# **RESEARCH ARTICLE**

# **Critical Success Factors for Malaysian Food-Based Entrepreneurs** with Disabilities

Lim Kim Yew<sup>1\*</sup>, Suhaimi Amran<sup>2</sup>, Amran Rasli<sup>1</sup>, Silvi Asna Prestianawati<sup>3</sup>, Zhou Fei<sup>4</sup>

<sup>1</sup> Faculty of Business and Communications, INTI International University, Malaysia

<sup>2</sup> Faculty of Education and Liberal Arts, INTI International University, Malaysia

<sup>3</sup> Department of Economics, Universitas Brawijaya, Malang, Indonesia

<sup>4</sup> President's Office, Shinawatra International University, Thailand

\* Corresponding author: Lim Kim Yew, kimyew.lim@newinti.edu.my

### ABSTRACT

This present study is qualitative research on seven food-based disabled entrepreneurs in Malaysia and key qualities for success. Thematic analysis of the interview results identified four critical success factors that bring much success to the seven interviewees: (1) Resilience was demonstrated where all seven faced challenges but bounced back, like Mahmud overcoming a cancelled pre-order and Amir overcoming bullying, (2) Adaptability and innovation was observed when interviewees demonstrated abilities to adjust to circumstances, like Bety baking cakes after losing her bank job due to hearing impairment and Harith switching to pre-orders to avoid wasted coffee; (3) Determination drives the entrepreneurs to succeed, like Liezda who feels responsible for her family's well-being; (4) Focus on Strengths where the seven interviewees leverage their strengths to their business advantage, such as Mahmud's persuasion skills and Liezda's customer rapport. Equally important is family support, a contextual factor, as family plays a crucial role, with examples like Are-peet's wife who is a good cook and Bety's husband who helps with communication and operational matters. A conceptual framework is proposed to show the interplay of the four critical success factors and the contextual factor. The study recommends that the creation of an inclusive ecosystem enables deserving entrepreneurs with disabilities as well as development of businesses typologies and related training programs are recommended accordingly.

Keywords: entrepreneurs with disabilities; food-based; interview,;small enterprises; thematic analysis

## **1. Introduction**

Malaysia's vibrant food scene thrives on its diversity of flavors and creativity due to its multi-ethnic community<sup>[1,2]</sup>. Yet, amidst this culinary excellence lies a hidden struggle for aspiring food-based entrepreneurs with disabilities. Their passion for food is often overshadowed by a multitude of challenges, hindering their ability to establish and flourish in the industry. These challenges can be broadly categorized into financial constraints and social barriers<sup>[3,4]</sup>.

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Financial hurdles are a significant roadblock for food-based entrepreneurs with disabilities. Access to capital is a major concern. Traditional lenders might be wary of their creditworthiness due to limited business experience<sup>[3,5]</sup> or the perception of disability as a risk factor<sup>[6,7]</sup>. This makes it difficult for food-based entrepreneurs with disabilities to secure loans for equipment, supplies, or renting commercial kitchen spaces. Additionally, the cost of acquiring specialized equipment to accommodate their disabilities can further strain their financial resources.

Social barriers pose another layer of difficulty. Discrimination, both subtle and overt, can be disheartening. some Entrepreneurs with Disabilities (EWDs) face discrimination and exclusivity at the ministries/agencies<sup>[8,9]</sup>, society<sup>[3]</sup> and in the business<sup>[10]</sup> thus further retarding their opportunities to improve their business. Potential customers may hold prejudiced views about a disabled person's ability to produce high-quality food. Based on the researchers' observation, some landlords might be hesitant to rent out accessible spaces, and suppliers may overlook them due to misconceptions about their capabilities. This lack of inclusivity creates an uneven playing field, stifling their entrepreneurial spirit.

