
Award-Winning Women Business Operators in Kandy District of Sri Lanka: Entrepreneurial Bricolage

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Abstract – Women entrepreneurship has been identified as a crucial factor in closing the gender gap in the labor market and women empowerment. However, there is a significant gender gap in the SME sector in Sri Lanka. Also, Literature supports that Sri Lankan women are living in a socially and economically constrained environment. In this study entrepreneurial bricolage has been used as a theoretical lens to understand the entrepreneurial actions of women business operators because bricolage links means and ends in a resource-constrained environment. Since women business operators in Sri Lanka are in a constrained environment and operating with limited resources, the main purpose of this study to understand how Award-winning women business operators have applied Bricolage approach in their entrepreneurship process. Qualitative multiple case study research design was used to achieve the research objectives. In-depth interview method was adopted as the main data collection method and 30 women awardees were selected by using the purposive sampling method. The findings illustrate that these women business operators have used the 'Bricolage' approach in the form of 'selective bricolage'. They have used it as a one-off practice to find solutions for problems and opportunities they faced in their businesses.

Keywords: “Women”, “Entrepreneurship”, “Award-winning”, “Bricolage”.

1. Introduction

Women’s economic empowerment through reducing the gender gap is a key goal of sustainable development goals to be achieved in 2030. Women entrepreneurship has been identified as a crucial factor in closing the gender gap in the labor market, gender equality and women empowerment (International Labor Organisation, 2023). However, women have traditionally been less active in entrepreneurship than men (International Council for Small Business, 2022). Also, women are being treated secondary and lagging behind men with gender discriminations (United Nation Development Programme, 2023; Asian Development Bank (ADB) and The Asia Foundation, 2018). Even though female entrepreneurs are discriminated against male entrepreneurs (United Nation Development Programme, 2023) women entrepreneurship play a vital role in creating jobs, innovations, inclusive development and developing sustainable societies (International labor Organisation, 2023).

The government of Sri Lanka has identified the SME sector as the key driver of the economic development, income and wealth creation (Sri Lanka Export Development Board, 2022; Ambepitiya, 2021). However, statistics show that women entrepreneurs account only for 25% of SMEs (Sri Lanka Export Development Board, 2022) even though they contribute to around 52% of the population (Department of Census and Statistics, 2021). So, it indicates a significant gender gap in the SME sector in Sri Lanka.

Literature supports that Sri Lankan women are living in a socially and economically constrained environment (Weerawansa *et al.*, 2018). Women entrepreneurs in Sri Lanka face the challenges and issues such as difficulty in access to finance, lack of access to networks, lack of support from family and society, difficulties in managing work-life balance (Adikaram and Razik, 2022) and legal challenges due to lack of knowledge (Jayawardane, 2019). Moreover, they face challenges such as lack of government support, lack of infrastructure, and gender inequality (Selvarajan and Thyani, 2022).

In the theories of entrepreneurship, bricolage links means and ends in a resource-constrained environment, making it a particularly useful construct (Baker and Nelson, 2005). They argued that there is a doubt of the applicability of a rational decision-making approach to a resource-constrained environment. Hence, Baker and Nelson (2005) proposed the theoretical perspective of 'entrepreneurial bricolage', a concept coined by French anthropologist Claude Levi -Strauss. In 1966, Claude Levi- Strauss introduced the concept of bricolage in his book 'The Savage Mind'. Levi- Strauss defined bricolage as 'Making do with what is at hand'. According to the Bricolage theoretical idea, entrepreneurs can start with what is at hand in a resource-constrained environment. Since women business operators in Sri Lanka are in a constrained environment and operating with limited resources, the main purpose of this study to understand how Award-winning women business operators have applied Bricolage approach in their entrepreneurship process. Such research findings would help policy makers for developing strategies to support novice and aspiring women entrepreneurs who are in resource-constrained environments. Hence, the following research questions and objectives could be raised.

1.1. Research Questions

- a. How does bricolage determine the entrepreneurial actions of the entrepreneurship process?
- b. Do they use bricolage approach to find solutions for the problems and opportunities in their businesses?

