for the sustainability of small businesses beyond 5 years. The findings relate to the RBV theory that provided the foundation for this study. These findings may serve as a reference for small business owners who seek ways to succeed and sustain their business beyond 5 years.

References

Acharya, A., Prakash, A., Saxena, P., & Nigam, A. (2013). Sampling: Why and how of it? *Indian Journal of Medical Specialities, 4*, 330-333. doi:10.7713/ijms.2013.0032

Acs, Z., Audretsch, D., & Lehmann, E. (2013). The knowledge spillover theory of entrepreneurship. *Small Business Economics, 41*, 757-774. doi:10.1007/s11187-013-9505-9

Adesiyan, B. (2016). Exploring leadership strategies to maximize profitability in the Nigerian housing sector (Doctoral dissertation). Available from ProQuest Dissertations and Theses database. (UMI No. 10107531)

Adisa, T., Abdulraheem, I., & Mordi, C. (2014). The characteristics and challenges of small businesses in Africa: An exploratory study of Nigerian small business owners. *Economic Insights-Trends & Challenges, 66*(4), 1-14. Retrieved from http://www.upg-bulletin-se.ro

Ado, A., & Josiah, M. (2015). Impact of deficient electricity supply on the operations of small scale businesses in North East Nigeria. *International Journal of Business & Economic Development, 3*, 20-30. Retrieved from www.ijbed.org

Agrawal, N., & Agrawal, L. (2016). How organized retailing has effected unorganized market in retail business. *International Journal of Research in Commerce & Management, 7*, 17-22. Retrieved from http://ijrcm.org.in/

Agwu, M. O. (2014). Issues, challenges, and prospects of small and medium scale enterprises (SMEs) in Port-Harcourt City. *European Journal of Sustainable*

Development, *3*, 101-114. doi:10.14207/ejsd.2014.v3n1p101

Ahmad, S., Mastura, A., & Arif., M. (2015). Strengthening access to finance for women-owned SMEs in developing countries. *Equality, Diversity & Inclusion, 34*, 634-639. doi:10.1108/EDI-11-2012-0104

Akinboade, A. (2014). Regulation, SMEs' growth and performance in Cameroon's central and littoral provinces' manufacturing and retail sectors. *African Development Review*, *26*, 597-609. doi:10.1111/1467-8268.12116

Akimbola, O. A., Abiola, O. O., & Ajombadi, H. A. (2014). Causes and symptoms of small and medium enterprises (SMEs) business failure in Nigeria. Review of *Management and Economic Engineering*, *13*(2). Retrieved from http://rmee.sveatoslav.com/

Alagirisamy, K. S. (2014). Business success versus failure neural network model for small and medium enterprises. *Journal of Applied Economic Sciences*, *9*, 123-133. Retrieved from http://cesmaa.eu/journals/jaes/

Alasadi, R., & Al Sabbagh, H. (2015). The role of training in small business performance. *International Journal of Information, Business and Management*, *7*, 293-311. Retrieved from http://ijibm.elitehall.com

Amankwah-Amoah, J. (2016). An integrative process model of organizational failure. *Journal of Business Research*, *69*, 3388-3397. doi:10.1016/j.jbusres.2016.02.005

Amorós, J., & Bosma, N. (2014). *Global entrepreneurship monitor: 2013 global report*. Retrieved from http://www.babson.edu/Academics/centers/blank-center/global-research/gem/Documents/GEM%202013%20Global%20Report.pdf

Andries, P., & Czarnitzki, D. (2014). Small firm innovation performance and employee involvement. *Small Business Economics, 43,* 21-38. doi:10.1007/s11187-014-9577-1

Angolan Ministry for Economic Affairs. (2011). A lei das micro, pequenas e médias empresas [The law for Micro, Small, and Medium Enterprises]. Retrieved from www.minec.gov.ao/download.aspx?id=472&tipo=legislacao

Anney, V. (2014). Ensuring the quality of the findings of qualitative research: Looking at trustworthiness criteria. *Journal of Emerging Trends in Educational Research and Policy Studies, 5,* 272-281. Retrieved from http://jeteraps.scholarlinkresearch.com

Avnimelech, G., Zelekha,Y., & Sharabi, E. (2014). The effect of corruption on entrepreneurship in developed vs non-developed countries. *International Journal of Entrepreneurial Behaviour & Research, 20,* 237-262. doi:10.1108/IJEBR-10-2012-0121

Aye, G., Balcilar, M., Gupta, R., & Anandamayee, M. (2015). Forecasting aggregate retail sales: The case of South Africa. *International Journal of Production Economics, 160,* 66-79. doi:10.1016/j.ijpe.2014.09.033

Bain, H. (2017). Checklists for the small business. *Strategic Finance, 98*(11), 25-26. Retrieved from http://www.imanet.org/resources_and_publications/strategic_finance_magazine.aspx

Baker, J. (2016). The purpose, process, and methods of writing a literature review. *AORN Journal, 103,* 265-269. doi:10.1016/j.aorn.2016.01.016

Baldo, M. D. (2014). Corporate social responsibility, entrepreneurial values and transcendental virtues in Italian SMEs. *International Journal of Business and Social Science, 5*(6), 25-51. Retrieved from http://www.ijbssnet.com/

Banks, S., Armstrong, A., Carter, K., Graham, H., Hayward, P., Henry, A., Strachan, A. (2013). Everyday ethics in community-based participatory research. *Contemporary Social Science, 8*, 263-277. doi:10.1080/21582041.2013.769618

Barnes, D. C., Collier, J. E., & Robinson, S. (2014). Customer delight and work engagement. *Journal of Services Marketing, 28*, 380-390. doi:10.1108/jsm-02-2013-0051

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management, 17*, 99-120. doi:10.1177/014920639101700108

Barney, J. B. (1995). Looking inside for competitive advantage. *Academy of Management Executive, 9*, 49-61. doi:10.5465/AME.1995.9512032192

Barnham, C. (2015). Quantitative and qualitative research. *International Journal of Market Research, 57,* 837-854. doi:10.2501/IJMR-2015-070

Bhaskar, H. (2018). Business process reengineering: A process-based management tool. *Serbian Journal of Management, 13,* 63-87. doi:10.5937/sjm13-13188.

