

Embracing Covid-19 pandemic: Entrepreneurship within the Indigenous context

¹⁺ Bendangienla Aier, ² Prabodha Kumar Hota and ³ Niharika Singh

¹ Post-Doctoral Fellow, Centre of Excellence Study on Unorganized Labour, Utkal University, Bhubaneswar, Odisha, India

² Coordinator, Centre of Excellence Study on Unorganized Labour, Utkal University, Bhubaneswar, Odisha, India

³ Post-Doctoral Fellow, Indian Council of Social Science Research, Mizoram University, Aizawl, India

Abstract: *Resilience implies a continuous transformation process and learning through a crisis. The study aims to identify the role of resilience during the Covid-19 pandemic. To identify the most challenging transformations of the entrepreneurs, we explored the extent to which business models were altered through the first and second Covid-19 lockdowns. The narrative research design was adopted to provide insights into entrepreneurs' thoughts, emotions, and interpretations' by taking on the stories of seven indigenous entrepreneurs of India. Social capital (family and community) and problem-focused coping gained prominence in developing the resilience of the indigenous entrepreneurs throughout the crisis, while emotion-focused coping emerged as the initial strategy utilized against the crisis.*

Keywords: Covid-19, India, Indigenous entrepreneurs, Resilience, Marginalised communities

JEL Codes: M10

1. Introduction

'Indigenous' has diverse definitions by different associations; the indigenous societies worldwide are identified by distinctive societal and political setups and also encompass a unique heritage, culture, and spiritual belief system (Johnstone, 2008). United Nations states that indigenous people today are arguably among the most disadvantaged and vulnerable groups of people in the world. Hindle and Lansdowne (2005) define indigenous entrepreneurship as 'the creation, management, and development of new ventures by indigenous people for the benefit of indigenous people.' Recently, Ramadani *et al.* (2015) claimed the prevalence of remarkable differences between indigenous and non-indigenous entrepreneurship, whilst the investigation on later is still emerging.

Research about indigenous entrepreneurs is considered very rewarding because of the rich social and cultural distinction among indigenous people. Furthermore, some identified variables are based on cultural values, which are often not found in the mainstream theories of entrepreneurship (Dana, 2015). Though the indigenous people are amongst the poorest and most socially disadvantaged members of any society (Wood & Davidson, 2011) yet the growing interest in sustainability and indigenous culture draws considerable attention to learning about indigenous entrepreneurs and their enterprise management (Ratten & Dana, 2017)

⁺ **Corresponding author:** Email address: abendangienla@yahoo.com

and it is for this reason that Nagaland (India) is chosen for the present study. In India, the indigenous people form less than 10 percent of the population; hence they're statistically minorities, and their entrepreneurial endeavors are also poorly understood. Nevertheless, the lights shed on the impact of the Covid-19 crisis, MERS, SARS, and Ebola on indigenous entrepreneurs are scarce as the existing research on this line is mostly reported from developed nations (Pine and Mckercher, 2004; Cole and Watkins, 2015).

Resilience- the ability to survive and bounce back from failures- is a concept that became popular in times of the Covid-19 pandemic, economic crisis, and post-recession. Resilience is essential for every individual to overcome adversities and prepare for future challenges; however, the occupational nature of entrepreneurship makes resilience an essential forte for the owner of firms. The concept of resilience in entrepreneurship research gained new momentum recently (Williams *et al.*, 2017; Clement and Rivera, 2017; Limnios *et al.*, 2014; Linnenluecke, 2017), and still, the concept needs validation in different contexts and increase the significance of the concept for practice and research. Therefore, this case study probe into indigenous entrepreneurs by taking on the concept of resilience as a process to answer how the entrepreneurs responded to the covid-19 crisis and to identify differences between their responses at all the stages of Covid-19 pandemic lockdowns.

2. Literature Review

Indigenous entrepreneurship

Indigenous entrepreneurship often represents the SME sector, and according to Shams (2020), indigenous entrepreneurs are the least researched topic amongst SMEs. Interest in indigenous entrepreneurship among researchers has grown immensely in the recent past (Croce, 2017; Logue *et al.*, 2018; Ratten and Dana, 2017). And like in any other country, the Indian indigenous entrepreneurship research also found less interest among the researchers compared to mainstream entrepreneurship.

Entrepreneurship is essential to the indigenous people because employment in formal and informal sectors is far-fetched, being away from mainstream societies and reluctance to migrate to greener pasture due to discrimination and marginalization which is a direct reflection of the structural barriers in the Indian society (Wylie and Mckonkey, 2018), likewise, the Maori entrepreneurs in New Zealand also viewed entrepreneurship as a path to emancipation (Henry *et al.*, 2018). However, another school of thought postulates that indigenous entrepreneurship is an economic activity driven by economic and non-economic motives (Mrabure, 2021). In contrast, entrepreneurship in Canada is employed as a poverty alleviation strategy among indigenous communities (Anderson & Giberson, 2003). According to Onwuegbuzie and Mafimisebi (2021), indigenous entrepreneurship is the application of indigenous knowledge for the creation of products and services. These forms of businesses defy traditional patterns of behavior by utilizing their resources in the pursuit of self-determination and economic sustainability via their entry into self-employment, forcing social change in the pursuit of opportunity beyond the cultural norms of their initial economic resources (Foley, 2000). Promotion of culture and community wellbeing holds strong to these entrepreneurs, and thereby their entrepreneurial motivation is not purely economic (Lindsay, 2005). Cultural and social aspects are embedded in the businesses throughout indigenous societies, which create a unique style of entrepreneurship as it is mostly community oriented and it provides diverse livelihood outcomes; the

uniqueness is endowed by the distinctive set of culture, heritage, and spiritual beliefs of these entrepreneurs (Johnstone, 2008). Collins *et al.* (2017) also postulated affiliation towards family as a key feature across the indigenous business owners; their product/service offerings are clubbed with culture, which has been transmitted from generation to generation through their families, making it very authentic and not easily replicable by competitors. Such authentic offerings by indigenous entrepreneurs make them valuable and help them gain more recognition in affluent countries (Duffy, 2019).

