

Passion and Perseverance are the Pillars of any Successful Business: A Case Study on Arudha Handicrafts.

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Abstract

Purpose/Objective: The purpose of this paper is to investigate how the family business has evolved and to study an entrepreneur's perception of the factors that facilitate the success of the entrepreneurial family firm. How they differ from other Small and Medium Enterprises (SMEs) and the evidence that specifically targets the measures that a firm has taken to overcome any barriers or challenges they face besides the support available for Small and Medium Enterprises (SMEs).

Methodology: The methodology used to collect the above information is purely in the form of primary data. There are phases of interaction with the owner and the duration of the discussion is influenced by research objectives, time frame for the research amidst, and other factors.

Findings: This paper will focus on the structure and trend of the family business. This article displays attempts to define family businesses as well as a systematic approach to get new

insights about the relationship between the family business definition and their application under different conditions. Also, it attempts to know how pursuing a hobby is one ritual every individual is habituated in his early life and later into adulthood as well. An artist always tries to achieve a new level of perfection with every product he comes up with. The motivation to strive for an ideal outcome helped in the consistency of business and also in gaining customer's trust. Also, in a nonprofit organization, honesty and trustworthiness is a dominant role. Being open to the customers leads to the growth of any organization. Approaches associated with communicating with people has changed over time. Turning hobby into a profession needs more patience and dedication and one can does not stick to the traditional views and ways of approaching customers when the world is moving towards technology. Change is inevitable and it is necessary to adapt to the changes and accept the customers opinions as well.

Suggestions: We would suggest the firm to spread its creative work throughout the country and get recognized all over the country. The firm's main objective is to satisfy the customers. Therefore, it is obligatory for the firm to continue on focusing on the quality of the product and its service by which it can gain customers trust even more.

Keywords: *Entrepreneurship, Family Business, Goodwill, Hobby into Career, Nonprofit Organization, Unique Selling Practices (USP), Social Capital, etc.*

Literature Review:

“During the career phase of an individual, there comes a time when he/she is encountered with a problem of career paths slowing down pace or reaching a point where the individual stagnates in his job/profession. This may be due to reasons beyond his control (e.g.: recession in the economy). At this point, a hobby or any amateur pursuits can get handy for an individual as a starting point for a new career” (Sandeep Hegde). Each individual wish to become what they dreamed of their future. Each one of them set a goal to reach to their dream profession. But few individuals must sacrifice their dreams due to many reasons. That it when they can build their hobby into profession, start a business on his own etc.

“The primary sources of revenue for nonprofit agencies are (1) private contributions, in the form of individual donations, corporate gifts, and foundation grants; (2) public support (government grants); and (3) private sector payments (commercial activity) in the form of user fees, membership fees, government contracts, and the sale of products and service”.(Matthew M. Hodge, Ronald F. Piccolo). Nonprofit organization is an organization traditionally using its surplus revenues to further achieve its ultimate objectives, rather than distributing its income to shareholders, stakeholders etc. The key aspects of nonprofit organization are trustworthiness, honesty, and transparent communication to every person.

“The consumers’ exposure to defecting products can have serious negative implications for companies’ reputation in the short term (Rajagopal 2009) and the loss of competitive advantage in the long run”. In an organization, the service provided to the customers plays a vital role. Customers get attracted towards the products only when they are delivered on time, quality of the products, service provided by particular organization. This helps an organization to even retain the customers as well as attract the new customers.

"For decades, the concept of trust has achieved appreciable implication in the field of marketing, not only for products as well as for services". (Kantsperger & Kunz, 2010).

“Communication, according to McShane & Von Glinow (2003) is the process by which information is transmitted and understood between two or more parties. As Ndubisi (2007) finds that trust is very important factor that built loyalty and there is a significant and positive relationship between trust and loyalty. Building customer confidence and providing quality service leads the organization towards enhancing customer trust and at the end trust make the customer loyal”. For any organization, customers play an important role. Treating customers well and satisfying their needs to the maximum is what an organization should focus on. In this competitive world, attracting the customers is difficult. Therefore, it is must that the products delivered should be of best quality and services should be provided on time when customers require it.