Blankson, C., Cowan, K., & Darley, W. (2017). Marketing practices of rural micro and small businesses in Ghana: The role of public policy. *Journal of Macro marketing, 38*, 29-56. doi:10.1177/0276146717741067

Boell, S. K., & Cecez-kecmanovic, D. (2015). On being ‘systematic’ in literature reviews in IS. *Journal of Information Technology, 30*, 161-173. doi:10.1057/jit.2014.26

Borrego, M., Foster, M. J., & Froyd, J. E. (2014). Systematic literature reviews in engineering education and other developing interdisciplinary fields. *Journal of Engineering Education*, *103*, 45-76. doi:10.1002/jee.20038

Bowden, C., & Galindo-Gonzalez, S. (2015). Interviewing when you’re not face-to-face: The use of e-mail interviews in a phenomenological study. *International Journal of Doctoral Studies*, *10*, 79-92. Retrieved from http://ijds.org

Boykins, C., Campbell, S., Corey, R., Harp, M., Mason, T., & Stanton, D. (2015). Business as usual LLC: Leadership fundamentals for the small business community. *Journal of Information Technology and Economic Development*, *6*(1), 58-86. Retrieved from www.gsmi-ijgb.com/Pages/Journals.aspx

Brixiova, Z, Ncube, M., & Bicaba, Z. (2015). Skills and youth entrepreneurship in Africa: Analysis with evidence from Swaziland. *World Development*, *67*, 11-26. doi:10.1016/j.worlddev.2014.09.027

Byrne, O., & Shepherd, A. (2015). Different strokes for different folks: Entrepreneurial narratives of emotion, cognition, and making sense of business failure. *Entrepreneurship: Theory & Practice*, *39*, 375-405. doi:10.1111/etap.12046

Campbell, J., & Fairhurst, A. (2014). Billion-dollar baby: Local foods and U.S. grocery. *Journal of Food Products Marketing*, *20*, 215-228. doi:10.1080/10454446.2012.728985

Campbell, J., & Park, J. (2016). Extending the resource-based view: Effects of strategic orientation toward community on small business performance. *Journal of Retailing and Consumer Services*, *2016*, 1-7. doi:10.1016/j.jretconser.2016.01.013

Cassar, G. (2014). Industry and startup experience on entrepreneur forecast performance in new firms. *Journal of Business Venturing, 29*, 137-151. doi:10.1016/j.jbusvent.2012.10.002

Castillo-Montoya, M. (2016). Preparing for interview research: The interview protocol refinement framework. *Qualitative Report, 21*, 811-831. Retrieved from http://tqr.nova.edu

Centro de Estudos e Investigação Científica- UCAN. (2013). *Relatório económico de Angola 2013* [Report on the Angolan Economy 2013]. Retrieved from http://www.ceic-ucan.org/wp-content/uploads/2014/07/relatorio_Economico_Angola_2013_FINAL.pdf

Chan, W. T. (2015). The role of systems thinking in systems engineering, design, and management. *Civil Engineering Dimension, 17*, 126-132. doi:10.9744/CED17.3.126-132

Chang, Y., Dai, Y., Chien, N., & Chan, H. (2016). The Lived experiences of people with chronic obstructive pulmonary disease: A phenomenological study. *Journal of Nursing Scholarship, 48*, 466-471. doi:10.1111/jnu.12230

Chikomba, C. (2014). Retail shopping mall security: Raising awareness of crime risks against business in Zimbabwe. *Journal of Applied Security Research, 9*, 185-220. doi:10.1080/19361610.2013.825754

Chicksand, D. (2015). Partnerships: The role that power plays in shaping collaborative buyer–supplier exchanges. *Industrial Marketing Management, 48*, 121-139. doi:10.1016/j.indmarman.2015.03.019

Chikweche, T. (2015). Independent retail and grocery shops in Zimbabwe: Survival and demise in a crisis and post-crisis era. *Journal of Marketing Channels, 22*, 121-136. doi:10.1080/1046669X.2015.1018077

Chimucheka, T. (2013). Overview and performance of the SMMEs sector in South Africa. *Mediterranean Journal of Social Sciences, 4*, 783-795. doi:10.5901/mjss.2013.v4n14p783

Cho, J. Y., & Lee, E-H. (2014). Reducing confusion about grounded theory and qualitative content analysis: Similarities and differences. *The Qualitative Report, 19*, 1-20. Retrieved from http://nsuworks.nova.edu/tqr/

Chollet, B., Geraudel, M., & Mothe, C. (2014). Generating Business Referrals for SMEs: The Contingent Value of CEOs' Social Capital. *Journal of Small Business Management, 52*, 79-101. doi:10.1111/jsbm.12034

Chuang, M., Chen, C., & Lin, M. (2016). The impact of social capital on competitive advantage. *Management Decision, 54*, 1443-1463. doi:10.1108/MD-11-2015-0485

Ciravegna, L., & Brenes, E. (2016). Learning to become a high reliability organization in the food retail business. *Journal of Business Research, 69*, 4499-4506. doi:10.1016/j.jbusres.2016.03.015

Coad, A., Nielsen, K., & Timmermans, B. (2017). My first employee: An empirical investigation. *Small Business Economics, 48*, 25-45. doi:10.1007/s11187-016-9748-3

Coetzer, M. F., Bussin, M., & Geldenhuys, M. (2017). The functions of a servant leader.

Administrative Sciences (2076-3387), 7(1), 1-32. doi:10.3390/admsci7010005

Collins, C. S., & Cooper, J. E. (2014). Emotional intelligence and the qualitative researcher. *International Journal of Qualitative Methods, 13,* 88-103. Retrieved from http://ejournals.library.ualberta.ca/index.php/IJQM/index

Cope, J. (2011). Entrepreneurial learning from failure: An interpretative phenomenological analysis. *Journal of Business Venturing*, *26*, 604-623. doi:10.1016/j.jbusvent.2010.06.002

Cordeiro, W. (2013). Small businesses ignore strategic planning at their peril. *Academy of Business Research Journal, 3*, 22-30. Retrieved from http://www.aobronline.com/abrj

Cox, D. D., & McLeod, S. (2014). Social media marketing and communications strategies for school superintendents. *Journal of Educational Administration, 52*, 850-868. doi:10.1108/JEA-11-2012-0117

Cronin, C. (2014). Using case study research as a rigorous form of inquiry. *Nurse Researcher*, *21*(5), 19-27. doi:10.7748/nr.21.5.19.e1240

Davidson, J., Paulus, T., & Jackson, K. (2016). Speculating on the future of digital tools for qualitative research. *Qualitative Inquiry, 22*, 606-610. doi:1077800415622505

Davidsson, P. (2015). Entrepreneurial opportunities and the entrepreneurship nexus: A re-conceptualization. *Journal of Business Venturing, 30*, 674-695. doi:10.1016/j.jbusvent.2015.01.002

Decker, R., Haltiwanger, J., Jarmin, R., & Miranda, J. (2014). The role of entrepreneurship in US job creation and economic dynamism. *Journal of*

Economic Perspectives, *28*, 3-24. doi:10.1257/jep.28.3.3

Dull, R. (2014). What gets monitored gets detected. *Journal of Accountancy, 217*(2), 1-6. Retrieved from http://www.journalofaccountancy.com

Eijdenberg, E., Paas, L., & Masurel, E. (2015). Entrepreneurial motivation and small business growth in Rwanda. *Journal of Entrepreneurship in Emerging Economies, 7*, 212–240. doi:10.1108/JEEE-01-2015-0004