Furthermore, the limited social networks and mentorship opportunities available to disabled individuals can be detrimental. Building a successful food business often hinges on strong connections with established figures in the industry<sup>[4]</sup>. However, due to social exclusion, disabled entrepreneurs may find it harder to access these crucial networks that offer valuable guidance and support. Further compounding the problem is the presence of unique hurdles for new entrepreneurs with disabilities during the start-up phase, as evidenced by their lower likelihood of becoming successful organizations<sup>[11]</sup> albeit similar motivation level between entrepreneurs with disabilities and their able-bodied counterparts<sup>[12]</sup>.

The issue of physical accessibility cannot be ignored. Physical barriers in the physical environment, such as the lack of ramps, elevators, or accessible restrooms, might make it difficult for entrepreneurs with mobility impairments to visit offices, businesses, or event locations<sup>[13]</sup>. In addition, many commercial kitchens and food preparation areas are not designed with disabilities in mind. This lack of accessibility creates physical barriers that prevent them from working efficiently and safely, hindering their ability to participate in the food industry.

Despite these challenges, the researchers believe that the spirit of Malaysian food entrepreneurs with disabilities remains undaunted even after the COVID-19 pandemic. Many have found success through sheer determination and by leveraging technology and social media to create online platforms and build customer bases. This preliminary study seeks to identify the critical success factors leading to business sustainability of selected food-based entrepreneurs with disabilities in Malaysia.

### 2. Literature review

According to Department of Social Welfare (JKM), there are 488,948 registered Persons with Disabilities (PWDs) as at October 2018, which translates to 1.53% of the Malaysia's population. However, it is crucial to remember that because registration is not required, these numbers do not accurately represent the number of PWDs in the nation. According to Ubani, N. S., & Sanikpege, H. T. <sup>[14]</sup> due to social stigma, prejudice, and environmental barriers, many disabled individuals remain hidden at home and are unable to participate fully in society. According to Nationaldisabilityinstitute.org<sup>[15]</sup>, more than 1.8 million business owners with disabilities in the U.S. often must overcome unique barriers to entrepreneurship as they strive to compete alongside their able-bodied counterparts in a business environment that does not fully recognize their competencies and resilience.

As of the end of 2022, 9,994,848 businesses were registered in Malaysia, comprising of a total of 1,482,579 registered companies, 8,481,655 registered businesses, and 30,252 Limited Liability Partnerships<sup>[16]</sup>. The researchers assume that most entrepreneurs with disabilities would fall into the limited liability partnership category implying at most 908 businesses in Malaysia are owned by entrepreneurs with disabilities.

Various factors can impact the process via which disabled individuals become entrepreneurs. Disabled entrepreneurs may face numerous obstacles in their initiatives and careers related to politics, society, and personal life<sup>[5]</sup>. According to Norstedt, M., & Germundsson, P<sup>[17]</sup>, people with disabilities establish their own businesses for financial gain, self-reliance, avoiding prejudice, personal growth, and making a positive difference in the lives of others. However, entrepreneurs with disabilities differ based on so many factors. For example, in advanced economies, entrepreneurs with disabilities will compete against able-bodied entrepreneurs in diverse fields from businesses with low to high barriers to entry. Interestingly, American entrepreneurs with disabilities are involved in businesses with low barriers to entry like consultancy to high technology-based businesses such as tech support. With reference to **Figure 1**, a similar pattern is observed in Australia where health care and social assistance and education and training are most preferred businesses for entrepreneurs with disabilities.

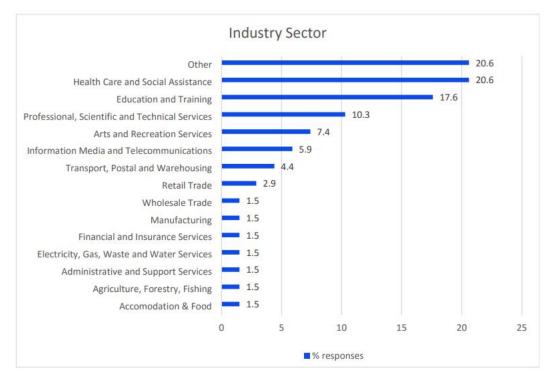


Figure 1. Typical People with Disability Business in Australia (Darcy et al, 2020).