1. Family background

Mr. S Manohar, the founder of the firm “Arudha Handicrafts” hails from Bangalore, Karnataka. His father was a landlord in Bangalore and moved to Hubballi during his late 50’s. Mr. Manohar completed his studies at Hubballi. Soon after completing his post-graduation, due to some litigation of property he had to shift to Bangalore for a few years. By the time the case was resolved, he was married. He was a family man by now, so he had to have a steady income, so he decided to turn his hobby into his profession. In the year 2002, Mr. S Manohar started the firm with the assistance of his family and is successfully handling it since then.

2. Do you belong to a business family background?

“No, I did not have a business family background. My father was a landlord in Bangalore” (26/04/2020, Tuesday). After resolving the property dispute, it was high time he decides which career path he would take up. Whichever career path he chose he knew he had to work for it till retirement so he thought he would turn his hobby into a profession. The family had some assets (land and buildings) in Hubballi. He inherited land from his mother, one in which he set up his firm.

3. The decision to become an entrepreneur

Mr. Manohar in his 20’s faced difficulties to solve the property disputes and lost few years involved in it. “I an artistic person and wished to choose a path where I could make more innovative products. Very few individuals would spend time understanding the significance of pursuing a hobby concerning one’s personality and its implications on a professional career. Well, I am one of them” (26/04/2020, Tuesday). He believed that pursuing a hobby by one’s choice can inculcate a sense of personal freedom of choice of task. **“During the career phase of an individual, there comes a time when he/she is encountered with a problem of career paths slowing down pace or reaching a point where the individual stagnates in his job/profession. This may be due to reasons beyond his control (e.g.: recession in the economy). At this point, a hobby or any amateur pursuits can get handy for an individual as a starting point for a new career”** (Sandeep Hegde). **“Social innovation and social enterprises have not only changed the concept of operating nonprofit organizations but have also blurred the line between society and business”** (Juin-Ming Tsai, Shiu-Wan Hung, Ting-Ting Yang). **“The emergence of social purpose organizations has made a significant contribution to the economy and societal well-being (Bhattarai, Kwong, & Tasavori, 2019; Muñoz & Kimmitt, 2019)”**. This was the thought process behind starting a business.

4. Initial capital/funding

“The primary sources of revenue for nonprofit agencies are (1) private contributions, in the form of individual donations, corporate gifts, and foundation grants; (2) public support (government grants); and (3) private sector payments (commercial activity) in the form of user fees, membership fees, government contracts, and the sale of products and service”.(Matthew M. Hodge, Ronald F. Piccolo).The initial capital required during 2003 was

around 20,000. Though it seemed very less, it was a herculean task collecting 20,000 as it was entirely a new startup and he was not from the family business background. His family invested majority of the funding required. He had to set up a working area where he could start his business and his mother had inherited the land of 300 square feet where he decided to set up his firm initially (it is not in use anymore). Though it was a hobby turning into a profession, it was not an easy task. It was a challenge to find vendors for raw materials. Retrieving initial capital was manageable but acquiring initial customers was a demanding task. He did not use any marketing strategies like advertising. *“As I maintained good relationships within the society, my relatives and friends helped me in getting the customers” (26/04/2020, Tuesday)*. The initial customer base was built by word of mouth.

5. Initial customers

Getting initial customers at the onset of business was a tough job. Since the firm did not engage in any advertising method it was not a simple task to find the customers and the customers to find the business. There were a few relatives, friends and also people within the community who helped him in getting the customers. His extrovert nature and wide range of acquaintances helped him build an initial customer base. It gradually expanded by word of mouth.