Elo, S., Kaariainen, M., Kanste, O., Polkki, T., Utriainen, K., & Kyngas, H. (2014, January-March). Qualitative content analysis: A focus on trustworthiness. *Sage Open*, 1-10. doi:10.1177/2158244014522633

Elsawah, S., Guillaume, J. S. A., Filatova, T., Rook, J., & Jakeman, A. J. (2015). A methodology for eliciting, representing, and analyzing stakeholder knowledge for decision making on complex socio-ecological systems: From cognitive maps to agent-based models. *Journal of Environmental Management, 151*, 500-516. Retrieved from www.elsevier.com/locate/jenvman

Eniola, A. A., & Ektebang, H. (2014). SME firms performance in Nigeria: Competitive advantage and its impact. *International Journal of Research in Management, 3*(2), 75-86. doi:10.5861/ijrsm.2014.854

Eno, M., & Dammak, A. (2014). Debating the case study dilemma: Controversies and considerations. *Veritas: The Academic Journal of St Clements Education Group, 5*(3), 1-8. Retrieved from http://stclements.edu/

Erlich, Y., & Narayanan, A. (2014). Routes for breaching and protecting genetic privacy. *Nature Reviews Genetics*, *15*, 409-421. doi:10.1038/nrg3723

Essary, M. L. (2014). Key external factors influencing successful distance education programs. *Academy of Educational Leadership Journal, 18*, 121-136. Retrieved from http://www.alliedacademies.org

Eyal-Cohen, M. (2013). Down-sizing the little guy myth in legal definitions. *Iowa Law Review, 98*, 1041-1099. Retrieved from https://en.wikipedia.org/wiki/Iowa_Law_Review

Fernández-Olmos, M., & Díez-Vial, I. (2013). Effect of firm's resources on international diversification: An application in the Iberian Ham industry. *European Management Journal, 31*, 196-208. doi:10.1016/j.emj.2012.04.001

Fox, N., & Alldred, P. (2018). Mixed methods, materialism and the micropolitics of the research-assemblage. *International Journal of Social Research Methodology, 21*, 191-204. doi:10.1080/13645579.2017.1350015

França, M., Gomes, I., Machado, G. & Russo, S. (2014). Factors conditioning failure of micro and small businesses of the information technology and communication (ICT): Study of multiple cases, Aracaju (SE), Brazil. *Business Management Dynamics, 3*, 40-50. Retrieved from www.bmdynamics.com

Frid, C. J. (2015). Acquiring financial resources to form new ventures: The impact of personal characteristics on organizational emergence. *Journal of Small Business and Entrepreneurship, 27*, 323-341. doi:10.1080/08276331.2015.1082895

Fusch, P. I., & Ness, L. R. (2015). Are we there yet? Data saturation in qualitative research. *The Qualitative Report, 20*, 1408-1416. Retrieved from http://www.nova.edu/ssss/QR/QR20/9/fusch1.pdf

Ganapathy, M. (2016). Qualitative data analysis: Making it easy for nurse researcher. *International Journal of Nursing Education, 8*, 106-110. doi:10.5958/0974-9357.2016.00057.X

Gbandi, E. C., & Amissah, G. (2014). Financing options for small and medium enterprises (SMEs) in Nigeria. *European Scientific Journal, 10*, 327-340. Retrieved fromeujournal.org/index.php/esj/article/download/2565/2426

Gentles, S. J., Charles, C., Ploeg, J., & McKibbon, K. (2015). Sampling in qualitative research: Insights from an overview of the methods literature. *The Qualitative Report*, *20*, 1772-1789. Retrieved from http://nsuworks.nova.edu/tqr/vol20/iss11/5

Ghio, N., Guerini, M., Lehmann, E., & Rossi-Lamastra, C. (2015). The emergence of the knowledge spillover theory of entrepreneurship. *Small Business Economics, 44,* 1-18. doi:10.1007/s11187-014-9588-y.

Glaser, J., & Laudel, G. (2013). Life with and without coding: Two methods for early stage data analysis in qualitative research aiming at causal explanations. In Forum Qualitative Sozialforschung/Forum: *Qualitative Social Research, 14*, 1438–5627. Retrieved from http://nbn-resolving.de/urn:nbn:de:0114-fqs130254

Global Entrepreneurship Monitor. (2013). *Fifteen years of assessing entrepreneurship across the globe*. Retrieved from http://www.gemconsortium.org/docs/download/3106

Gohmann, S. F., & Fernandez, J. M. (2014). Proprietorship and unemployment in the United States. *Journal of Business Venturing*, *29*, 289-309.

doi:10.1016/j.jbusvent.2013.02.003

Greene, J. A., & Seung, B. Y. (2014). Modeling and measuring epistemic cognition: A qualitative re-investigation. *Contemporary Educational Psychology, 39*, 12-28. doi:10.1016/j.cedpsych.2013.10.002

Greer, C., Carr, J., & Hipp, L. (2016). Strategic staffing and small-firm performance. *Human Resource Management, 55*, 741-764. doi:10.1002/hrm.21693

Guimón, J. (2015). Promoting innovation in SMEs in developing countries: A case study of Costa Rica's propyme program. *Innovation Journal*, *20*(2), 1-11. Retrieved from http://www.innovation.cc/

Hagan, T. (2014). Measurements in quantitative research: How to select and report on research instruments. *Oncology Nursing Forum, 41*, 431-433. doi:10.1188/14.ONF.431-433

Haines, S. J., Summers, J. A., Turnbull, A. P., Turnbull, H. R., & Palmer, S. (2015). Fostering Habib's engagement and self-regulation a case study of a child from a refugee family at home and preschool. *Topics in Early Childhood Special Education*, *35*, 28-39. doi:10.1177/0271121414552905

Halabí, C., & Lussier, R. (2014). A model for predicting small firm performance: Increasing the probability of entrepreneurial success in Chile. *Journal of Small Business and Enterprise Development*, *21*, 4-25. doi:10.1108/JSBED-10-2013-0141

Hanifan, L. J. (1916). The rural school community center. *Annals of the American Academy of Political and Social Science, 67*, 130-138. Retrieved from http://www.jstor.org/stable/pdf/1013498.pdf

Hasan, F., & Jamil, G. (2014). Financing small and medium enterprises in Bangladesh – Issues and challenges. *The Asian Journal of Technology Management*, *7,* 45-54. doi:10.12695/ajtm.2014.7.1.5

Hasan, A., & Mishra, S. (2015). Key drivers influencing shopping behavior in retail store. *IUP Journal of Marketing Management*, *14*(3), 7-36. Retrieved from http://www.iupindia.in/Marketing_Management.asp

Hayes, J., Chawla, S., & Kathawala, Y. (2015). A comparative study of problems encountered in the development of small businesses in the U.S and Mexico. *Journal of Developing Areas, 49*, 395-406. doi:10.1353/jda.2015.0175

Heale, R., & Forbes, D. (2013). Understanding triangulation in research. *Evidence Based Nursing*, *16*, 98-98. doi:10.1136/eb-2013-101494