The situation in developing countries such as Malaysia may be different. Based on the researchers' personal observation, Malaysian entrepreneurs with disabilities prefer to venture into businesses with low barriers of entry such as food preparation and service. Food-based industry is a necessity with huge demand due to changing lifestyles and could be a profitable venture. But the food-based industry in Malaysia is very competitive<sup>[18]</sup> with many going bankrupt due to the COVID-19 pandemic<sup>[19]</sup>.

In addition, the researchers believe that aspiring disabled entrepreneurs in Malaysia frequently worry about losing the stability of receiving regular benefits (e.g. social security and welfare funds). People with disabilities who are registered with the Malaysian Welfare Department are given a monthly allowance and this allowance will be withdrawn if they become successful entrepreneurs. This phenomenon is known as benefit trap<sup>[20].</sup> All six would-be business owners spoke with were worried about losing their benefits but were also unaware of the financial and non-financial support that was available to them. People may view self-employment as "risky" and refrain from starting a business if they are not aware of their eligibility for benefits and expectant of a poor first income from their ventures.

## **3. Methodology**

Qualitative methodology was used in this study to gain an in-depth and holistic understanding of the phenomenon, which in this case, relates to entrepreneurs with disabilities. The study used semi-structured interviews to gather information, characterize the phenomena, and assess the significance of the content in light of the literature<sup>[21-23]</sup>. The benefit of these interviews is that they yield data that can be compared based on the different participants<sup>[21]</sup>. Due to the high level of interaction between interviewees and the researcher, the coding of responses by theme, the triangulation of data with theory, and other factors, qualitative research seems particularly appropriate for exploratory studies in business research given its evolving research design and flexibility<sup>[24]</sup>.

Since the focus is on entrepreneurs with disabilities engaging in business activity, purposeful sampling approaches, such as snowball sampling, were employed to find interview candidates. Purposive sampling of participants based on attributes pertinent to the study goals was made possible via purposeful sampling<sup>[25]</sup>. Entrepreneurs with disabilities who had been affected by the pandemic in their commercial activities were chosen to take part in the research. Participants in this study are required to fulfil specific inclusion criteria to guarantee their relevance to the research goals as follows: (1) self-identify as entrepreneurs with disabilities; (2) worked as an entrepreneur both before and after the COVID-19 pandemic; (3) faced difficulties or disruptions in their business activities as a result of the epidemic; and (4) willing to participate in interviews to discuss their experiences and coping mechanisms.

The entrepreneur interview data were further triangulated utilizing observation notes and a desk-based review of online material, including images, videos and text, obtained from entrepreneurs' business websites and professional profiles. Following each interview with an entrepreneur, 1-2 pages of notes were made to document observations about the embodied qualities and practices of the entrepreneurs, such as their use of artefacts and body movement, as well as reflections on the interview. This graphic data made the possible effects of disabilities on business more understandable. Along with written words, videos and visuals are being employed more and more in organizational research<sup>[26]</sup>.

Potential participants who fulfilled the four criteria were found with the help of several nongovernmental organizations including Selangor Youth Community's Leadership Entrepreneurship Acceleration and Development League (SAY LEAD) and Orang Kurang Upaya( (OKU)Sentral. Seven participants (two ladies and five males) were identified to take part in the interview (refer **Table 1**). The number of interviewees tends to be on a smaller size or, in other words, lower than 30<sup>[13,27,28]</sup> reflecting the possible difficulty of access to suitable food-based entrepreneurs with disabilities. This study involved seven entrepreneurs with disabilities as per the recommendations of Silva, R.et al<sup>[29]</sup>. In addition, he lowest sample size for saturation is five interviews in cases of homogeneous population<sup>[30,31]</sup>.