Indigenous entrepreneurs believe in the development of the economy along with society. Many previous researchers (Lituchy *et al.*, 2007; Woods & Davidson, 2011) asserted that they are driven to entrepreneurship to elevate their living conditions, social wellbeing, and societal acceptance. Recent awareness about sustainability and indigenous culture among the consumers gravitated them toward different forms of business operated by indigenous people, which provided the opportunity for self-employment for the indigenous people. Additionally, to supplement the diverse culture prevalent among indigenous people, there is a need to look at it through the geographical lens as well (Ratten & Dana, 2017). Foley (2012, 2013, 2017) identified Australian indigenous entrepreneurs who commenced with no or less business expertise, weak educational qualification, low capital, limited access to finances, and no property for bank security and network, which depicts that they certainly fall under the small or medium enterprises with limited means of profit creation.

Entrepreneurial Resilience

The resilience of entrepreneurs connotes more than the success or survival of firms; it implies promoting a positive trajectory over predicaments and the substantial growth and development that materialize. These individuals strive to deter norms- social, cultural, and political (Loh and Dahesihsari, 2013), war, and terrorism (Branzei and Abdelnour, 2010). Meanwhile, Dahles & Susilowati (2015) adhere to entrepreneurial resilience as an ability to endure, adapt, and cope with adverse conditions and external shocks, and Li *et al.* (2015) link entrepreneurial resilience to the ability to reform firm resources in an innovative way. On the contrary, Ismail *et al.* (2011) define it as keeping up a positive attitude by redefining a firm's capabilities amidst challenging business scenarios to develop resilience. Such capabilities help entrepreneurs to overcome negative with positive emotions, which, however, should be intentionally cultivated initially (Tugade and Fredrickson, 2007).

Resilience as a capability is a product of varied elements. The understanding of different contributing factors is still limited (Van der Vegt *et al.*, 2015). Yet, emerging studies contribute to this gap, such as Hayward *et al.* (2010), who assent confidence of entrepreneurs as a key attribute to forming successive ventures after past failures. In contrast, scholars like Britt *et al.* (2016) and Masten (2001) advocate social relations, such as community, family, fellow entrepreneurs, etc., as an essential part of resilience building. The support drawn from these social ties ranges from structural support like capital resources and knowledge on how to handle business to functional support such as moral boost and emotional support (Pollack *et al.*, 2012). Cognitive capability endowment, as deemed by William *et al.* (2017), which is also called coping skills by psychologists, has been identified as capabilities that significantly contribute to resilience (Seery *et al.*, 2010). Coping strategies were broadly classified into cognitive-based responses and emotion-based responses (Lazarus & Folkman, 1984), and during the Covid-19 pandemic, Chinese SMEs applied coping strategies in five areas: finance, HR, products, operations, and networks (Alves *et al.*, 2020). Though the

long-term effect of these strategies is yet to be determined, it clearly states the relevance of coping among entrepreneurs during a crisis. Entrepreneurial resilience is also dependent on external factors such as culture, society, community, etc. besides internal characteristics (Hedner *et al.*, 2011), psychological traits (Folke, 2006), innovation and networking (Huggins *et al.*, 2014), diversity, efficiency, adaptability and cohesion (Penades, Nunez and Canos, 2017) skills, abilities, knowledge, and processes (Williams *et al.*, 2017).

Entrepreneurial resilience is important for the growth and survival of firms during normal and adverse conditions; it enables the entrepreneurs to transform disruption into opportunities by incorporating changes and reinventing to the new circumstance brought by the shocks (Williams and Vorley, 2014; Branicki *et al.*, 2018). It also plays an equally significant role in the post-crisis scenario, given that resilience is cited as the 'ability to recover from disruptions (Cooke, 2011), while Coates *et al.* (2020) state it as an ability to return back stronger than the pre-crisis state due to the abilities it developed on the process.

Entrepreneurship in the Naga society

Agriculture has been the bulwark of the economy in the Naga society, but the economic networking, interdependence, and exchange then, as now, have been complex. The economic livelihood of the Naga communities had been largely subsistence-based; nevertheless, the idea of surplus, reciprocity, and trading with other communities had existed in the past. The idea of the surplus was intrinsic to the economic livelihood, as it was linked with social prestige manifested in cultural practices like the feast of merit. In one of the earliest reports on the Naga tribes, Pemberton gives an account of trading activities between the Nagas and people dwelling in the valleys. In their mercantile trips to the Banskandee and Munipore bazars, they usually exchange their superfluous cotton for fowls, salt, dried fish, tobacco, and cloth – and are almost always accompanied by some of their indefatigable females, whose muscular power appears but little inferior to the of the men. (Elwin, 1969: 45)

Colonial records show that powerful Angami Naga villages like Khonoma and Mezoma were involved in slave trading with lowland traders in Upper Assam (Cederlöf, 2014: 194). With the coming of British rule, Naga tribes were introduced to a monetized economy, but even before the arrival of the British, Nagas, for centuries, had been maintaining trade relations with people in the plains like the Ahoms. It may be argued that the idea of entrepreneurship in its rudimentary form has existed in the traditional Naga society. The beginnings of the Naga entrepreneurial class in a market economy may be traced to the colonial period in the early part of the twentieth century. Still, the transition of the Nagas from an agriculture-based economy to a business economy has been relatively slow. Entrepreneurship in the Naga society is significantly an outcome of modernization and cultural contact and is becoming a vital component of the modern economy. In the twenty-first century, many Naga youths are taking up entrepreneurship as a means of employment and livelihood, but Naga society faces steep challenges, as economic viability and entrepreneurial ethos are constrained by many social and economic factors.