6. Trust amongst the customers

“For decades the concept of trust has achieved appreciable implication in the field of marketing, not only for products as well as for services”.(Kantsperger & Kunz, 2010). Initially, when the firm started, it was very difficult to build trust among the customers. As the business was new to the market, especially in North Karnataka, it was not easy to make people aware of the products. So, he made sure the customers’ queries were addressed and the products were delivered on time. Trust was ensured by delivering the product to a particular customer on time and enhancing the security of a particular product that had to be delivered. *“I made sure that I was always available most of the time. Besides, my family members took the responsibility for responding to the customers when they were at the door” (26/04/2020, Tuesday)*. Personal care was taken from the product being manufactured until the delivery of the product. He communicated properly about the product and in case of errors, he accepted it, and the order was replaced immediately or after 2 or 3 days of actual time taken. The communication was made personally and also through phone calls so that the customer was very clear with the product they were expecting. Valuing the customer and accepting the feedback whether good or bad in a positive way. If there was any delay in the delivery of the product then the information regarding the same was communicated to the customer beforehand.

7. How goodwill is built and its benefits

Building goodwill needs some efforts. It does not happen overnight. ***“The consumers’ exposure to defecting products can have serious negative implications for companies’ reputation in the short term (Rajagopal 2009) and the loss of competitive advantage in the long run”.*** ***“Obtaining high satisfaction leads to greater market performance for companies and consequently and this creates an opportunity to achieve long-term competitive advantage (Hooley et al., 2005)”.*** *“Goodwill was established by building trust among the customers and satisfying them with the quality that was promised by him and the time taken for preparing it was accurate with the time that had been requested by the customer. Even when the turbans were sold out and the customer was at the door, I convinced them to give a few more days to fabricate them. I was always in touch with customers. This helped in developing goodwill by word of mouth and hence increased the value of the firm, the product, and also the customers. Goodwill was also ensured by maintaining a good relationship with the customers, suppliers, and society, people who play a major role” (26/04/2020, Tuesday).* ***“Communication, according to McShane & Von Glinow (2003) is the process by which information is transmitted and understood between two or more parties. As Ndubisi (2007) finds that trust is very important factor that built loyalty and there is a significant and positive relationship between trust and loyalty. Building customer confidence and providing quality service leads the organization towards enhancing customer trust and at the end trust make the customer loyal”.***

8. Basic Challenges

“Hobbies cannot be duplicated. Since the art of preparing turbans is a hobby, it was difficult to find people who would have instilled the same interest in them” (28/04/2020, Thursday). Typically, this business requires people to sit together in one place for hours. At first, people were systematic with the work but as days went by, they were irregular and often took breaks. People were not patient enough to sit in one place. It was tiring for him to work with them, especially when the time of delivery was approaching. Searching for employees was like an uphill battle. ***“The domain of family business has often been perceived as belonging exclusively within the parameters of Cell 5. That is, family business has most often been perceived in those situations where ownership and managerial control are both concentrated within a single-family unit” (Reginald A. Litz).*** Therefore, he tried not to involve outsiders in his business to keep it orderly. His spouse, children, and sometimes in-laws helped him in with the duties. They divided the work according to their routine and began fabricating turbans. Although other family members did not know how to make turbans in a stipulated time, they learnt how to do it, and gradually all the family members became a part of the production of turbans. The major challenge was to make people aware of the business and acquire customers. As he did not employ any advertising strategy, obtaining customers was hard.

Though adapting hobby into a career seemed an easy task, he barely knew the suppliers for raw materials required. He had to travel to different places to get raw materials required for his products. It would cost him to do so and during that time without taking any loan it was difficult for him to arrange the amount for such expenses. Therefore, he could not negotiate on the availability of the raw materials due to a lack of awareness. Another challenge came up while preparing the product. The process of making turbans include the natural drying process. Another challenge for this business was drying the turbans during monsoon. During the monsoon, turbans would more take time to dry. Therefore, the delivery time would be extended by an additional 3 to 4 days.