No.	Age	Experience (in years)	Type of Disability	Academic Qualification	Business
R1	52	14	Physical	O-level	Azizi runs a smoked meat business
R2	57	30	Physical	O-level	Liezda makes cookies
R3	45	5	Physical	O-level	Are-Peet runs a food stall by the roadside
R4	42	14	Physical	O-level	Mahmud makes cookies, COWAY & Tone Excel
R5	51	21	Hearing	O-level	Bety makes cakes and cookies
R6	23	5	Learning	Diploma	Amir runs Dyslexia Café
R7	28	5	Multiple	O-level	Harith runs a coffee blended business

**Table 1.** Entrepreneurs with disabilities who participated in the interview

*Note: O-Level refers to the equivalent of a secondary school certificate.* 

The processes in the data analysis process include data reduction, data visualization, and conclusion drawing verification<sup>[32]</sup>. The researchers will perform a thematic analysis on the qualitative data based on familiarization, coding, generating themes, reviewing themes, defining and naming themes, and writing up before summarizing and interpreting the results, based on the recommendation of Miles, M.B et al<sup>[32]</sup>.

## 4. Findings

### 4.1. Descriptive analysis

The age of the interviewees ranges from 23 to 57 years old. Most have only O-level qualifications except for Amir who has a diploma in culinary. Most are physically disabled, except for Bety, Amir and Harith who have hearing, learning and multiple disabilities respectively. Azizi, Mahmud and Bety operate from their respective houses. Liezda makes her cookies at a shop lot. Are-Peet sells rice and side dishes as well as traditional cakes in a stall with the help of his wife by the roadside. Amir runs his café that offers both local and Western cuisine as well as traditional Malay desserts and pastries every day from 0700 to 2300. Amir wants Dyslexia Café to be on par with other establishments like Secret Recipe and Starbuck. Harith makes coffee from his house and sells coffee at bazaars and nigh markets.

#### 4.2. Thematic analysis

After listening to the recorded interviews and going through the transcribed data several themes were (1) resilience; (2) adaptability and innovation; (3) determination; and (4) focus on strength. In addition, the researchers identify family support as a contextual theme that presides over all the four themes. The following sections highlighted characteristics of interviewees based on the respective themes.

### 4.3. Resilience

All seven food-based EWDs showed exceptional mental toughness in the face of external and internal pressures surrounding them. Mahmud, for instance, has a strong desire to build his own empire of cookies albeit having only one functional arm. With the appointment of 100 agents and direct sellers to many Mesra shops (convenience stores) in Petronas (the largest fuel pump outlet in Malaysia) as well as other outlets, he is currently experiencing great success. When Mahmud initially started his business, a crucial event was the last-minute cancellation of a pre-order for 700 containers of cookies prior to the Eid celebration during COVID-19. Mahmud shown resilience by using social media platforms like Facebook, Instagram, and TikTok to sell all his cookies within a few days. Due to his resilience and commitment, Mahmud won the second price in the 2024 SAY LEAD competition for disabled entrepreneurs. He plans to open his own store and sell his own cookies to increase his profit margin.

Amir is dyslexic and faced a miserable childhood at school where he was constantly bullied as he was weak in mathematics and science. He enrolled at a culinary academy for an advanced diploma and started Dyslexia Café from home during the movement control order due to COVID-19 after working for several years at a hotel. During the endemic stage, Amir relocated Dyslexia Café to a more suitable location, and he currently plans to start another café using the same idea to assist other people with impairments.

Liezda has been confined to a wheelchair since her back problems immobilized her from the waist down when she was fifteen years old. She ventured into the food business by making only pineapple tarts. Today, her shop offers a range of 22 varieties of cookies including maruku, donuts, cakes and brownies. Liezda operates from a shop lot in a government-owned mall and had rented an adjacent unit to keep up with the demand. She was a successful paralympic who represented Malaysia in bowling. The training helped to build a positive attitude in her business.