3. Research Methodology

To explore the level of entrepreneurial resilience, the participants were interviewed right after the first and second lockdown and asked to describe the most paramount impact and the most pertinent strategic responses adopted. To develop a better understanding of entrepreneur's response strategies case study method was assumed since this method is well suited to investigate complex and new phenomena (Tasci *et*

al., 2020), unexplored or under-examined topics (Cakar & Aykol, 2021). As the case study method can include single or multiple cases (Gustafsson, 2017), we adapted multiple cases by taking on stories of seven entrepreneurs, given that resilience of indigenous entrepreneurs in India has been sparsely covered; hence qualitative method was implemented (Schonfeld and Mazzola, 2015). Only full-time indigenous entrepreneurs with 0-10 employees having a business existence for more than 10 years were selected based on the list of entrepreneurs collected from municipal and town councils of three districts. To maintain heterogeneity of data, indigenous entrepreneurs doing different businesses were selected. Two kinds of sampling techniques were used: purposeful sampling and snowball sampling. The respondents were initially selected purposefully from the researcher's contact, and while undertaking the interview, the entrepreneurs referred to similar entrepreneurs in their circles, thereby creating a 'snowballing' effect. Data were collected using semi-structured interviews (Yin, 2014). In order to increase the depth of responses, the interview questions were both prompts and sub-prompts (Rowley, 2012). The interviews were conducted in Nagamese and translated to English, which was cross-validated by an individual well versed in both languages, phone calls for the interview were made at their convenience and were recorded with their consent (Veal, 2011).

The study adopted a qualitative, narrative research design (Elliot, 2005; Richards, 2009); the narrative approach provides 'insights into people's thoughts, emotions and interpretations' (Thomas, 2012) and has gained importance in entrepreneurship research (Corner & Singh, 2015). Since All the participants experienced a covid-19 pandemic crisis, we focused on collective narrative and looked for common elements in the narrations (Elliot, 2005; Corner *et al.*, 2017). Coding and data analysis were conducted by compiling verbatim transcripts. Next, we constructed a sequence of events (Elliot, 2005; Corner *et al.*, 2017). We also analyzed narratives for the plot elements, such as the timing of events relative to each other (Corner *et al.*, 2017). Further, the themes of each subject were put together to produce broader general themes.

4. Findings and Discussion

Time 1: Strategic response in the first lockdown

The first Covid-19 lockdown in India was imposed on 22 March 2020, and the responses were severe due to the newness of the situation. Figure 1 provides information about the response strategy of participants that was engineered to build resilience.

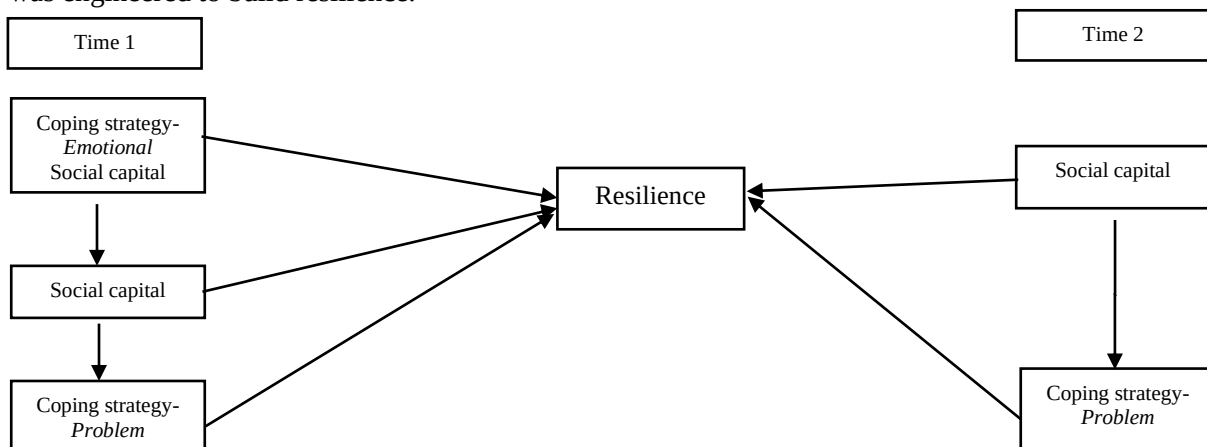


Figure 1: Framework of resilience development

(i) *Emotional Coping strategy*

A crisis like Covid-19 requires emotional and mental calm to face uncertainty. Carving out space to recharge and taking care of mental stress became essential for entrepreneurs to navigate through trials and tribulations. Therefore, business owners used faith in God to overcome the unprecedented crisis; the findings of the study provide credence to the importance of religiosity in the activities of indigenous entrepreneurs. Three respondents acknowledged religion as a device to cope with stress, which helped them identify better business strategies. The intensity of religious participation ranged from ‘*I found myself praying more than often*’ to ‘*I attended bible studies online organized by our pastor, and since all the church activities went online, it helped me join church services, counseling, and praying, which helped me sooth my agony.*’ Similarly, Brazilian entrepreneurs who experienced business failures survived through faith in God (Ricardo, 2015) which clearly portrays a positive relationship between religious beliefs and business survival during the crisis. Likewise, Mr. Azo’s initial response was to disregard the severity of the crisis and consider the lockdown a break from business activities. Similar to this finding, psychological research also shows that resilient people interpret adversities or challenges as less threatening (Tugade & Fredrickson, 2004). On the other hand, some of the respondents emphasized physical fitness to boost immunity and stimulate mental well-being. Details of all the respondents are shown in table 1:

Table-1 Description of entrepreneurs

Sl No	Name	Gender	Age	Tribe	Type of business
1	Mrs. Keditso	Female	>60	Angami	Pickle manufacturer
2	Ms. Hengna	Female	>40	Thangkul	Jewelry maker
3	Mr. Azo	Male	>40	Chakesang	Tourist guides
4	Mrs. Avinuo	Female	>50	Angami	Home-stay operator
5	Mr. Temjen	Male	>60	Ao	Traditional healer
6	Mr. Alem	Male	>50	Ao	Artisan
7	Mrs. Loreno	Female	>40	Lotha	Weaver

(ii) *Social capital*

Social capital emerged significantly through support from family, friends, religious groups, community, fellow entrepreneurs and mentors. All the participants referred to social capital as one of the major sources of resilience in the first pandemic lockdown. They responded positively to how spending time with family became essential to cope with Covid-19 stress. Mrs. Avinuo narrated how her family gave her solace ‘*I looked for joy in all those conversations with my children and to know that they are not distracted by the pandemic gave me strength to face each day.*’ Two more respondents mentioned how family time helped to drive away anxiety and prayer meetings with family gave them peace. Friends and family emerged as a significant social capital because commitment to family by business owners emerged as one of the indicators of indigenous cultural identity (Collins *et al.*, 2017). Moreover, resilient individuals purposefully cultivate positive emotions because it is the key that aid individuals to bounce back and prepare for future adversities (Tugade & Fredrickson, 2007).

Some of the respondents also received aid from different Naga societies, churches and neighbours. Community voluntarily came forward to help, the entrepreneurs referred to help in the form of volunteers delivering medicines for the traditional healer, providing essential commodities to the employees of the jewellery maker to compensate for wage reduction and churches made bulk purchases to boost cashflow for the entrepreneurs. Social capital of entrepreneurs consists of relationship with individuals, communities,

entities, and fellow entrepreneurs (Alder & Kwon, 2002; Putnam, 2000), and it also facilitates new entrepreneurs to combat uncertainty (Bowey and Easton, 2007; Danes *et al.*, 2013).

(iii) Problem-focused coping

The business landscape changed at a rapid pace, and the most prominent problem-focused strategy that emerged was the establishment of a new form of business to suit the need of the situation. The entrepreneurs turned around their businesses. For example, the pickle manufacturer converted her hobby (gardening) into business. At the same time, the growing need for masks gave an opportunity to the jewelry maker to diversify production, and the tourist guide started a make-shift essential commodity shop. He said '*it was my only alternative to earn livelihood during the lockdown.*' While other businesses were compelled to shut, Mr. Temjen was obligated to take in more patients. Despite the fear of infection, he had to modify his business demeanor by consulting patients online, home delivery of medicine, and making arrangements to maintain Covid-19 protocol. Similarly, vocational constraints in the country prompted Palestinian individuals in Lebanon to start a business which in turn led to resilient outcomes (Shepherd and Williams, 2020).

Prior to the pandemic, these entrepreneurs followed the traditional method of buying and selling in the marketplace, whereby the physical exchange of money and goods took place. But digital selling and payments became a necessity. When asked, Mrs. Loreno happily noted, '*Customers sent sample photos of the product they wanted via Whatsapp and made digital payments,*' she further added, '*This pandemic forced me to move beyond my comfort zone, and it helped me to continue production despite the lockdown.*' Similarly, Mrs. Kreditsu expressed the ease of conducting business by advertising online through social media, while the artisan worked to enhance their business knowledge. He utilized the pandemic lockdown to enrich his knowledge through various online training programs. Such proactive measures help entrepreneurs feel more in control and more confident in their abilities. On the whole, all the respondents turned around their businesses to suit the changing need, and their entrepreneurial competency emerged through coping strategies in the turbulent context. Additionally, developing good coping strategies offer a competitive edge over other entrepreneurs (Dijkhuizen *et al.*, 2016) and aids in enterprise longevity as well (Drnovsek *et al.*, 2010).

Time 2: Strategic response in the second lockdown

The second lockdown saw mild/medium response from the same respondents though the impact was severe. One of the reasons is lesser business restrictions compared to the first lockdown, gradual lockdown, shorter lockdown, and more resilient entrepreneurs. Although there is no clear consensus on coping strategies following any pattern, a common pattern was identified over time. The participants did not resort to emotional coping strategies but rather relied on social capital to implement problem-focused strategies in the second phase. The chronology in figure 1 depicts a changed order: social capital problem-focused strategy.

(i) Social capital

It is arguable that a distinctive feature between indigenous and non-indigenous entrepreneurs is the inclusion of community and the role it plays in the creation, growth, and sustenance of the business. Similar occurrences emerged during the second lockdown. Mr. Azo expressed: '*My friends and family volunteered to run my shop while my entire family was in quarantine; that way, cashflow was not hindered.*' People in the Naga society are closely knitted due to their involvement in various social platforms, which can be identified in the support rendered by the community. This outcome finds relevance among the Wayuu entrepreneurs of Colombia (Tretiakov *et al.*, 2019). Five out of seven entrepreneurs relied on friends and family, which strongly suggests indigenous entrepreneurs are deeply invested in their close ones.