Henry, L. (2016). Fraud prevention. *Internal Auditor, 73*(2), 17-19. Retrieved from http://www.theiia.org/intauditor/

Hertog, S. (2014). State and private sector in the GCC after the Arab uprisings. *Journal of Arabian Studies, 3,* 174-195. doi:10.1080/21534764.2013.863678

Hess, T. J., McNab, A. L., & Basoglu, K. S. (2014). Reliability generalization of perceived ease of use, perceived usefulness, and behavioral intentions. *MIS Quarterly, 38*, 1-28. Retrieved from http://www.misq.org

Houghton, C., Casey D., Shaw, D., & Murphy, K. (2013). Rigour in qualitative case-study research. *Nurse researcher, 20*(4), 12-17. Retrieved from http://journals.lww.com/nursingresearchonline/pages/default.aspx

Hudson, S. M., Newman, S. D., Hester, W. H., Magwood, G. S., Mueller, M., & Laken, M. A. (2014). Factors influencing hospital admissions and emergency department visits among children with complex chronic conditions: A qualitative study of parents' and providers' perspectives. *Issues in Comprehensive Pediatric Nursing, 37*(1), 61-80. doi:10.3109/01460862.2013.85584

Hulbert, B., Gilmore, A., & Carson, D. (2015). Opportunity recognition by growing SMEs: A managerial or entrepreneurial function? *Journal of Strategic Marketing, 23*, 616–642. doi:10.1080/0965254X.2014.1001868

Hussein, A. (2015). The use of triangulation in social sciences research: Can qualitative and quantitative methods be combined? *Journal of Comparative Social Work, 4*(1), 1-12. Retrieved from http://journal.uia.no/index.php/JCSW

Hyder, S., & Lussier, R. (2016). Why businesses succeed or fail: a study on small businesses in Pakistan. *Journal of Entrepreneurship in Emerging Economies, 8*(1), 82-100. doi:10.1108/WJEMSD-03-2015-0015

Hyett, N., Kenny, A., & Dickson-Swift, V. (2014). Methodology or method? A critical review of qualitative case study reports. *International Journal of Qualitative Studies on Health and Well-Being, 9*, 1-12. doi:10.3402/qhw.v9.23606

Ishiwata, A., Matouš, P., & Todo, Y. (2014). *Effects of business networks on firm growth in a cluster of microenterprises: Evidence from rural Ethiopia*. Research Institute of Economy, Trade, and Industry, 1-25. Retrieved from http://www.rieti.go.jp/en/

Ismail, H. (2016). Preferences in Business and Corporate Strategies: The Role of Personal Values. *Contemporary Management Research, 12*, 25-45.

doi:10.7903/cmr.14600

Ismal, R., & Haryati, R. (2013). The optimal and decreasing growth rate of the Islamic banking industry. *Qualitative Research in Financial Markets, 5*, 229-243. doi:10.1108/QRFM-04-2011-0008

Iturrioz, C., Aragón, C., & Narvaiza, L. (2015). How to foster shared innovation within SMEs' networks: Social capital and the role of intermediaries. *European Management Journal, 33*, 104-115. doi:10.1016/j.emj.2014.09.003

Jacquemin, A., & Janssen, F. (2015). Studying regulation as a source of opportunity rather than as a constraint for entrepreneurs: Conceptual map and research propositions. *Environment & Planning C: Government & Policy, 33*, 846–862. doi:10.1068/c11180b

Jang, S. (2013). The offensive framework of resource-based view (RBV): Inhibiting others from pursuing their own values. *Journal of Management and Strategy*, *4*, 62-69. doi:10.5430/jms.v4n1p62

Jensen, J., Cobbs, J., & Turner, B. (2016). Evaluating sponsorship through the lens of the resource-based view: The potential for sustained competitive advantage. *Business Horizons, 59*, 163-173. doi:10.1016/j.bushor.2015.11.001.

Justino, M., & Tengeh, R. (2016). Determinants of small enterprise failure in Angola: A managerial and financial perspective. *Socio economica: The Scientific Journal for Theory and Practice of Socio-economic Development, 4,* 569-588. doi:10.12803/SJSECO.48160

Karadağ, H. (2018). Cash, receivables, and inventory management practices in small enterprises: Their associations with financial performance and competitiveness. *Small Enterprise Research, 25,* 69-89. doi:10.1080/13215906.2018.1428912

Karadakal, N. V., Goud, N., & Thomas, P. (2015). Impact of leadership role perspective on conflict resolution styles - a study on small and medium sized entrepreneurs of Karnataka State in India. *Journal of Global Entrepreneurship Research, 5*(1). doi:10.1186/s40497-015-0019-6

Kazlauskaitė, R., Autio, E., Gelbūda, M., & Šarapovas, T. (2015). The resource-based view and SME internationalization: An emerging economy perspective. *Entrepreneurial Business & Economics Review, 3,* 53-64. doi:10.15678/EBER.2015.030205

Kem, K. (2017). Retail big-box development and small business strategies at the local level (Doctoral dissertation). Available from ProQuest Dissertations and Theses database. (UMI No. 10257781)

Kemparaj, U., & Chavan, S. (2013). Qualitative research: A brief description. *Indian Journal of Medical Sciences*, *67*, 89-98. doi:10.4103/0019-5359.121127

Khelil, N. (2015). The many faces of entrepreneurial failure: Insights from an empirical taxonomy. *Journal of Business Venturing, 31*, 72-94. doi:10.1016/j.jbusvent.2015.08.001

Kooienga, S., & Singh, R. (2016). Original Research: Pharmacy and primary care perspectives on e-prescribing in a rural community: A focused ethnography. *Research in Social and Administrative Pharmacy, 2016*, 1-11. doi:10.1016/j.sapharm.2016.08.002

Krajnakova, E., Navikaite, A., & Navickas, V. (2015). Paradigm shift of small and medium-sized enterprises competitive advantage to management of customer satisfaction. *Engineering Economics*, *26*, 327-332. doi:10.5755/j01.ee.26.3.6608

Kuépié, M., Tenikue, M., & Walther, O. (2016). Social networks and small business performance in West African border regions. *Oxford Development Studies, 44*, 202-219. doi:10.1080/13600818.2015.1082540.

Lamb, K., Backhouse, M., & Adderley, U. (2016). A qualitative study of factors impacting upon the recruitment of participants to research studies in wound care: The community nurses' perspective. *Journal of Tissue Viability, 25*, 185-188. doi:10.1016/j.jtv.2016.03.004

Landrum, B., & Garza, G. (2015). Mending fences: Defining the domains and approaches of quantitative and qualitative research. *Qualitative Psychology, 2*, 199–209. doi:10.1037/qup0000030

Lau, P. Y., Tong, J. L., Lien, B. Y., Hsu, Y., & Chong, C. L. (2017). Ethical work climate, employee commitment and proactive customer service performance: Test of the mediating effects of organizational politics. *Journal of Retailing and Consumer Services, 35*, 20-26. doi:10.1016/j.jretconser.2016.11.004

Leedy, P. D., & Ormrod, J. E. (2013). *Practical research: Planning and design* (10th ed.). Upper Saddle River, NJ: Pearson Education.