Benefits of social networks

Social networks he had in the society helped him in getting the majority of the customers who are still loyal to the firm. He built a good network with the customers which resulted getting new customers. People who knew about his business would get customers who were interested in buying the products. Mr. Manohar has currently set up a Facebook page called Arudha Handicraft, to build a new customer base. The new customers who visit the shop and are given visiting cards, the visiting cards contain information like: - Address, Contact number, and Facebook Username, the customers can look for new designs through the page. If the customers want further updates about his new designs, they can log into Facebook and look it up, this was how new customers were acquired from social networking sites like Facebook. Not all new customers are acquired from Face book.

The strategy of financial capital

"The strategy implemented here was to pump the profit earned into the business and thereby increasing the fixed capital of business" (26/04/2020, Tuesday). He made sure that he did not put any extra capital for his business.

9. Setting up of the firm

The family shifted to Hubballi in the late 1950s. Due to some litigation of property Mr. Manohar had to travel to Bangalore for a few years. It was exhausting for him to travel from Hubballi to Bangalore whenever necessary. So, he decided not to undertake any work until the matter was resolved. By the time it was done, it was too late to get into any kind of job, so he decided to turn his hobby into a profession. *"Though it was a challenging decision and would have been an arduous journey, the family members supported me in setting up of the firm" (26/04/2020, Tuesday).* He had inherited land from his mother, so he planned to set up his firm there. Initially, the income that came from other sources was put up as a capital for this firm. Slowly the firm started to grow, the capital was taken from the amount earned during the process.

10. Collecting resources from various sources

At the very beginning, it was extremely difficult to gather the information on where and how to obtain the resources. *“I started to explore the city to learn more about the places from where I could get the raw materials for my product. At that time there was one wholesale shop called ‘designer paradise’ where I got the raw material required for the work. As years passed by, I was aware of wholesale shops and got the raw materials from Mahalaxmi lace house, Hyderabad lace house, Rajasthan cushion works, Mahajan textiles in Hubballi. Furthermore, I used to travel every 6 months to Mumbai, Bhuleshwar market, or Hyderabad, Charminar to get the raw materials required” (26/04/2020, Tuesday).*

11. Getting the initial customers

As the business was new to the market, especially in North Karnataka it was not an easy task to make people aware of it. Devotees who used to visit temples frequently were often briefed about this product (turbans). Some of them used to donate cereals and some of them used to donate money or any kind of wealth to the temple committee. Few people were even willing to donate turbans, but they were clueless about the product. Such people were informed about the newly set up firm and the products available there. Therefore, the devotees went to the store and took the turbans. As it was a startup, the products were prepared first and then sold. Since customers were new, it was a demanding task for him to build trust among the customers, so he decided to prioritize the quality of the turbans. Moreover, he was also responding to customers’ queries, making products available even before getting the orders. This built a strong bond between him and the customers and the value of the firm increased by word of mouth. Therefore, he developed many loyal customers who still visit his store and purchase turbans.

12. Plans to develop your social contacts

The firm’s development was based on the relationship with the customer. Conscious efforts were made towards building social networks each time the customer was at the door. A firm’s growth also depends on word of mouth. Therefore, in such a typical turban manufacturing business where many advertisements were not made, it was very important to maintain a healthy relationship with the customer. When he could not complete the orders due to emergencies, customers were immediately informed. All the family members were equally responsible to maintain communication with the customer, whether to give the product or any queries related to the products when they were at the door. He had good contacts and his friends helped him in getting the customers, the connection was also developed from customer to customer, priests sent the devotees to him whenever they wanted to donate turbans.

13. Company's goals and USP

Goals: The firm aims at maintaining a good relationship with the customers as it is difficult to get back the old customers than acquiring new customers. Also delivering the products on time was one of the goals as it would directly affect a good customer base. Care was taken on maintaining the capital required for the business. *"The firm is/was not profit-oriented, so it is important to circulate the profit earned to get the raw materials"* (26/04/2020, Tuesday). Therefore, the major goal was to maintain the capital without funding from an external source.