2. Literature Review

2.1 Entrepreneurial Bricolage

In the French language, bricoleur means someone who works with hands and uses devious means (Levi- Strauss, 1966). In a constraint environment, bricolage makes entrepreneurship viable by providing individuals with the means to step forward through the entrepreneurial

process (Venevenhoven *et al.*, 2011). French anthropologist Claude Levi-Strauss coined the concept of bricolage in 1962 through his book "La Pensée Sauvage". In the English translation "The Salvage Mind" (1966), he tried to compare 'Bricoleur' to 'Engineer.' Levi-Strauss (1966) described an engineer as one who is always trying to make his way out of hand and go beyond the constraints imposed by a particular state of civilization while the bricoleur by inclination or necessity always remains within them. Levi-Strauss (1966) defined bricolage as making do with what is at hand. Further, Baker and Nelson (2005) defined bricolage as creating something from nothing. Legal, social or aesthetic considerations do not constrain bricoleur behaviour, and they strictly focus on finding a workable solution (Stinchfield *et al.*, 2012).

Through a thorough literature review on bricolage Baker and Nelson (2005) identified three characteristics of bricolage; (01) making do, (02) work with resources at hand and (03) recombination of resources for novel uses. Thereby Baker and Nelson (2005) advanced the initial definition by Levi- Strauss (1966) 'Making do with what is at hand' as 'Making do by applying a combination of resources at hand to new problems and opportunities.' Making do with what is at hand implies that there is a question of whether a workable outcome can be created (Baker and Nelson, 2005). However, this does not imply that bricolage always comes up with highly imperfect and temporary solutions. According to Levi- Strauss (1966), bricolage can sometimes reach brilliant unforeseen results. Especially in times of economic turbulence, bricolage may be most appropriate because a making do mindset allows one to survive in a resource-constrained environment (Stinchfield *et al.*, 2012).

'The bricoleur is adept at performing many diverse tasks' (Levi- Strauss, 1966). According to the second characteristic of bricolage, bricoleur always possesses physical tools and equipment, contacts, skills, previous experiences and knowledge etc. (Baker and Nelson, 2005) that are collected and retained on the principle that 'they always come in handy' (Levi-Strauss, 1966). According to Levi-Strauss (1966) 'bricoleur's universe of instruments is closed, and the rules of his games are always to make do with whatever is at hand'. The third characteristic indicates that bricoleur tends to combine and reuse resources for different applications or ways than the original intended use of those resources (Levi Strauss, 1966; Baker and Nelson, 2005). Bricoleur has the freedom to do what he/she wishes when working with a given task as he/she is not restricted with previously accepted theoretical knowledge, practical knowledge or technical means that restrict possible solutions (Levi- Strauss, 1966). Man is seen as a calculator or rational thinker in the traditional opportunity discovery process (Welter *et al.*, 2016). However, in the bricolage approach entrepreneurs do not reflect conventional rational thinking (Levi-Strauss, 1966; Baker and Nelson, 2005) because bricolage occurs when entrepreneur use resources at hand to respond to the opportunity or problem regardless of their original purpose of use (Baker and Nelson, 2005).

In an impoverished environment for a firm with a new challenge, have at least three alternatives to respond environment. In such situations firms can respond to the environment by acquiring new resources and avoid the new challenge if the firm fails to acquire new resources and engage in bricolage by applying a combination of resources (Baker and Nelson, 2005).

Baker and Nelson (2005) identified two types of patterns in bricolage: Parallel bricolage and selective bricolage. Firms that use Parallel bricolage create something from nothing in all the aspects of the firm's operations, and they practice bricolage consistently and repeatedly. In selective bricolage, firms use bricolage selectively (not in all the firm's operations) to create something from nothing. Further, these firms may later reject bricolage when they grow (Baker and Nelson, 2005). Bricoleurs create something from nothing by using five domains: forgotten, discarded, abandoned resources (physical inputs); self-taught skills (skill inputs); network ties with friends, customers, suppliers (labor inputs); develop unavailable products and services (customer/ markets); refuse to follow regulations and standards (Institutional and regulatory environment) (Baker and Nelson, 2005).