Lewis, S. (2015). Qualitative inquiry and research design: Choosing among five approaches. *Health promotion practice, 16*, 473-475. doi:10.1177/1524839915580941

Lien, B., Pauleen, D., Kuo, Y., & Wang, T. (2014). The rationality and objectivity of reflection in phenomenological research. *Quality & Quantity, 48*, 189-196. doi:10.1007/s11135-012-9759-3

Lin, J., & Nabergoj, A. S. (2014). A resource-based view of entrepreneurial creativity and its implications to entrepreneurship education. *Economic and Business Review for Central and South-Eastern Europe, 16*(2), 163-183, 218-219. Retrieved from http://miha.ef.uni-lj.si/ebr/

Lockett, A., & Wild, A. (2014). Bringing history (back) into the resource-based view. *Business History, 56*, 372-390. doi:10.1080/00076791.2013.790371

Lonial, S., & Carter, R. (2015). The Impact of organizational orientations on medium and small firm performance: A resource-based perspective. *Journal of Small Business Management, 53*, 94-113. doi:10.1111/jsbm.12054

Lussier, R. N. (1995). A nonfinancial business success versus failure prediction model for young firms. *Journal of Small Business Management, 33*, 8-20. Retrieved from http://www.wiley.com/WileyCDA/WileyTitle/productCd-JSBM.html

Maggioni, I. (2016). What drives customer loyalty in grocery retail? Exploring shoppers' perceptions through associative networks. *Journal of Retailing and Consumer Services, 33*, 120-126. doi:10.1016/j.jretconser.2016.08.012

Mani, V., Kesavan, S., & Swaminathan, J. (2015). Estimating the impact of understaffing on sales and profitability in retail stores. *Production & Operations Management, 24*, 201-218. doi:10.1111/poms.12237

Marom, S., & Lussier, R. (2014). A business success versus failure prediction model for small businesses in Israel. *Business and Economic Research*, *4*(2), 63-81. doi:10.5296/ber.v4i2.5997

Marshall, C., & Rossman, G. (2016). *Designing qualitative research* (3rd ed.). Thousand Oaks, CA: Sage.

Martin, L., & Wilson, N. (2016). Opportunity, discovery and creativity: A critical realist perspective. *International Small Business Journal, 34*, 261–275. doi:10.1177/0266242614551185.

McCusker, K. & Gunaydin, S. (2015). Research using qualitative, quantitative, or mixed methods and choice based on the research. *Perfusion, 30*, 537-542. doi:10.1177/0267659114559116

McKeever, E., Anderson, A., & Jack, S. (2014). Entrepreneurship and mutuality: social capital in processes and practices. *Entrepreneurship & Regional Development, 26*, 453-477. doi:10.1080/08985626.2014.939536

McManamny, T., Sheen, J., Boyd, L., & Jennings, P. A. (2015). Mixed methods and its application in prehospital research: A systematic review. *Journal of Mixed Methods Research*, *9*, 214-231. doi:10.1177/1558689813520408

Mellish, M. (2016). Exploring skills that Liberian small-business entrepreneurs use to succeed in business (Doctoral dissertation). Available from ProQuest Dissertations and Theses database. (UMI No. 10133635)

Mhlanga, S., & Kotzé, T. (2014). Information search, alternatives evaluation, and coping mechanisms of functionally illiterate consumers in retail settings: A developing economy context. *Journal of African Business*, *15*, 136-149.

doi:10.1080/15228916.2014.925363

Millan, J. M., Congregado, E., Roman, C., Van Praag, M., & van Stel, A. (2014). The value of an educated population for an individual's entrepreneurship success. *Journal of Business Venturing, 29*, 612-632. doi:10.1016/j.jbusvent.2013.09.003

Mohamad Radzi, K., Mohd Nor, M., & Ali, S. (2017). The impact of internal factors on small business success_A case of small enterprises under the Felda scheme. *Asian Academy of Management Journal*, *22*(1), 27-55. doi:10.21315/aamj2017.22.1.2.

Morse, J. M., & Coulehan, J. (2015). Maintaining confidentiality in qualitative publications. *Qualitative health research, 25*, 151-152. doi:10.1177/1049732314563489

Mthimkhulu, A., & Aziakpono, M. (2015). What impedes micro, small and medium firms' growth the most in South Africa? Evidence from World Bank Enterprise Surveys. *South African Journal of Business Management, 46*, 15-28. Retrieved from http://www.journals.co.za/

Mueller, B., & Shepherd, D. (2016). Making the most of failure experiences: Exploring the relationship between business failure and the identification of business opportunities. *Entrepreneurship: Theory & Practice, 40*, 457-487. doi:10.1111/etap.12116.

Mutandwa, E., Taremwa, N., & Tubanambazi, T. (2015). Determinants of business performance of small and medium size enterprises in Rwanda. *Journal of Developmental Entrepreneurship*, *20*(1), 1-12. doi:10.1142/S1084946715500016

Mutoko, W. R. (2014). Challenges of access to markets and opportunities for small, medium and micro enterprises (SMMEs) in Botswana. *European Scientific Journal*, 28-38. Retrieved from http://www.eujournal.org/

Narayan, G., & Chandra, R. (2015). Factors affecting the purchase of food and grocery products from modern retail stores: An empirical study. *IUP Journal of Management Research, 14*, 7-23. Retrieved from http://www.iupindia.in/705/ijmr.asp

Ndege, M. (2015). Factors that affect the growth and development of small, micro and medium-sized business enterprises in the Vaal Triangle region of Gauteng Province in South Africa. *European Journal of Business, Economics and Accountancy, 3*(3), 73-100. Retrieved from http://www.idpublications.org/european-journal-of-business-economics-and-accountancy/

Neneh, B. N., & Vanzyl, J. (2014). Growth intention and its impact on business growth amongst SMEs in South Africa. *Mediterranean Journal of Social Sciences, 5,* 172-183. doi:10.5901/mjss.2014.v5n20p172

Nguimkeu, P. (2016). Some effects of business environment on retail firms. *Applied Economics, 48*, 1647-1654. doi:10.1080/00036846.2015.1105923

Nguono, M. A., Onyango, M., Nyagol, M., & Museve, E. (2014). The role of motivation on the performance of micro and small-scale enterprises in Kisumu city, Kenya. *International Journal of Advance Research, 2,* 30-43. Retrieved from http://www.journalijar.com

Niehm, L., Swinney, J., & Miller, N. (2008). Community social responsibility and its consequences for family business performance. *Journal of Small Business Management, 46,* 331-350. doi:10.1111/j.1540-627X.2008.00247.x