USP: The Unique Selling Property of the firm is that the firm concentrates on innovative products. The turbans were of different designs made of a variety of lace, pearls, etc. Each product prepared did not resemble other products. It gave a huge advantage and an edge towards the competitors. The turban was itself a unique product. It was made of jute, paper, sponge, cloth, and other materials. The quality of the product was so superior that the turbans would even last up to a year or so if maintained properly. Each time the product was ready, the customer was informed through a phone call. In case of an emergency, the customer was informed immediately about the delay.

14. Major objectives of the firm

"The major objectives of the business are to provide durable products, long-lasting and products should be delivered on time. During initial days I used to take numerous orders but recently (in the span of 6-5 years) I have reduced the numbers of orders taken. In the initial days, I was enthusiastic but as my health has been deteriorating, I have reduced accepting orders. The objectives of the firm remain the same that is: - On time, durability, and long-lasting. The objective was to provide a product that would at least last for one year. If there is a sudden requirement of extra turbans, then they were made available" (28/04/2020, Thursday)

15. Do u feel it is a rare resource

"Yes, it was and is a rare resource because the turbans are made using pearl, lace, feathers, stones, beads and Elaeocarpus beads. The basic raw material for preparing turbans is jute" (28/04/2020, Thursday). The order is taken by measuring the radius of the user's head. Then the jute is cut into a particular length required and stitched according to the shape required by the customer. To make it stiff the jute cloth is stuck with two layers of papers and further, the product is kept to dry. The time taken for the drying depends on the climatic conditions. Once the drying process is complete, the sponge is used to cover the inside part of the turban and is then sewn up with a cloth. After carrying out the basic procedure required for a turban it is further customized as per the customer's choice, by adding pearls and stones. It is entirely different from the turbans which are used for wedding ceremonies. There are some industries in Karnataka which manufacture Mysore peta. But this activity is truly unique, as it includes turbans incorporated with different materials like pearls, lace, feathers, etc. People come from Mumbai, Pune, Goa, and some parts of North Karnataka to buy the turbans. Personal care is

taken to enhance the quality of the products. The shelf life of the turbans varies from nine months to one year provided it has to be maintained properly as it is nonperishable.

16. What products do firm manufacture?

Turbans and shawl.

Turbans differ in sizes and it varies from 5 inches up to 30 inches.

Shawl size varies as 1 ½ feet by 1 foot, 10 inches by 2-inch, 1 foot by 3 inches.

Turbans were customized according to the people's choice. Each turban is of different color combinations, design, different lace, and other materials like feathers, beads, etc.

17. How do you advertise your products?

Initially when the firm started, making people aware of it was not an easy task. The income from the other sources was used as the capital for the firm and Mr. S Manohar thought advertising the products physically was not necessary. All he thought of was maintaining a good relationship with the people so that they can suggest his products to the people who require them. The devotees who came for the temple were willing to buy the turbans, but they were clueless about where they could get one. When they enquired about the turbans people used to suggest his place. As years passed by, the customer base grew, and they would buy the turbans whenever they visit the temple. Technology has enabled him to go a step further with advertising than his traditional methods earlier, recently he created a Facebook page "Arudha Handicrafts" where he uploads new product designs. ***"One of the challenges of any community website is maintaining sustained levels of participation in the community". "One way of tackling this challenge is to make it easy for users to keep up with others' activity and be made aware of current activity on the site. Therefore, in designing Beehive, we devised mechanisms for keeping users aware of new activity, with a focus on people".*** (Joan M. DiMicco, Werner Geyer, David R. Millen, Casey Dugan, Beth Brownholtz)

18. Types of social connections useful for the business purpose

Informal connections like Friends, relatives, family members, neighbors have been useful for the business purpose. Mr. Manohar's home is situated near a temple and the Priests have been buying turbans from the very beginning of his business. The devotees, who would frequently visit the temple wanted to donate the turbans but were clueless about where to buy them. When the devotees went to Priest and told that they would rather donate money because they were not finding a suitable person to prepare turbans. The priest suggested to donate turbans and told them that he even knew who would prepare it for them. This is one of the many events which helped the business to grow.