Bricolage ‘view resource limitation as both a problem and an opportunity and bricoleur use resources on hand to solve the problem in a new way or combine existing resources to potentially unlock a new source of value’ (Welter *et al.*, 2016). Based on the nature of available resources, bricolage can be identified in two distinct forms, internal bricolage and external bricolage (Venevenhoven *et al.*, 2011).

According to Venevenhoven *et al.* (2011) internal bricolage consists of life and work experiences, professional and academic certifications, idiosyncratic mental endowments. In contrast to internal bricolage, external bricolage employs the combination of resources available to the entrepreneur in his external environment. External bricolage can take two forms- Network bricolage (Baker *et al.*, 2003) and Asset bricolage (Venevenhoven *et al.*, 2011). Network bricolage consists of all the helpful network ties and relationships with stakeholders (Baker and Nelson, 2005). Asset bricolage is the pool of tangible resources- Machine, materials, parts, lands, byproducts, waste (Venevenhoven *et al.*, 2011). Internal bricolage, network bricolage and asset bricolage (Venevenhoven *et al.*, 2011) are similar to domains of skill inputs, labour inputs and physical inputs (Baker and Nelson, 2005). Therefore, bricoleurs identify internal resources, assets and network relationships and recombine them in a novel way, and they display self-correcting, trial and error “make-do” behaviour (Chinyoka, 2020).

Most organizational entrepreneurship is characterized by severe resource constraints and sometimes impacts survival, solving problems, and exploiting opportunities (Baker and Nelson, 2005). Therefore, the bricolage approach is another entrepreneurial approach that can be used in poor resource conditions. These arguments lead to the following proposition.

Proposition 1: *In a resource constrained environment women business operators adopt Bricolage approach in the entrepreneurship process.*

Proposition 2: *Women business operators engage in bricolage to survive and find solutions for the problems and opportunities in their businesses.*

2.2 Bricolage and Entrepreneurship

Empirical studies and theoretical essays on bricolage has focused on comparing and contrasting bricolage with other similar concepts like effectuation, causation and improvisation (Baker, 2007; Archer et al., 2009; Fisher, 2012; Stinchfield et al., 2012), opportunity creation framework (Donbesuur et al., 2023; Chinyoka, 2020; Ghezzi, 2018; Welter et al., 2016), social bricolage (Ratnayake et al., 2022; Park and Shin, 2021), Artificial Intelligence Decision-Making (Kang and Zeng, 2022), and entrepreneur job satisfaction (Kleine-Stegemann, 2022)

Donbesuur et al. (2023) studied the effect of entrepreneurial bricolage on international opportunity recognition of export-oriented firms in Ghana. The study revealed that entrepreneurial bricolage has an inverted U- shaped relationship with international opportunity recognition (IOR) and that IOR has a positive effect on export intensity of firms. The study of Chinyoka (2020) focused the application of bricolage and effectuation in opportunity creation in the African context. In this study, mini cases have been analyzed to understand the effectuation and bricolage practices entrepreneurs. Research findings point out that effectuation and bricolage are new to the African context and haven't developed as a common culture because they have grown up in a causation culture. Due to this reason, those entrepreneurs tend to give up easily when they can't find resources. Further study has revealed that they are still in the area of opportunity discovery instead of opportunity creation. Ghezzi (2018) researched the adoption and implementation of lean startup approaches: effectuation and bricolage in digital startups. Study findings indicate that most digital firms (93%) have adopted lean startup approaches and obtained several advantages. Further findings indicate that lean startup approaches are operational, systematic and scientific decision-making tools that support opportunity creation. Digan *et al.* (2018) researched women's empowerment and the role of bricolage in the Indian context. The findings showed that women empowerment is positively associated with firm revenue. Additionally, findings indicate that women empowerment could be further enhanced via managing resources in a constraint environment through bricolage.

The study by Kleine-Stegemann et al., (2022) researched the influence of entrepreneurial bricolage on entrepreneur job satisfaction. Their findings indicate that bricolage positively impacts job satisfaction for both experienced and novice entrepreneurs. Ratnayake et al., (2022) studied the influence of entrepreneurial resource bricolage on social innovation. The study results reveal that entrepreneurial resource bricolage significantly influences on nurturing social innovations and there is a high level of social innovations in Sri Lanka.