Social capital plays an important role in the resilience process, which entrepreneurs access from within and outside their network in times of crisis. The participants stated that their strategic orientation changed after the first pandemic crisis. Mrs. Kreditsu adds: *"I strengthened relations with present suppliers and fished more suppliers to ensure pickle manufacture without hindrance."* Lessons from the first lockdown were implemented to leverage social capital. The expressions of the participants also display taking concrete steps to leverage social capital by reaching out to external sources and taking corrective actions because social capital facilitates access to financial, information, and human resources (Florin *et al.*, 2003). Mr. Alem states: *'I linked up with mentors and fellow entrepreneurs in a similar business to share knowledge and experiences, which helped my business to define the strategy for business development in order to bring more innovation and be more adaptable.'* Overall, the second phase saw entrepreneurs as self-assured, confident, and less pessimistic.

(ii) Problem-focused strategy

The strategic changes were dependent on the phase one hiccups. Home delivery and digital payments are solely a product of the Covid-19 pandemic in Nagaland. Furthermore, Ms. Hengna said: *"I collaborated with a retailer to sell my products; the move brought in more sales and be more competitive in the market."* Strategic collaboration was specified as a critical factor by many entrepreneurs for business development and the overall business environment. Five entrepreneurs considered that home-delivery as a key factor that affected their business development. Mrs. Loreno stated: *"I linked with the online delivery agency to enlarge business capacities and expand our product reach in the market."* The entrepreneurs emphasized strengthening their businesses rather than establishing new businesses to counter the second lockdown. They have had collaborations and business partnerships with private players to expand market reach and survive the covid-19 pandemic.

Presently, it is unclear which kind of coping skills are more important to resilience, but research in entrepreneurship identified that combining coping skills results in long-term well-being. Lending support to this assertion, prior researchers (Carver *et al.*, 1989; Roth and Cohen, 1986; Solomon *et al.*, 1988) assert that multiple coping strategies are adopted by individuals while dealing with a stressful situation. The entrepreneurs also applied twofold usage of coping strategies, e.g., Mrs. Avinuo mentioned family and religion as a part of her emotional coping strategy *'I found peace by spending time praying, meditating on the words of God and family prayer meetings.'* Given that coping strategies are strongly connected with resilience as an outcome, it can be considered that emotional and problem-focused strategies are relevant capabilities of resilience.

5. Conclusion

This case study argues that resilience implies a continuous transformation process and learning through a covid-19 crisis which was analyzed based on the experience of seven indigenous entrepreneurs of Northeast India. The study's intention was to emphasize resilience as not just a characteristic or property but a dynamic process (Martin, 2012) that developed gradually over two major pandemic disruptions. The entrepreneur's description of the important impact and their strategic responses displayed the importance of social capital, emotion-focused coping, and problem-focused coping in the process of resilience building. The longitudinal nature of the study allowed us to identify the transition between different elements in resilience building (Kirkwood *et al.*, 2017). The major takeaway from the study is the importance of emotional coping strategies in times of facing an unfamiliar crisis. This finding corroborates earlier work that suggests that individual utilizes emotion-based coping in situations perceived as less controllable (Mattlin *et al.*, 1990). Being an ethnic minority group in India, the indigenous entrepreneurs were also deeply rooted in their community, forming a strong social capital and continued to provide resilience through both lockdowns. This confirms the findings of Altinay *et al.* (2016) and how cooperation and collaboration with the community help

promote sustainable tourism and social value creation. The study also provides credence to the importance of religiosity in the activities of indigenous entrepreneurs.

This case study opens various discussions on resilience and indigenous entrepreneurship. First, fostering resilience development within a different context and the transition of resilience elements as and when the circumstance evolves, and how the continual process shapes the demeanor of entrepreneurs. The relevance of religiosity, especially the religious institution (Christians) in Nagaland encourages and support entrepreneurial pursuits by organizing seminars, training, and workshops; this role in the creation and sustenance of entrepreneurs needs empirical evidence to shed light on its relevance in a different context. The relatedness of community depicts human-centered entrepreneurial pursuits. It addresses human values and virtues above the capitalist approach.

6. References

- [1] Altinay, L., Madanoglu, M., De Vita, G., Arasli, H. and Ekinici, Y., (2016). The interface between organizational learning capability, entrepreneurial orientation, and SME growth. *Journal of Small Business Management*, 54(3), pp.871-891.
- [2] Alves, J.C., Lok, T.C., Luo, Y. and Hao, W., (2020), "Crisis management for small business during the COVID-19 outbreak: Survival, resilience and renewal strategies of firms in Macau", *Research Square*, pp. 1-29. Doi: <https://doi.org/10.21203/rs.3.rs-34541/v1>
- [3] Anderson, R.B. and Giberson, R.J. (2003), "Aboriginal Entrepreneurship And Economic Development In Canada: Thoughts On Current Theory And Practice", Stiles, C.H. and Galbraith, C.S. (Ed.) *Ethnic Entrepreneurship: Structure and Process (International Research in the Business Disciplines, Vol. 4)*, Emerald Group Publishing Limited, Bingley, pp. 141-167. Doi: [https://doi.org/10.1016/S1074-7877\(03\)04007-8](https://doi.org/10.1016/S1074-7877(03)04007-8)
- [4] Bowey, J.L. and Easton, G., (2007). Entrepreneurial social capital unplugged: An activity-based analysis. *International Small Business Journal*, 25(3), pp.273-306.
- [5] Branicki, L.J., Sullivan-Taylor, B. and Livschitz, S.R., (2017). How entrepreneurial resilience generates resilient SMEs. *International Journal of Entrepreneurial Behavior & Research*.
- [6] Branzei, O. and Abdelnour, S., (2010). Another day, another dollar: Enterprise resilience under terrorism in developing countries. *Journal of International Business Studies*, 41(5), pp.804-825.
- [7] Britt, T.W., Shen, W., Sinclair, R.R., Grossman, M.R. and Klieger, D.M., (2016). How much do we really know about employee resilience?. *Industrial and Organizational Psychology*, 9(2), pp.378-404.
- [8] Çakar, K. and Aykol, Ş., (2021), "Case study as a research method in hospitality and tourism research: A systematic literature review (1974–2020)", *Cornell Hospitality Quarterly*, 62(1), pp.21-31. Doi: <http://dx.doi.org/10.1177/1938965520971281>
- [9] Carver, C.S. and Connor-Smith, J., (2010), "Personality and coping", *Annual review of psychology*, 61, pp.679-704. Doi: <https://doi.org/10.1146/annurev.psych.093008.100352>
- [10] Cederlöf, Gunnel (2014). *Founding an Empire on India's North-Eastern Frontiers 1790-1840*. New Delhi: Oxford University Press.
- [11] Clément, V. and Rivera, J., (2017). From adaptation to transformation: An extended research agenda for organizational resilience to adversity in the natural environment. *Organization & Environment*, 30(4), pp.346-365.
- [12] Coates, G., Alharbi, M., Li, C., Ahilan, S. and Wright, N., (2020). Evaluating the operational resilience of small and medium-sized enterprises to flooding using a computational modelling and simulation approach: A case study of the 2007 flood in Tewkesbury. *Philosophical Transactions of the Royal Society A*, 378(2168), p.20190210.
- [13] Cole, J. and Watkins, C., (2015). International employees' concerns during serious disease outbreaks And the potential impact on business continuity: Lessons identified from the 2014–15 West African Ebola outbreak. *Journal of business continuity & emergency planning*, 9(2), pp.149-162.