Nilsson, E., Gärling, T., Marell, A., & Nordvall, A. (2015). Importance ratings of grocery store attributes. *International Journal of Retail & Distribution Management, 43*, 63-91. doi:10.1108/IJRDM-12-2012-0112

Nilsson, E., Gärling, T., Marell, A., & Nordvall, A. (2015). Who shops groceries where and how? – The relationship between choice of store format and type of grocery shopping. *International Review of Retail, Distribution & Consumer Research, 25,* 1-19. doi:10.1080/09593969.2014.940996

Nunes, L. B. (2015). Schumpeter's entrepreneurs in the 20th century: The Tucker automobile. *Technological Forecasting and Social Change, 102*, 14-20. doi:10.1016/j.techfore.2015.02.021

Obeng, B., Robson, P., & Haugh. H. (2014). Strategic entrepreneurship and small firm growth in Ghana. *International Small Business Journal, 32*, 501-524. doi:10.1177/0266242612463946

Omri, A., & Frikha, M. (2014). How small business fail in Tunisia? *International Journal of Economic and Accounting, 5,* 126-144. doi:10.1504/IJEA.2014.063737

Omri, A., Frikha, M., & Bouraoui, M. (2015). An empirical investigation of factors affecting small business success. *Journal of Management Development, 34*, 1073-1093. doi.org/10.1108/JMD-07-2013-0088

Onwuegbuzie, A. J., & Byers, V. T. (2014). An exemplar for combining the collection, analysis, and interpretation of verbal and nonverbal data in qualitative research.

International Journal of Education, 6, 183-246. doi:10.5296/ije.v6i1.4399

O'Reilly, M., & Parker, N. (2012). Unsatisfactory saturation: A critical exploration of the notion of saturated sample sizes in qualitative research. *Qualitative Research Journal*, *13*, 190-197. doi:10.1177/1468794112446106

O'Toole, C., & Tarp, F. (2014). Corruption and the efficiency of capital investment in developing countries. *Journal of International Development*, *26*, 567-597. doi:10.1002/jid.2997

Owens, K., Kirwan, R., Lounsbury, W., Levy, J., & Gibson, W. (2013). Personality correlates of self-employed small business owners' success. *Academic Journal*, *45*, 73-85. doi:10.3233/WOR-121536

Palanski, M., Avey, J., & Jiraporn, N. (2014). The effects of ethical leadership and abusive supervision on job search behaviors in the turnover process. *Journal of Business Ethics*, *121*, 135-146. doi:10.1007/s10551-013-1690-6

Papazov, E., & Mihaylova, L. (2016). Using key 'blue ocean' tools for strategy rethinking of a SME: A case from the Bulgarian knitwear industry. *Economics & Business, 29*(1), 104-110. doi:10.1515/eb-2016-0028

Park, J., & Park, M. (2016). Qualitative versus quantitative research methods: Discovery or justification? *Journal of Marketing Thought*, *3*, 1-7. doi:10.15577/jmt.2016.03.01.1

Parry, K., Mumford, M. D., Bower, I., & Watts, L. L. (2014). Qualitative and historiometric methods in leadership research: A review of the first 25 years of The Leadership Quarterly. *The Leadership Quarterly*, *25*, 132-151.

doi:10.1016/j.leaqua.2013.11.006

Patel, P. C., Guedes, M. J., & Pearce, J. A. (2017). The role of service operations management in new retail venture survival. *Journal of Retailing, 93*, 241-251. doi:10.1016/j.jretai.2017.03.001

Paul, J., & Shrivatava, A. (2015). Do young managers in a developing country have stronger entrepreneurial intentions? Theory and debate. *International Business Review, 2016*, 1-14. doi:10.1016/j.ibusrev.2016.03.003

Penrose E. T. (1959). *The theory of the growth of the firm*. Oxford, UK: Oxford University Press.

Perdicoúlis, A. (2016). Systems thinking and SEA. *Impact Assessment & Project Appraisal, 34*, 176-179. doi:10.1080/14615517.2016.1152731

Peteraf, A. (1993). The cornerstones of competitive advantage: A resource-based view. *Strategic Management Journal*, *14*, 179-191. Retrieved from http://smj.strategicmanagement.net

Peteraf, A., & Bergen, E. (2003). Scanning dynamic competitive landscapes: A market-based and resource-based framework. *Strategic Management Journal*, *24*, 1027-1041. doi:10.1002/smj.325

Piabuo, S. M., Baye, F. M., & Tieguhong, J. (2015). Effects of credit constraints on the productivity of small and medium-sized enterprises in Cameroon. *Journal of Economics and International Finance, 7*, 204-212. doi:10.5897/JEIF2015.0688

Piperopoulos, P., & Dimov, D. (2014). Burst bubbles or build steam? Entrepreneurship education, entrepreneurial self-efficacy, and entrepreneurial intentions. *Journal of*

Small Business Management. Advance online publication. doi:10.1111/jsbm.12116

Porte, G. (2013). Who needs replication? *CALICO Journal, 30*, 10-15. doi:10.11139/cj.30.1.10-15

Pritchard, K. (2011). From “being there” to “being […] where?”: Relocating ethnography. *Qualitative Research in Organizations and Management: An International Journal, 6*, 230-245. doi:10.1108/17465641111188402

Ramsey, E. (2016). It’s not just what you know but who you know: Social capital theory and academic library outreach. *College & Undergraduate Libraries, 23*, 328-334. doi:10.1080/10691316.2016.1206317

Ratislavova, K., & Ratislav, J. (2014). Asynchronous e-mail interview as a qualitative research method in the humanities. *Human Affairs, 24*, 452-460. doi:10.2478/s13374-014-0240-y

Richmond, R., Morrison, K. M., & Pilikyan, N. K. (2017). Hiring lateral employees? Consider how to minimize the risk of trade secret litigation. *Employee Relations Law Journal, 43*, 45-49. Retrieved from https://www.ncbi.nlm.nih.gov/labs/journals/employee-relat-law-j/

Ritthaisong, Y., Johri, L., & Speece, M. (2014). Sources of sustainable competitive advantage: The case of rice-milling firms in Thailand. *British Food Journal, 116*, 272-291. doi:10.1108/BFJ-01-2012-0003

Rizea, R. (2015). Growth strategies of multinational companies. *Economic Insights - Trends & Challenges, 67*(1), 59-66. Retrieved from http://www.upg-bulletin-se.ro/

Robb, A. M., & Robinson, D. T. (2014). The capital structure decisions of new firms. *Review of Financial Studies*, *27*, 153-179. doi:10.1093/rfs/hhs072

Robinson, O. (2014). Sampling in interview-based qualitative research: A theoretical and practical guide. *Research in Psychology*, *11*(1), 25-41. doi:10.1080/14780887.2013.801543

Sachdeva, I., & Goel, S. (2015). Retail store environment and customer experience: A paradigm. *Journal of Fashion Marketing & Management, 19*, 290-298. doi:10.1108/JFMM-03-2015-0021