3. Methodology of Study

The main aim of this study is to understand how award-winning women business operators adopt bricolage in their entrepreneurship process. Hence, qualitative multiple case study research design was used to achieve the research objectives. Research with qualitative data is a way to understand the naturally occurring events in the natural setting and it enhances the understanding of social phenomena (Neergaard and Ulhøi, 2007).

The sample of this study was selected from the women awardees of the "Star Awards." This award ceremony is organized by the Department of Industrial Development and Enterprise Promotion- Central Province. The award programme recognises successful business operators from the service and manufacturing sectors under medium, small, and micro-scale. According to the data base of the department there are 42 women award winners in the Kandy district from 2014 to 2019. Purposive sampling strategy was adopted as the sample technique and under purposive sampling, the Maximum variation sampling method (Saunders *et al.*, 2016; Miles *et al.*, 2014) was used to identify award-winning women business operators. The maximum variation sample includes participants with varied characteristics (Saunders *et al.*, 2016). After deciding the sampling strategy researcher encountered the negotiation to access particular cases. Sampling process was started from the latest award winners in 2019 and continued up to the year 2014. Participants in the sampling framework were initially contacted via telephone to make appointments for interviews. Some of the women business operators had to be withdrawn due to difficulty of reaching them or were too busy to give an interview or refusal to give an interview. The sampling ended when the sample size reaches 30 as researcher understood that there was no marginal addition to the knowledge from conducting an additional case study.

Qualitative interviews provide opportunities for mutual discovery, understanding, reflection, and explanation via a path that is organic, adaptive, and often energizing' (Tracy, 2013). Therefore, in-depth interviews were used as the main data collection tool of this study. A pre-determined interview topic guide was used to conduct all the interviews and it aided to maintain consistency. The topic guide was further improved after a few pilot interviews because a validated instrument is the best way to sought meaningful findings (Miles and Huberman, 1994). A reasonable time gap was maintained between interviews to complete transcribing and coding before conducting the following interview. In this study data collection and data analysis were carried out concurrently because this interaction helped in recognizing significant themes, patterns, and relationships when they emerged (Saunders *et al.*, 2016). Thematic analysis method was adopted as the main data analysis technique and this approach aided to identify themes and patterns across data set.

The researcher complied with the research ethics and maintained ethical behavior throughout the research process. In the data collection process the researcher explained the purpose of the study to participants and assured the confidentiality of collected data. A consent form was given to participants both in English and Sinhala to explain the rights, interest and involvement of the participant. All the interviews were started once the participant sign the consent form that they participate to the interview voluntarily. The anonymity of the participants was guaranteed.

4. Findings

Making do by applying a combination of resources at hand is an alternative approach to respond to problems or opportunities in a resource-constrained environment (Baker and Nelson, 2005). Bricoleurs combine skill inputs, labour inputs and physical inputs in a novel way than its' usual purpose (Baker and Nelson, 2005). Table 1 and Figure 1 present how the respondents have used this 'making do' practice in their entrepreneurship process.

Table 1: Making do with what is at hand

Manufacturing Sector			
Case	Business	Problem Or Opportunity	Supportive Quotes
Case 05	Clothes Manufacturing	Sending parcels to Colombo safely and quickly for low cost	"I have close contacts with private bus drivers... So I send packages to Colombo through them."
Case 13	Fabric Bag production	Reduce the cost and increase income	"Due to Corona pandemic my business is not running well these days... With the corona pandemic Grameeya bank wanted to open a cooperate shop in this village... With an agreement now I'm working as the manager here and at the same time I operate my business at the same premises."
Case 17	Food Production	Unavailability of necessary cooking equipment	"At the beginning I didn't have necessary cooking equipment... I needed a frying pan to fry snacks...but I didn't have... So, I used a source pan instead...I did my first production in a source pan." "Still I have that pan as a souvenir"
Case 18	Clothes Manufacturing	Approaching to big showrooms	"It is very difficult to enter in to big showrooms...If we are not from that business society they don't give opportunities even though I show them good designs. But with the social background and the contacts I had, big clothes showrooms had to accept my designs... because I had strong connections with the parties that those clothes companies were using for their benefit. Because I had powers to block their benefits if they didn't welcome me." "