19. How social capital helps in achieving objectives?

Word of mouth plays a very important role in achieving objectives. The objectives like - on-time delivery, durability, quality, and safety are achieved by customers having faith in the product. When orders are given, customers mention a certain size, so while preparing the turbans extra fabric is attached for adjusting it according to their requirement and assurance is given that the product's life will last at least for one year. Before the turbans are sold to the customer, they are given certain instructions on maintenance for example – which cloth should be used for cleaning the turbans. These are a few examples of how the relationship with the customers or with society helps to achieve the objectives of the firm. When the products are delivered on time they tend to come back and buy more, some customers have time constraints and they tend to give less time to deliver when such a situation arises on-time delivery plays an important role, Mr. Manohar ensures timely delivery personally.

20. Policies related to social networking

No, the firm does not have any specific policies. The social capital built during the years helped him in bringing awareness regarding his business and expand it by getting customers from all the parts of Karnataka. Customer base has now expanded to Mumbai, Goa, Pune, etc.

21. How to find a successful customer base?

A successful customer base is built by giving them an option to customize their products as they require. Customization plays a key role in building a strong customer base. Different occasions require different types of turbans. Mr. Manohar's business is known for a variety of turbans. Customization makes the customer feel special because their turban is different than others and each customer is given equal importance because the firm knows that the customer every time wants something new.

22. How is social capital unique to you?

“The competitors hardly matter to me because only a few firms prepare turbans for idols, whereas others prepare turbans for marriages and social events” (28/04/2020, Thursday). The social capital of Mr. Manohar is unique because he knows the psychological behavior of the customer; he has been in the market for more than 13 years, so he knows his customers and what they want. ***“Those companies who known about the value of customer retention they invest in it even from its profit because customer retention give long term benefits to the organization in return that's why not only big organization give attention towards as well as small firms care about retaining the customers “(Ang & Buttle, 2006).*** Some customers are still loyal and are still attached to the firm as well as the owners which makes the other competitors difficult to attract the customers as the products prepared in this firm are unique and rare to find.

23. Are results worth the efforts?

Yes, definitely. Though social capital helped the firm advertise, it was not an easy task to get the customer initially. There is no partial attention given to the customer when he visits the firm. All customers are treated equally, and care is taken to deliver the customized products according to the customer. The effort is made to get the raw materials according to the customer's likes and how the customer wants the product. This increases the trust among the customers and customers stick to the firm even without comparing the prices of the products. ***“Customer loyalty makes a plat form where the customer ready to stay maximum time with the organization and cause for long term benefit. Loyalty is basically a name of inspiration with the company products or services” (Muhammad Zaman Sarwar, Kashif Shafique Abbasi, Saleem Pervaiz).*** Since years till now the firm acquired many customers and still increasing across. ***“According to Murphy, Trailer and Hill (1996), an accurate entrepreneurial performance measurement is often based on the entrepreneur’s success and failure. Measuring performance for entrepreneurial activity is very crucial in order to verify the success or failure of the business. For the purpose of this study, success is considered the same with performance. Accordingly, an entrepreneurial venture that has been established and has been in operation for at least three years is considered as a successful venture (Solymossy, 1998)”***. Therefore yes, the firm feels that it was worth the efforts of building social capital.

24. Edge over competitors

Yes, the customer base has maintained so strong that even if the prices are high during the festival season or the delivery of the product gets extended due to some issues which matter most for the production, the customers still come back to the firm because of personal attention taken for each customer. The products are made using a variety of lace, pearls, beads, etc. which makes the product look unique and attract the customers. Every time the customer comes with any issue with the product, care is taken to communicate with the customer and solve the issue. This helps in building a strong customer base as the customers indirectly take part in expanding the business. Therefore, it has an edge over competitors.