- [14] Collins, J., Morrison, M., Basu, P.K. and Krivokapic-Skoko, B., (2017), "Indigenous culture and entrepreneurship in small businesses in Australia", *Small Enterprise Research*, 24(1), pp.36-48. Doi: <https://doi.org/10.1080/13215906.2017.1289855>
- [15] Cooke, B., West, S. and Boonstra, W.J., (2016). Dwelling in the biosphere: exploring an embodied human–environment connection in resilience thinking. *Sustainability Science*, 11(5), pp.831-843.
- [16] Corner, P.D., Singh, S. and Pavlovich, K., (2017). Entrepreneurial resilience and venture failure. *International Small Business Journal*, 35(6), pp.687-708.
- [17] Croce, F., (2017), Contextualized indigenous entrepreneurial models: A systematic review of indigenous entrepreneurship literature. *Journal of Management & Organization*, 23(6), pp.886-906. Doi: <https://doi.org/10.1017/jmo.2017.69>
- [18] Dana, L.P., (2015), "Indigenous entrepreneurship: An emerging field of research", *International Journal of Business and Globalisation*, 14(2), pp.158-169. Doi: <http://dx.doi.org/10.1504/IJBG.2015.067433>
- [19] Dahles, H. and Susilowati, T.P., (2015). Business resilience in times of growth and crisis. *Annals of Tourism Research*, 51, pp.34-50.
- [20] Danes, S.M., Lee, J., Stafford, K. and Heck, R.K.Z., (2008). The effects of ethnicity, families and Culture on entrepreneurial experience: An extension of sustainable family business theory. *Journal of Developmental Entrepreneurship*, 13(03), pp.229-268.
- [21] Dijkhuizen, J., Gorgievski, M., van Veldhoven, M. and Schalk, R., (2016), "Feeling successful as an entrepreneur: a job demands-resources approach", *International entrepreneurship and management journal*, 12(2), pp.555-573. Doi: <http://dx.doi.org/10.1007/s113650140354-z>
- [22] Drnovsek, M., Örtqvist, D. and Wincent, J., (2010) "The effectiveness of coping strategies used by entrepreneurs and their impact on personal wellbeing and venture performance", *Zbornik radova Ekonomskog fakulteta u Rijeci, časopis za ekonomsku teoriju i praksu Proceedings of Rijeka Faculty of Economics, Journal of Economics and Business*, Vol. 28(2), pp.193-220.
- [23] Duffy, A. (2019), "Indigenous Offerings Becoming Focus as 2018 Breaks Tourism Record in Canada", *Times Colonist*, 22 February. Doi: <https://www.timescolonist.com/business/indigenous-offerings-becoming-focus-as-2018-breaks-tourism-record-in-canada-1.23642199>
- [24] Elliot, A.J., (2005). A conceptual history of the achievement goal construct.
- [25] Elwin, Verrier (ed.) (1969). *Nagas in the Nineteenth Century*. Bombay: Oxford University Press.
- [26] Florin, J., Lubatkin, M. and Schulze, W., (2003). A social capital model of high-growth ventures. *Academy of Management Journal*, 46(3), pp.374-384.
- [27] Foley, D., (2000), "Successful Indigenous Australian entrepreneurs: A case study analysis. [Aboriginal and Torres Strait Islander Studies Unit, University of Queensland](#).
- [28] Foley, D., (2012), "Teaching entrepreneurship to Indigenous and other minorities: Towards a strong sense of self, tangible skills and active participation within society", *Journal of Business Diversity*, 12(2), pp.59-76.
- [29] Foley, D., (2013) Jus Sanguinis: The root of contention in determining what is an Australian Aboriginal business. *Indigenous Law Bulletin*, 8(8), pp.25-29. Doi: <http://www.austlii.edu.au/au/journals/IndigLawB/2013/39.pdf>
- [30] Foley, D. ed., (2017) *Indigenous Entrepreneurship*. Routledge, Taylor & Francis Group.
- [31] Folke, C., (2006). Resilience: The emergence of a perspective for social–ecological systems analyses. *Global environmental change*, 16(3), pp.253-267.
- [32] Gustafsson, E., Wang, Z., Polat, O., Ostendorf, W.W., Sheehan, J.G. and Pelton, R., (2017). Towards Wet Resilient Paper–Fiber Modifications and Test Method Development. In *16th Fundamental Research Symposium. Oxford* (pp. 865-894).
- [33] Hayward, M.L., Forster, W.R., Sarasvathy, S.D. and Fredrickson, B.L., (2010). Beyond hubris: How