Case 21	Food production	Dry spices on rainy days	“In rainy days it is difficult to sun dry chili...I cut them and use microwave oven to remove the moisture...It works...Even without a good weather I can continue production.”
Case 27	Clothes manufacturing	Developing blocks for kids sizes	“At the beginning I did clothes for kids...but I didn’t have blocks for different kids’ sizes... So, I borrowed few kids’ clothes from a neighbor... using those clothes I could develop blocks”
Case 30	Gem and jewellery	No capacity to open a showroom at the startup	“When we start we didn’t have capital to open a show room with very good facilities...So we introduced a new concept... we brought foreigners to home.”
Service Sector			
Case 02	Pre-school	No enough space to build an outdoor area	“The main challenge I was faced when I find a place is finding a premises with ground for kids...we should give them a good environment...but in this premises we don’t have large outdoor space...”
Case 04	Hair and beauty salon	Getting admissions from new students without marketing	“Today I don’t spend on advertising...I have good students network...So I get lot of students through the recommendation of my past students...They voluntarily do it for me.”
Case 29	Dress making, Hair and beauty salon	Learning dress making	
Case 11	Auto Care	Develop a soap spray machine which was unavailable in the market Develop a water filter system instead buying	“We have to very concern about disposal water because we are near to Mahawali river...Our water filter system is unique and it was designed by me using traditional technology and also using my creative idea.”
Case 14	Home stay	New product development to improve the service quality (Flowering tea)	“Later I searched information about flowering tea and I made it using raw tea leaves...I used a glass pot to serve which I bought when traveling in Japan... I served flowering tea to my visitors... They really enjoy and admire...”

			This is not hundred percent success still need to improve.”
Case 20	Catering	Getting orders from customers	“My husband’s friends who are working at the Department of Agriculture help us to get orders...Mainly I get orders through my husband’s friends...They link my business with customers”
Case 26	Driving School	Sending students for the trial test	“At the beginning I didn’t know that we should get a training license to train students... So, what I did was, I trained students and through a registered driving school I sent my students for the trial test.”

Take case 05’s delivering packages is an excellent example of bricolage. In this case, she has a good network with Kandy- Colombo private bus drivers. She uses them to send her packages (sample designs) to Colombo within a few hours instead of using expensive, slow delivery methods such as postal and courier. As mentioned earlier, she has used a private bus network differently as its primary use is not delivering packages for free. In Case 18, she has used her strong connections with a government officer to influence one big clothes showroom to accept her products. As she said, if they did not accept her products, they would have lost many benefits they were getting from the person she had close contacts. So, in this case, she has used her close tie in an unusual way to enter a new market. These two cases can be identified as examples of network bricolage (Baker et al., 2003). Case 17 is a lucid example for asset bricolage (Venevenhoven et al., 2011). In this case, at the startup of her snacks products business, she did not have the required kitchen equipment. She did not have a frying pan when she was ready to do her first production. So, she has used a source pan available in her kitchen instead of a frying pan. Here she has become a bricoleur to overcome resource limitations. Cases 13, 21, 27 and 30 are also good examples of asset bricolage. (See table 01 for supportive quotes)

Case 21: As a spice manufacturer, one main challenge she has is sundry chilli during the rainy season. So as a solution, she uses an old microwave oven to remove the moisture of spices. As she said, she has changed some settings of the old microwave to use it as a dryer. This unusual use of the microwave has helped her to continue her production even during rainy days.

Case 30: Due to financial constraints she had at the beginning, she has used her house as the showroom of her gem and jewellery business. As she said, she has introduced a new concept of bringing foreigners home by using her home to meet foreign customers. Even though the house is not suitable for glamorous business-like gem and jewellery, she has managed to give a novel experience to buyers through her hospitality.