Saks, A., & Gruman, J. (2014). What do we really know about employee engagement? *Human Resource Development Quarterly, 25,* 155-182. doi:10.1002/hrdq.21187

Salas, K., & Huxley, C. (2014). Enhancing visualization to communicate and execute strategy: Strategy-to-process maps. *Journal of Strategy & Management*, *7*(2), 109-126. doi:10.1108/JSMA-10-2012-0055

Sandada, M., & Mangwandi. L. (2015). An assessment of the influence of selected on the performance of small to medium sized family owned businesses in the Zimbabwe retail sector. *Acta Universitatis Danubius: Oeconomica*, *11*(5), 5-16. Retrieved from http://journals.univ-danubius.ro/index.php/oeconomica/article/view/3350/3271

Sandada, M., & Mangwandi, L. (2015). An assessment of the impact of innovation, succession planning and management skills on the performance of small to medium sized family-owned businesses in the Zimbabwe retail sector. *Africa*

Insight, *45*, 119-132. Retrieved from http://africaninsight.co.za/

Schaupp, L., & Bélanger, F. (2014). The value of social media for small businesses. *Journal of Information Systems, 28*(1), 187-207. doi:10.2308/isys-50674

Semrau, T., & Werner, A. (2012). The two sides of the story: Network investments and new venture creation. *Journal of Small Business Management*, *50*(1), 159-180. doi:10.1111/j.1540-627X.2011.00348.x

Sexton, L., & Stanton, M. (2016). Systems theories. *American Psychological Association, 2,* 213-239. doi:10.1037/14773-008

Shafeey, T. E., & Trott, P. (2014). Resource-based competition: Three schools of thought and thirteen criticisms. *European Business Review*, *26*(2), 122-148. doi:10.1108/EBR-07-2013-0096

Sharma, H., Lowalekar, V., & Jain, R. (2013). Buyers' perception of important retail store attributes in Indian traditional grocery setting. *International Journal of Marketing & Business Communication, 2*(2), 44-52. Retrieved from http://www.publishingindia.com/ijmbc/

Shukla, P. K., & Shukla, M. P. (2014). Small business survival index traction and movement in rankings of states (2000-2013). *Journal of Business & Economics Research (JBER), 12,* 153-158. Retrieved from http://www.cluteinstitute.com/journals/journal-of-business-economicsresearchjber/

Shunda, J. P. W., Ganamotse, G. N., & Marobela, M. N. (2015). Large chain supermarkets competition and innovation of small retail shops in Botswana.

Business Management Dynamics, 5, 16-29. Retrieved from www.bmdynamics.com

Silva, A. (2014). What can we learn from great business leaders? *Journal of Leadership Studies, 8*, 1-52. doi:10.1002/jls.21337

Sligo, J. L., Nairn, K. M., & McGee, R. O. (2018). Rethinking integration in mixed methods research using data from different eras: lessons from a project about teenage vocational behavior. *International Journal of Social Research Methodology, 21*, 63-75. doi:10.1080/13645579.2017.132186

Soltanizadeh, S., Abdul Rasid, S., MottaghiGolshan, N., & Wan Ismail, W. (2016). Business strategy, enterprise risk management and organizational performance. *Management Research Review, 39*, 1016-1033. doi:10.1108/MRR-05-2015-0107

Song, Y. (2015). From offline social networks to online social networks: Change in Entrepreneurship. *Information Economic, 19*(2), 120-133. doi:10.12948/issn14531305/19.2.2015.12

Sorsa M, Kiikkala I, & Åstedt-Kurki, P. (2015). Bracketing as a skill in conducting unstructured qualitative interviews. *Nurse Researcher, 22*(4), 8-12. Retrieved from http://journals.rcni.com/loi/nr

Spence, L. (2016). Small business social responsibility. *Business & Society, 55*, 23-55. doi:10.1177/0007650314523256.

Spremo, T., & Mićić, J. (2015). Small enterprises: Key source of employment and economic growth. *ZbornikRadovaEkonomskogFakulteta u IstocnomSarajevu, 1*(11), 63-73. doi:10.7251/ZREFIS1511063S

Stevens, M. R., Lyles, W., & Berke, P. R. (2014). Measuring and reporting intercoder reliability in plan quality evaluation research. *Journal of Planning Education and Research, 28,* 441-455. doi:10.1177/0739456X13513614

Szymaniec-Mlicka, K. (2014). Resource-based view in strategic management of public organizations: A review of the literature. *Management, 18*, 19-30. doi:10.2478/manment-2014-0039

Taneja, S., Pryor, M., & Hayek, M. (2016). Leaping innovation barriers to small business longevity. *Journal of Business Strategy, 37*, 44-51. doi:10.1108/JBS-12-2014-0145

Tang, Z., & Ng, S. T. (2014). Sustainable building development in China: A system thinking study. *Procedia Engineering, 85*, 493–500. doi:10.1016/j.proeng.2014.10.576

Thomason, S., Simendinger, E., & Kiernan, D. (2013). Several determinants of successful coopetition in small business. *Journal of Small Business & Entrepreneurship, 26*, 15-28. doi:10.1080/08276331.2012.761800

Tufford, L., & Newman, P. (2012). Bracketing in qualitative research. *Qualitative Social Work, 11*, 80-96. doi:10.1177/1473325010368316

Turner, J. R., & Danks, S. (2014). Case study research: A valuable learning tool for performance improvement professionals. *Performance Improvement, 53*(4), 24-31. doi:10.1002/pfi.21406

Ucbasaran, D., Shepherd, D., Lockett, A., & Lyon, S. (2013). Life after business failure: The process and consequences of business failure for entrepreneurs. *Journal of*

Management, *39*, 163-202. doi:10.1177/0149206312457823

Umrani, I., Johl, K., & Ibrahim, Y. (2015). Corporate governance practices and problems faced by SMEs in Malaysia. *Global Business & Management Research*, *7*(2), 71-77. Retrieved from http://www.gbmr.ioksp.com

U.S. Department of Human and Health Services. (2015). *The Belmont Protocol*. Retrieved from http://www.hhs.gov/ohrp/humansubjects/guidance/belmont.html

U. S. Small Business Administration, Office of Advocacy. (2014). *Advocacy: Firm size data*. Retrieved from http://www.sba.gov/sites/

Van Dut, V. (2015). The effects of local business environments on SMEs' performance: Empirical evidence from the Mekong Delta. *Asian Academy of Management Journal*, *20*(1), 101-122. Retrieved from http://web.usm.my/aamj/

Vij, S., & Farooq, R. (2015). The relationship between learning orientation and business performance: Do Smaller firms gain more from learning orientation? *IUP Journal of Knowledge Management, 13*, 7-28. Retrieved from http://iupindia.in/Knowledge_Management.asp

Volery, T., & Mazzarol, T. (2015). The evolution of the small business and entrepreneurship field. *International Small Business Journal, 33*, 347–396. doi:10.1177/0266242613516139