- highly confident entrepreneurs rebound to venture again. *Journal of Business venturing*, 25(6), pp.569-578.
- [34] Hedner, T., Abouzeedan, A. and Klostén, M., (2011). Entrepreneurial resilience. *Annals of Innovation & Entrepreneurship*, 2(1), p.7986.
- [35] Henry, E.Y., Dana, L.P. and Murphy, P.J., (2018), "Telling their own stories: Māori entrepreneurship in the mainstream screen industry", *Entrepreneurship & Regional Development*, 30(1-2), pp.118-145. Doi: <https://doi.org/10.1080/08985626.2017.1388445>
- [36] Hindle, K. and Lansdowne, M., (2005), "Brave spirits on new paths: toward a globally relevant paradigm of indigenous entrepreneurship research", *Journal of Small Business & Entrepreneurship*, 18(2), pp.131-141. Doi: <https://doi.org/10.1080/08276331.2005.10593335>
- [37] Huggins, R. and Thompson, P., (2015). Local entrepreneurial resilience and culture: the role of social values in fostering economic recovery. *Cambridge Journal of Regions, Economy and Society*, 8(2), pp.313-330.
- [38] Ismail, H.S., Poolton, J. and Sharifi, H., (2011). The role of agile strategic capabilities in achieving resilience in manufacturing-based small companies. *International Journal of Production Research*, 49(18), pp.5469-5487.
- [39] Johnstone, H. (2008), "Membertou First Nation indigenous people succeeding as entrepreneurs", *Journal of Enterprising Communities: People and Places in the Global Economy*, 2(2), pp. 140-150. Doi: <http://dx.doi.org/10.1108/17506200810879961>
- [40] Johnson, B.R., Jang, S.J., Larson, D.B. and De Li, S. (2001), "Does adolescent religious commitment matter? A re-examination of the effects of religiosity on delinquency", *Journal of Research in Crime and Delinquency*, 38(1), pp. 22-44. Doi: <https://doi.org/10.1177/0306624X18808674>
- [41] Kirkwood, J., Dwyer, K. and Walton, S., (2017). An ecopreneur's growing resilience after a series of earthquakes. *Journal of Enterprising Communities: People and Places in the Global Economy*.
- [42] Kwon, Y. and Mrksich, M., (2002). Dependence of the rate of an interfacial Diels–Alder reaction on the steric environment of the immobilized dienophile: an example of enthalpy–entropy compensation. *Journal of the American Chemical Society*, 124(5), pp.806-812.
- [43] Lazarus, R.S. and Folkman, S., (1984) *Stress, appraisal, and coping*. Springer publishing company.
- [44] Li, Y., Cao, F., Cao, D. and Liu, J., (2015). Nursing students' post-traumatic growth, emotional intelligence and psychological resilience. *Journal of psychiatric and mental health nursing*, 22(5), pp.326-332.
- [45] Limnios, E.A.M., Mazzarol, T., Ghadouani, A. and Schilizzi, S.G., (2014). The resilience architecture framework: Four organizational archetypes. *European Management Journal*, 32(1), pp.104-116.
- [46] Linnenluecke, M.K., (2017). Resilience in business and management research: A review of influential publications and a research agenda. *International Journal of Management Reviews*, 19(1), pp.4-30.
- [47] Lindsay, N.J., (2005), "Toward a cultural model of indigenous entrepreneurial attitude", *Academy of marketing Science review*, 2005(05), p.1-18. Doi: <http://www.anpad.org.br/bar>
- [48] Lituchy, T.R., Oppenheimer, R., O'Connell, T. and Abaira, R.J., (2007), "Mohawk First Nations: successes and challenges of small business owners", *International handbook of research on indigenous entrepreneurship*, p.378-403.
- [49] Logue, D., Pitsis, A., Pearce, S. and Chelliah, J., (2018), Social enterprise to social value chain: Indigenous entrepreneurship transforming the native food industry in Australia. *Journal of Management and Organization*, 24(2), p.312-328. Doi: <https://doi.org/10.1017/jmo.2017.24>
- [50] Loh, J.M. and Dahesihari, R., (2013). Resilience and economic empowerment: A qualitative investigation of entrepreneurial Indonesian women. *Journal of Enterprising Culture*, 21(01), pp.107-121.