The above cases show how manufacturing sector respondents have used bricolage to overcome challenges. A similar kind of practice was found in the service sector women business operators. Case 02 has faced a challenge to build an outdoor play area for kids with not enough outdoor space to create a ground. The following quote clearly explains how she has used making do approach to solve the problem.

"Small car park was there in front of this building...we converted it to small play area...we filled the concrete floor with soil and grew grasses... I used my husband's car to transport soil...me and my husband worked till late at night to build this play area." (Case 02)

"When we start it, others criticized that it is impossible to grow plants on a concrete... but we showed them that it is possible" (Case 02)

Even though the play area is not spatial, kids can still play in small groups. This is a lucid example of doing what is at hand in a novel way to overcome a problem. Case 11 is also another excellent example of the combination of internal bricolage and asset bricolage. In this case, she has developed a machine called snow spray using discarded materials, tools and equipment to help her auto care station. The following quote explains the way she adopted bricolage to develop this machine.

"In 2013, there was a new technology call snow spray gun... That time it was not available in Sri Lanka...I tried to find it, but I couldn't... later, we made a machine by ourselves...I used an abandoned gas cylinder and few discarded parts...It was not hundred per cent success, but it worked, and we used it." (Case11)

Again, she has developed a unique water filter system combining traditional technology and her knowledge and experiences without purchasing a system. For them, water disposal is one of the government's main concerns as they are close to the Mahaweli River. So, she has managed to bring the oil level of the water up to the accepted level. Case 14 is also another good example of using bricolage for product development. She has wanted to serve flowering tea after seeing a foreigner buying this special tea at a tea center. She has managed to develop flowering tea using her knowledge and the materials available. She stated that her homemade flowering tea is not hundred per cent perfect and still needs to improve. However, she has received good comments from her guests about her tea service. Also, she said that her guests enjoy the flowering tea event in the breakfast.

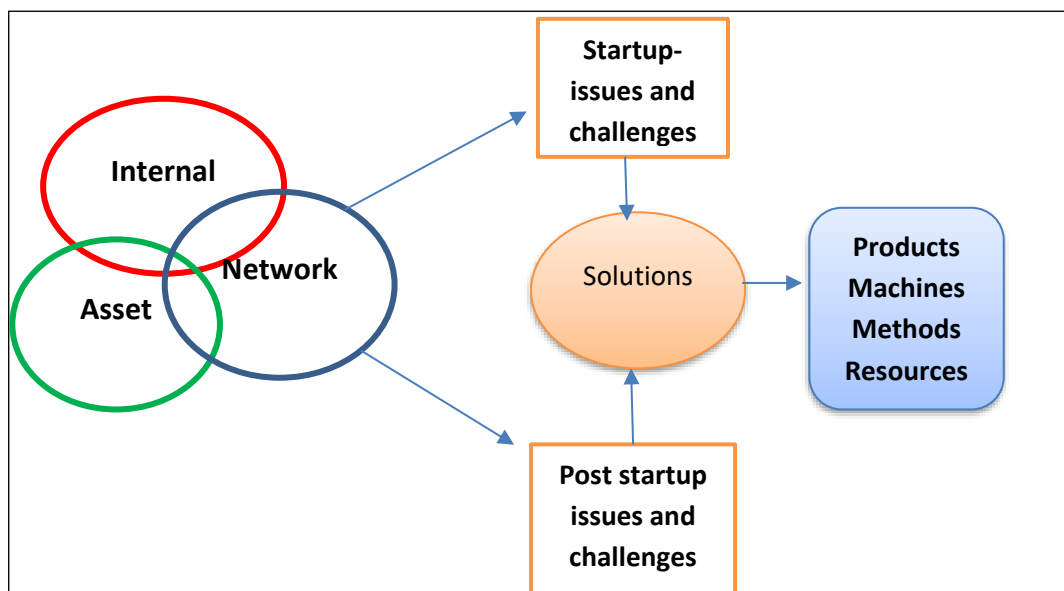
If we take case 29, she has developed her business in a very constrained environment due to the resistance of her parents and husband. She has adopted 'making do' approach to learn dressmaking due to no permission of parents and husband to follow a dressmaking course.