Voorhees, C. M., Walkowiak, T., Fombelle, P. W., Gregoire, Y., Bone, S., Gustafsson, A., & Sousa, R. (2017). Service encounters, experiences and the customer journey: Defining the field and a call to expand our lens. *Journal of Business Research*, *79*, 269-280. doi:10.1016/j.jbusres.2017.04.014

Wallace, M., & Sheldon, N. (2015). Business research ethics: Participant observer perspectives. *Journal of Business Ethics, 128,* 267-277. doi:10.1007/s10551-014-2102-2

Wang, Z., Singh, S. N., Li, Y. J., Mishra, S., Ambrose, M., & Biernat, M. (2017). Effects of employees' positive affective displays on customer loyalty intentions: An emotions-as-social-information perspective. *Academy of Management Journal, 60,* 109-129. doi:10.5465/amj.2014.0367

Watson, K., McGowan, P., & Smith, P. (2015). Leveraging effectual means through business plan competition participation. *Industry and Higher Education, 29*, 481-492. doi:10.5367/ihe.2015.0285

Weber, P., Geneste, L., & Connell, J. (2015). Small business growth: strategic goals and owner preparedness. *Journal of Business Strategy, 36*(3), 30-36. doi:10.1108/JBS-03-2014-0036

Westerman, M. A. (2014). Examining arguments against quantitative research: Case studies illustrating the challenge of finding a sound philosophical basis for a human sciences approach to psychology. *New Ideas in Psychology, 32*, 42-58. doi:10.1016/j.newideapsych.2013.08.002

Williams, D. (2014). Resources and failure of SMEs: Another look. *Journal of Developmental Entrepreneurship, 19*(1), 1-15. doi:10.1142/S1084946714500071

Woods, M., Paulus, T., Atkins, D., & Macklin, R. (2016). Advancing qualitative research using qualitative data analysis software (QDAS)? Reviewing potential versus practice in published studies using ATLAS.ti and NVivo, 1994–2013. *Social*

Science Computer Review, 34, 597-617. doi:10.1177/0894439315596311

Worku, Z. (2016). Barriers to the growth of small, micro and medium-sized business enterprises in the Vaal Triangle region of South Africa. *African Journal of Science, Technology, Innovation & Development, 8*, 134-141. doi:10.1080/20421338.2015.1128135.

Yadav, R., & Verma, M. (2015). Consumer preference towards retail stores for food and grocery in evolving retail market. *International Letters of Social & Humanistic Sciences, 60*, 102-111. doi:10.18052/www.scipress.com/ILSHS.60.102

Yin, R. (2011). *Qualitative Research from Start to Finish*. New York, NY: The Guildford Press

Yin, R. K. (2012). *Applications of case study research* (3rd ed.). Thousand Oaks, CA: Sage.

Yin, R. K. (2014). *Case study research: Design and methods* (5th ed.). Thousand Oaks, CA: Sage.

Zamawe, F. C. (2015). The implication of using NVivo software in qualitative data analysis: Evidence-based reflections. *Malawi Medical Journal, 27*(1), 13-15. doi:10.4314/mmj.v27i1.4

Zhao, F. (2014). A holistic and integrated approach to theorizing strategic alliances of small and medium-sized enterprises. *Business Process Management, 20*, 887-905. doi:10.1108/BPMJ-01-2013-0004

Zinga, A., Coelho, A., Matos, & Carvalho, F. (2013). Clustering of Angolan entrepreneurs: An analysis of their entrepreneurial posture. *International*

Entrepreneurship and Management Journal, 9, 483-500. doi:10.1007/s11365-011-0182-3

Appendix A: Interview Protocol

Review inclusion or eligibility criteria

- Participant is a small business owner.
- Participant is a retail grocery storeowner.
- Participant is 18years or above.
- Participant has no prior relationship with the interviewer.
- Participant has sustained the business longer than 5 years.

Essential steps

1. Introduce myself to the participant as a doctoral student at Walden University, discuss the purpose of the study, and make the participant feel comfortable.
2. Remind the participant the interview is audio-recorded and will last40 minutes.
3. Ask if the participant has any questions before I start the interview.
4. Turn on recording device
5. Start the interview following the below list of interview questions and asking following questions for clarity.
6. End the interview, stop the audio recording, and thank the participant for taking part.
7. Remind participant about member checking.
8. Request participant’s company documents (profit and loss information) for triangulation.

Interview Questions

1. What strategies have you used to succeed in business beyond 5 years?

2. What were the expected gains for using these strategies?
3. What barriers have you encountered in implementing strategies to succeed in business beyond 5 years?
4. How did you address the barriers to implementing strategies to succeed in business beyond 5 years?
5. What tools, processes, and methodologies do you use to identify strategies to succeed in business beyond 5 years?
6. What tools, processes, and methodologies do you use to implement strategies to succeed in business beyond 5 years?
7. What other information would like to share with me regarding the strategies you used to succeed beyond 5 years?

Appendix B: Interview Protocol in Portuguese

Protocolo de Entrevista

Revisão dos critérios de elegibilidade

- Participante é dono de um pequeno negócio.
- Participante é dono de um pequeno supermercado.
- Participante tem pelo menos 18 anos de idade.
- Participante não mantem nenhuma relação com o investigador.
- Participante teve êxito em permanecer no Mercado para além dos 5 anos.

Importantes etapas a seguir

1. Acomodar o participante apresentando-me como sendo o estudante de doutoramento na Universiadade de Walden e falar no objectivo da pesquisa.

2. Recordar ao participante que a entrevista será gravada em audio e durará 40 minutos.

3. Antes de iniciar a entrevista, verificar se o participante tem alguma pergunta a fazer.

4. Ligar o dispositivo de gravação.

5. Iniciar a entrevista seguindo o questionário da entrevista abaixo e fazendo perguntas de esclarecimento.

6. Terminar a entrevista, parar o gravador e agradecer o participante pela sua disponibilidade em participar na pesquisa.

7. Recordar ao participante que voltarei a consultá-lo novamente para ter certeza de que a minha análise está de acordo com o que descreveu durante a entrevista.

8. Solicitar ao participante os documentos da sua empresa (Demonstrações financeiras).

Questionário da Entrevista

1. Que estratégias utilizou para garantir o sucesso do seu negócio para além dos 5 anos?

2. Que resultados esperava com a utilização dessas estratégias?

3. Que impedimentos encontrou na implementação das estratégias para o sucesso do seu negócio para além dos 5 anos?

4. Como lidou com os impedimentos encontrados na implementação das estratégias para o sucesso do seu negócio para além dos 5 anos?

5. Que ferramenta, processos e métodos utilizados na identificação das estratégias para o sucesso do seu negócio para além dos 5 anos?

6. Que ferramenta, processos e métodos utilizados na implementação das estratégias para o sucesso do seu negócio para além dos 5 anos?

7. Que informação adicional gostaria de partilhar comigo no tocante às estratégias que utilizou para o sucesso do seu negócio para além dos 5 anos?