-
- [51] Martin, R., (2012). Regional economic resilience, hysteresis and recessionary shocks. *Journal of economic geography*, 12(1), pp.1-32.
- [52] Masten, A.S., (2001). Ordinary magic: Resilience processes in development. *American psychologist*, 56(3), p.227.
- [53] Mattlin, J.A., Wethington, E. and Kessler, R.C., (1990), "Situational determinants of coping and coping effectiveness", *Journal of health and social behavior*, 31(March), pp.103-122. Doi: <https://psycnet.apa.org/doi/10.1037/0090-5550.48.2.113>
- [54] Mrabure, R.H.O., Ruwhiu, D. and Gray, B., (2021), "Indigenous entrepreneurial orientation: A Māori perspective", *Journal of Management & Organization*, pp.1-25. Doi: <https://doi.org/10.1017/jmo.2018.43>
- [55] Onwuegbuzie, H.N. and Mafimisebi, O.P., (2021), Global relevance of scaling African indigenous entrepreneurship. *Technological Forecasting and Social Change*, 66, p.120629. Doi: <https://doi.org/10.1016/j.techfore.2021.120629>
- [56] Pine, R. and McKercher, B. (2004), "The impact of SARS on Hong Kong's tourism industry", *International Journal of Contemporary Hospitality Management*, 16(2), pp. 139-143. Doi: [10.1108/09596110410520034](https://doi.org/10.1108/09596110410520034)
- [57] Ramadani, V., Dana, L.P., Ratten, V. and Tahiri, S., (2015), "The context of Islamic entrepreneurship and business: Concept, principles and perspectives", *International Journal of Business and Globalisation*, 15(3), pp.244-261. Doi: <https://doi.org/10.1504/IJBG.2015.071906>
- [58] Ratten, V. and Dana, L.P., (2017), "Gendered perspective of indigenous entrepreneurship", *Small Enterprise Research*, 24(1), pp.62-72. Doi: <https://doi.org/10.1080/13215906.2017.1289858>
- [59] Roth, S., Cohen, L.J., (1986), "Approach, avoidance, and coping with stress", *American Psychologist*, 41, pp. 813–819. Doi: <https://psycnet.apa.org/doi/10.1037/0003-066X.41.7.813>
- [60] Penadés, M.C., Núñez, A.G. and Canós, J.H., (2017). From planning to resilience: The role (and value) Of the emergency plan. *Technological Forecasting and Social Change*, 121, pp.17-30.
- [61] Pollack, J.M., Rutherford, M.W. and Nagy, B.G., (2012). Preparedness and cognitive legitimacy as antecedents of new venture funding in televised business pitches. *Entrepreneurship Theory and Practice*, 36(5), pp.915-939.
- [62] Putnam, R.D., (2000). *Bowling alone: The collapse and revival of American community*. Simon and schuster.
- [63] Richards, M.A., (2009). The national awareness and early diagnosis initiative in England: assembling the evidence. *British journal of cancer*, 101(Suppl 2), p.S1.
- [64] Rowley, J., (2012). Conducting research interviews. *Management research review*.
- [65] Seery, M.D., Holman, E.A. and Silver, R.C., (2010). Whatever does not kill us: cumulative lifetime adversity, vulnerability, and resilience. *Journal of personality and social psychology*, 99(6), p.1025.
- [66] Schonfeld, I.S. and Mazzola, J.J., (2015). A qualitative study of stress in individuals self-employed in solo businesses. *Journal of occupational health psychology*, 20(4), p.501.
- [67] Shams, S.R., (2020), "Indigenous Entrepreneurship in Australia: Theoretical Elucidations and Research Avenues", *The Changing Role of SMEs in Global Business*, pp.225-242.
- [68] Shepherd, D.A. and Williams, T., (2020). Entrepreneurship responding to adversity: Equilibrating Adverse events and disequilibrating persistent adversity. *Organization Theory*, 1(4), p.2631787720967678.
- [69] Solomon, Z., Mikulincer, M., Avitzur, E., (1988), "Coping, locus of control, social support, and combat-related posttraumatic stress disorder: a prospective study", *Journal of Personality and Social Psychology*, 55, pp. 279–285. Doi: <https://psycnet.apa.org/doi/10.1037/0022-3514.55.2.279>
- [70] Tretiakov, A., Felzensztein, C., Zwerg, A.M., Mika, J.P. and Macpherson, W.G. (2020), "Family, community, and globalization: Wayuu indigenous entrepreneurs as n

- Culturals", *Cross Cultural & Strategic Management*, 27(2), pp. 189-211. Doi: <http://dx.doi.org/10.1108/CCSM-01-2019-0025/full/html>
- [71] Thomas, S., (2012). Narrative inquiry: Embracing the possibilities. *Qualitative Research Journal*.
- [72] Tugade, M.M. and Fredrickson, B.L., (2007). Regulation of positive emotions: Emotion regulation strategies that promote resilience. *Journal of happiness studies*, 8(3), pp.311-333.
- [73] Tugade, M.M. and Fredrickson, B.L., (2004). Resilient individuals use positive emotions to bounce back from negative emotional experiences. *Journal of personality and social psychology*, 86(2), p.320.
- [74] Van Der Vegt, G.S., Essens, P., Wahlström, M. and George, G., (2015). Managing risk and resilience. *Academy of Management Journal*, 58(4), pp.971-980.
- [75] Veal, R.E., (2011), *A qualitative content analysis of e-mail reference questions*. Saint Mary's University of Minnesota, 3513281
- [76] Williams, N. and Vorley, T., (2014). Economic resilience and entrepreneurship: lessons from the Sheffield City Region. *Entrepreneurship & Regional Development*, 26(3-4), pp.257-281.
- [77] Williams, T.A., Gruber, D.A., Sutcliffe, K.M., Shepherd, D.A. and Zhao, E.Y., (2017). Organizational response to adversity: Fusing crisis management and resilience research streams. *Academy of Management Annals*, 11(2), pp.733-769.
- [78] Wood, G.J. and Davidson, M.J. (2011), "A review of male and female Australian indigenous entrepreneurs: Disadvantaged past – promising future?", *Gender in Management*, 26(4), pp. 311-326. Doi: 10.1108 / 17542411111144319
- [79] Wylie, L. and McConkey, S., (2019), "Insiders' insight: Discrimination against Indigenous peoples through the eyes of health care professionals", *Journal of racial and ethnic health disparities*, 6(1), pp.37-45. Doi: <https://doi.org/10.1007/s40615-018-0495-9>
- [80] Yin, R. K. (2014) *Case study research, design & methods* (5th ed.). SAGE

Manuscript received: 13.02.2022

Manuscript received in revised form: 27.07.2022

Manuscript accepted: 01.08.2022