"I wanted to learn dressmaking, but my parents did not like if I go classes... My husband also did not give me permission. So I started to copy blocks from readymade clothes." (Case 29)

Through this way, she developed her dressmaking knowledge and skills with what was with her and what was possible for her to do with all the restrictions.

Case 26 is a well-spoken example of network bricolage. Until she takes a license as a driving instructor, she has sent her students to trial test as students of another registered driving school. Here she has used her contacts in a different way to solve her operational issue. Similarly, Case 04 and 20 provide empirical examples for network bricolage. Case 04 receives a majority of the admissions for new intakes through the recommendations of her previous students. As she said, she a very committed students network. So she is using them as her sales team. Consequently, this has helped her to get excess applications even without advertising. Also, case 20 mainly receives orders for her catering business through her husband's friends working at the Department of Agriculture. As she stated, they voluntarily link her business with people who need foods. It is clear that she uses her husband's friends as the sales team of her business without paying for their service.

Figure 1: Making do with what is at hand



5. Discussion

Baker *et al.* (2003) argue that Bricoleur may use resources at hand both to see "what can I accomplish with current resources?" (effectuation) and to find out "how can I meet my pre-existing goal through what is at hand?" (causation). When it considers the nature of all the above empirical evidence, it seems that they have taken the causation way because they have tried to find solutions for a pre-existing problem by making do with what is at hand. Furthermore, empirical findings reveal that these respondents have not continued bricolage approach throughout their entrepreneurship process. Therefore, it can conclude that award-winning women business operators have adopted selective bricolage in their entrepreneurship process rather than parallel bricolage. Therefore, the study findings

support the Proposition that *in a resource constrained environment women business operators adopt Bricolage approach in the entrepreneurship process.*

The above empirical evidence shows that 14 cases out of 30 respondents have used bricolage to respond to challenges or opportunities. However, bricolage can't be identified as a commonly used approach as only 13 cases provide evidence for adopting bricolage approach. Respondents in the manufacturing sector (06 Cases) have used their knowledge, available resources and available social contacts in a novel way than its original purpose to develop solutions for challenges and issues in their businesses. It was identified a similar practice among the service sector (07 Cases) women business operators. It shows that 08 cases are still using the solution they developed through bricolage, and others have used it at one point in their business. The empirical findings reveal that these women business operators have adopted "Selective bricolage" in their entrepreneurship process and no case was found practising "parallel bricolage". Therefore, above discussion on 'making do with what is at hand' supports the proposition that *Women business operators engage in bricolage to survive and find solutions for the problems and challenges in their businesses.*

6. Conclusion

This research has examined how Award-winning women business operators have applied Bricolage approach in their entrepreneurship process. Through this “making do” approach, women business operators have managed to develop products, machines, methods, and resources to solve their problems. However, this making do approach was not identified as a continuous practice, and they had used it mainly as a one-off approach. When compare these findings with the theory of bricolage, they have used the form of ‘selective bricolage.’ Also, they have taken the causal way when using bricolage as they have used this approach to find a solution for pre-existing problems.

7. Practical Implications

This research study findings show that bricolage approach has helped women in a constrained environment to find solutions for problems and opportunities. So, these study findings can be used to support nascent entrepreneurs who are in a constrained environment. Therefore, it is recommended that organizations who provide support services for entrepreneurship development to implement training programmes for educating people about the approach of entrepreneurial bricolage. Furthermore, education institutes that conduct management and entrepreneurship training programmes and courses are recommended to use syllabi, including Bricolage model that is suitable for resource constrained environments.

8. Limitations of the study

This research study was limited to award-winning women business operators in the Kandy district in Sri Lanka. Also, qualitative multiple case study research design limits the generalizability of the research findings.

9. Suggestions for future research

Future scholars can replicate this study in other geographical areas of the country. Since this research only focuses on award-winning women business operators, there is a research gap to study the entrepreneurial bricolage in the context of male entrepreneurs. Furthermore, future researchers can conduct research studies to understand and compare the entrepreneurial bricolage of entrepreneurs in different industries.

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