25. Major milestone for the firm.

Since the activity grew out of the hobby he developed, a prototype of the product could not be replicated by anyone. It was a unique type of product. During the sales season, there was a possibility that all turbans would be sold, so the production had to be planned. When there were no products available, customers went back and if possible, they would never again return. He could not risk losing any of the customers. The whole family used to sit for hours together and complete the production before the start of the season. This would increase the number of turbans and there was no shortage of turbans during the main season. Mr. S Manohar planned the raw materials and brought accordingly. His children helped him during

their vacations and produced the maximum number of turbans which would cover the sale of 6 months. And also, during the off-season, he used to produce as much as he can each day with the help of spouse and in-laws. ***“Beyond profitability, family members may see success in the ability to live and operate the enterprise according to a personal value system or merely to pass the founder’s legacy to the next generation”***(Daniel Denison, Colleen Lief, John L. Ward). The production was never stopped. It would just vary in quantity season from the season.

26. Strategies for marketing.

Mr. Manohar did not use any kind of campaign to advertise his firm or products. During the initial days, the solitary way to advertise his business was to retain a healthy relationship with his customers. He was focused on satisfying his customers. To do so, he would not compromise on the quality of the products and would deliver on time. When a customer was asked to collect the product, he ensured that the product was ready the same day without any delay. Recently he created a new Face book page “Arudha Handicrafts” where he uploads his new products. Through this customer are notified about the new products.

27. Contribution of social capital in actual performance

Social capital plays a vital role in this business. The growth of the entire firm was dependent on the relationship with the customer since it had not adopted any type of activity to advertise the products. Customer satisfaction was Mr. S Manohar’s main priority, he achieved by not compromising by the quality and delivering the products ordered on time. These two were the reasons for developing a very good customer base. The family members supported him in completing the orders on time.

28. Financial capital is a strategic resource for the firm.

Before starting the firm, Mr. S Manohar had an alternative income which was sufficient to run the family. He also had a property where he thought of setting up the firm. The income earned from other sources was put up as a capital for this firm initially. The whole family was involved in preparing the turbans, so it was essential for the family to complete the products when they got the maximum time. From his experience, he knew the number of turbans that could be sold during a particular season and which helped him in reducing the wastage. Because the whole family was involved in this business there was no spending on the employees. The business was more focused on satisfying the customers rather than earning maximum profits.

29. Are you able to recognize social capital resources?

Human resources play a major role in a firm. In this typical turban making business, it takes a lot of patience to sit at one place hours together. Mr. S Manohar found a workforce who initially showed interest in making the turbans but slowly they lacked the interest which affected the firm’s growth. So, the whole family supported him in bringing up the business into a remarkable position. His friends also helped him in getting the customers. Priests also suggested the people

go to him to buy the turbans who were willing to donate something other than cereals, money, etc. to the temple.

30. Relevant information regarding the firm

Mr. Manohar's parents moved to Hubballi in the late 1950s. They owned properties in Hubballi. Mr. Manohar completed his studies in Hubballi. Due to some property disputes, he could not think of any job. As he was the only child, he had to struggle to save the property. Until the dispute was solved, he was married. It was too late to think about his carrier. Therefore, he decided to start a business. He thought of turning his hobby as a profession. He had inherited land from his mother where he started his firm. Since the whole family was dedicated to worshipping "Siddharudha Swami", he kept the firm name as "Arudha Handicrafts". He started preparing the turbans with the help of his family members. Everyone was engaged in producing a variety of turbans. His firm was known by many people across North Karnataka, Pune, Goa, Mumbai. This how a remarkable journey of Mr. S Manohar started which led to great success.

Conscious efforts towards social networking

At the initial stage of the business, getting customers online was not possible as people were not much aware of social media, and connecting people through online was a difficult job. Maintaining the customer base through offline was not easy. He had to be available all the time when customers came to the door. Even his family supported him and responded to the customers when he was not available. Everyone in the family had the responsibility to maintain good relations with the customers. As the whole family was engaged in the production, they knew how to respond to the customer's queries when it comes to the product, timings, duration, availability, etc.