### 4.4. Adaptability and innovation

Being able to adapt to changing circumstances and find creative solutions to unique challenges is apparent among the interviewees. This flexibility helps them navigate the business landscape effectively. Bety illustrated a high level of adaptability when she chose to bake cakes following her forced resignation from a bank job due to her hearing loss. Initially she felt shy and lacked confidence since her hearing loss had impacted her speech. She learned to read lips to adapt to the changing environment. Subsequently, her confidence increased as business began to grow.

Harith became disabled after a motorcycle accident. His hands are immobile, and he has trouble speaking. He started selling coffee in a stall in front of his house. At one point in time, he was doing very well, selling 100 bottles of coffee every day. But he has problems when customers placed orders but never turn up, resulting in wastage. He now sells his coffee based on pre-orders where customers must pay first and pick up the coffee later.

Are-peet was employed by a construction company and was well-paid as a heavy machinery driver. He had to give up because of a disease that caused his left leg to become stunted. He set up a roadside stall and sells rice and side dishes (Minang cuisine) as well as traditional Malay delicacies. He adapted his business by taking orders for weddings and other functions (such as birthdays and gatherings at mosques).

Azizi who has only six fingers, improved the smoker design to make better quality smoked meat. The new design was able to produce more smoked meat with better taste. With this, his sales have improved accordingly. However, Azizi continues with his innovative activities by exploring types of wood for the smoker and producing smoked fish for a niche market.

Amir chose to sell at Bazaar during the fasting month of Ramadhan and make huge profits as his food is of hotel standard but affordable. He could have just focused on the café, but he realized that by participating in Ramadhan Bazaars, he could meet with new customers and promote his café at the same time.

Mahmud has two side businesses that are equally profitable to his cookies business. He is a COWAY and Tone Excel agent. He only works part-time on the two ventures which provide 25% of his monthly income. When he meets his COWAY and Tone Excel customers, he would promote his cookies at the same time.

#### 4.5. Determination

All seven interviewees demonstrate a strong drive and determination to succeed, regardless of obstacles, propels them forward. This tenacity often stems from a desire to prove themselves and achieve their goals.

All of them are driven to ensure that their family has a better future. According to Liezda, "As the breadwinner of the family, I know that failure is not an option. I have to succeed."

Bety was determined to succeed and was willing to understudy her in-law in Perlis who is well known for her pastry-making skills for several months just master the art of making Swiss rolls. She was very selective in purchasing raw materials to produce cakes of the best quality. According to Bety, "I will not sell my cakes if they are defective." Her husband now works with her to cope with the growing demand.

### 4.6. Focus on strengths

Successful disabled entrepreneurs often focus on their strengths and unique perspectives, using them as a competitive advantage in their business endeavors. This characteristic is apparent among the seven interviewees. For example, Mahmud has good eloquent skills. He is very persuasive, and this competence helps in recruiting agents and closing sales. Liezda has a pleasant personality and calls herself *Bonda* (mother in Malay) and likes to give advice. People feel at ease when talking to her. As such, she receives a lot of coverage in the media which inevitably helps to market her products. Amir has culinary skills and experience that helped him start a successful café. His passion is demonstrated by changing menus every week to ensure that the customers will not be bored.

#### 4.7. Family support

Family support can be very important for entrepreneurs, especial those who are disabled. It can provide the emotional and practical support entrepreneurs need to navigate the challenges of starting and growing a business. For example, Are-peet claimed that he would never be successful without the support of his wife. His wife is also a good cook and is well known in the community. When Bety started the cake and tart business, her husband sacrificed his career and took his early retirement to help her. She was dependent on him to help communicate with her customers and to do the heavy tasks. Mahmud is married to his childhood sweetheart who helps him to make cookies from their house. Even after Mahmud suffered a disability at the age of eighteen from a motorbike accident, she remained committed to marrying him.

### 5. Discussion

Resilience, adaptability and innovation, determination, focus on strengths were identified as critical success factors for the seven food-based entrepreneurs with disabilities. Santoro, G. et al<sup>[33]</sup> showed that resilience improves individual success of entrepreneurs based on a sample of 108 nondisadvantaged entrepreneurs. Torres et al<sup>[34]</sup> also identified resilience closely related to the success of people with disabilities. Tamzini, K.<sup>[35]</sup> highlighted the importance of adaptability and innovation among entrepreneurs with disabilities based on semantic analysis. Bahry, N. S. et al<sup>[36]</sup> conducted a systematic literature review calls for the promotion of innovation for disabled entrepreneurs to face business challenges. Wee, M. et al<sup>[37]</sup> believed that entrepreneurs are compelled to thoroughly understand the intricacies of their ventures during the initial stages of business development which demands them to remain receptive and adaptable to any alterations in their environment<sup>[37]</sup>. Finally, Wehmeyer et al<sup>[38]</sup> believe that with changing ways of understanding disability, alignment with 21st century and personalized education, and a focus on strengths and self-determination, inclusive education can become the norm and not the exception among people with disabilities. Family support was also identified as a crucial role in success among the seven interviewees. The researchers treat family support as a contextual factor which refers to the various conditions and elements that can influence the research process and its outcomes.<sup>[39-41]</sup>

The researchers believe that family support is part of social and cultural context which involves societal norms, values, and cultural practices that can impact the research subjects and the interpretation of results<sup>[42-43]</sup>. The interplay of the four dimensions as critical success factors for food-based entrepreneurs with disabilities with family support as a contextual factor is conceptualized in **Figure 2**.

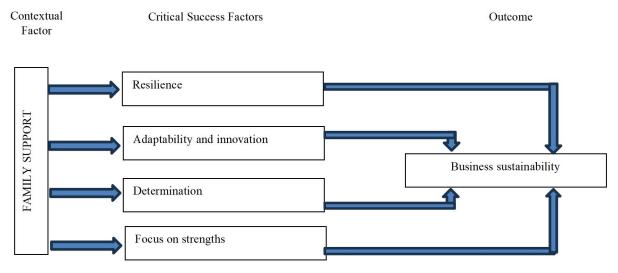


Figure 2. Conceptual framework.

The framework can best be explained by the Critical Disability Theory which shows that societal barriers and negative attitudes create challenges for entrepreneurs with disabilities. Overcoming these challenges becomes a key factor in their success and sustainability. The researchers believe that entrepreneurs with disabilities need to be resilient, adaptable and innovative, determined and focus on their strengths to adjust in a system that often is not designed to include them. Ndlovu, S.<sup>[44]</sup> argues that there are efforts to introduce change and influence thinking in ways that that deviate from the prevalent and long-standing discourse surrounding disability and impairment to include all people, including those who have impairments, in an environment where everyone is entitled to a life of dignity as a human being. family support may play a significant role in influencing disabled entrepreneurs' decisions to innovate.

## 6. Conclusion and recommendations

The findings indicate that entrepreneurs with disabilities can succeed and should not be discriminated against. The findings of this study have significant ramifications for social workers, governmental agencies, and educational/training institutions. The researchers suggest a comprehensive strategy for legislators and other important stakeholders to create a compassionate and inclusive ecosystem that will enable deserving EWDs who have long been excluded to thrive and expand their enterprises as Malaysia strive to become a caring nation that promotes inclusivity. To help these prospective entrepreneurs with disabilities reach their full potential, formal intervention programs such as social entrepreneurship should be implemented for them.

The researchers propose a series of longitudinal research in the form of tracer studies on both successful and unsuccessful EWDs based on their businesses typologies and they type of disabilities to better understand the phenomenon. Though most of their businesses can be categorized as small enterprises, they have potential to grow if proper mentoring and support are given<sup>[45].</sup> Furthermore, action research could be

used to develop action plans for the betterment of the community of disabled entrepreneurs. Finally, other scholars can build on this study by defining training programs that are most suited to entrepreneurs with disabilities as training programs for EWDs should be tailored to their specific needs and delivered for the sake of effectiveness, not on efficiency.

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# **Conflict of interest**

The authors declare no conflict of interest.

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