31. Social networking

Without social networks it very difficult for a startup business to find customers especially for new entrepreneurs who plan to start a business on their own. There are instances when a firm failed without social networks. *"Offline social networking has greatly helped the firm's success. The social connections like neighbors, family, friends, and relatives have helped me to grow his firm. I prepare turbans on the ground floor of my home and nearby my home resides a temple. The location has helped me gain more customers, the devotees who want to donate the turbans ask the Priest and he suggests my name, this is how I gained customers before social media. The online platform has helped me to gain new customers, as I showcase my work through Facebook page"* (29/04/2020, Friday)

32. Does building social network help in achieving organizational objectives.

Social networking is becoming an inevitable part of life. An organization should develop relationships with the public. Although there is no specific strategy as to how to build a social network, it has to be practiced by the firm/organization. Social networks are particularly

suitable for creating brand awareness, recognition of the firm and it aids in customer relationships.

This social networking did help the firm in gaining recognition among the people and increasing the customer base. Customers also supported Mr. S. Manohar when there were some issues due to which the delivery of the product was not on time. Social networks also helped in knowing the future needs and demands of customers and then worked upon that.

33. Social contacts with institutions

The firm does not have any kind of network with similar institutions for more business-related advantages.

34. Major differences between job seekers and entrepreneurs

Entrepreneurs are more creative than job seekers. Job seekers tend to think about their job security while entrepreneurs think about putting their ideas into reality. Entrepreneurs need more time to make profits, but job seekers get salaries on monthly bases. Entrepreneurs thrive on risk, but job seekers try to avoid them, entrepreneurs find different ways to do a single job whereas job seekers would do the same job every day in the same way. Entrepreneurs enjoy the profit they get whereas even if the firm is doing well job seekers have fixed remuneration.

35. Skills needed to become a successful entrepreneur

Few skills which are needed to become a successful entrepreneur are: - Being patient is a must because as an entrepreneur he/she should wait for investors and profit. Risk bearing factor- The person should always be ready for uncertainties that will come in the future. Build networks- The person should always be building networks that will help in the future.

36. Entrepreneurs are born or made?

Entrepreneurs are not born but made. It all depends on the individual's perception of being an entrepreneur. Any person with innovative ideas, hard work, determination, confidence, patience can be an entrepreneur. Being an entrepreneur is a quality developed by an individual.

37. Biggest lessons learnt from entrepreneurship journey

The biggest lessons learnt during the entrepreneurship journey are Patience is key to success. Being a people person is important as socializing helps to grow the business. Creativity and dedication towards the work – the on-time delivery policy has my firm for gaining new customers.

38. What are your hobbies? What do you do in your non-work time?

“As a person who is fascinated by art, I would go for different occasions for decoration and help some colony children for projects. During occasions or family functions, I would go and help in decorations, and I also love cooking” (29/04/2020, Friday)

39. Where do you see yourself and your firm in 10 years?

“As my health is deteriorating, I wouldn’t be able to continue for the next 10 years. I am waiting for my daughters to finish education so that I can stop my business once for all” (29/04/2020, Friday)

40. Advice to youngsters

“My advice to the younger generation is that work hard and give your best while you are young because as you start growing old physical strength and opportunities fade away” (29/04/2020, Friday)

Anything great can be achieved by working towards the goal and be strongly determined towards it.

Conclusion:

The family business has been indispensable factor of our global economy. The majority of firms are family owned, and they account for a significant growth of most countries’ gross domestic product. The family enterprises continues to play a prominent role of the world economy. Managing conflict effectively in the process of succession is crucial, accepting each other’s role to preserve the impact that the family enterprise has on our economy as well as the families themselves. Also, the study focus on the how an individual when the life seems beyond control decides to turn his hobby into a business. In this process one needs to be more patient, dedicated, managing the business as well as the family. Families support plays a vital role. The decision of one individual should be acceptable to everyone present in that particular family. In any organization, it becomes prominent to concentrate more on the customers satisfaction rather than just focusing on the profits. This study shows how the customers become important part of the firm’s growth. Being transparent with the customers will secure the relationship between the firm and the customer and drive more customers.

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