Bricolage Driving Rural Family Business Growth:
A study of Madhya Pradesh

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We aim to investigate how family strategies affect the development of new businesses, how family dynamics influence business growth strategy decisions, and how families manage and create business portfolios. To address these questions, we conducted comparative case studies specifically based on agripreneurs by utilizing information from business families situated in rural Madhya Pradesh. The data illustrates how family members contribute to the development and growth of businesses, examining their evolution over time, interactions with entrepreneurial households, and practical development of business portfolios. The study identified three main themes: the close connection between family and business; how family and relatives act as valuable resources in business growth; and how families deal with risk and uncertainty by "bricolaging" resources. These results highlight the role of family strategy in shaping business growth, in contrast to earlier studies that focused on individual aspirations and firm strategy

Keywords: family, family business, business growth, business portfolio, rural, entrepreneurial bricolage

Introduction

Entrepreneurship is recognized as a multidimensional field and has been extensively studied. Traditional studies in this domain primarily focused on entrepreneurs and their enterprises, often overlooking the significant influence of family and household environments in shaping entrepreneurial endeavours. Recent advances in entrepreneurship research, however, have highlighted the vital role of family and household dynamics in entrepreneurial activities, necessitating a shift in the paradigm of studying entrepreneurship (Ram et al., 2001). This study examined the complex interplay between entrepreneurial families, households, and businesses, exploring factors like entrepreneurial growth, household dynamics, and offers insights into how household relationships and family roles impact business decision-making processes, helping entrepreneurs to better navigate these influences for improved operational efficiency. Entrepreneurship has been extensively studied as a multidimensional field; however, traditional research often overlooks the significant influence of family dynamics on entrepreneurial endeavours. Recently, scholars have highlighted the vital role of family members and relationships in entrepreneurial activities, necessitating a paradigm shift in how we study entrepreneurship. This study aims to bridge the knowledge gap by examining how family and relationships influence the growth and decision-making processes in family-owned businesses.

This research used a case-study approach, employing theoretical sampling for comprehensive case selection aligned with the research inquiry (Ljunggren and Carter 2014). The research efforts were directed toward the agricultural sector, particularly farming practices, as well as entrepreneurial ventures initiated by families within their residences. The study specifically explored how farming families in rural areas of Madhya Pradesh grow their businesses. Insights were gained into the strategies they employed to grow a portfolio of businesses through the analysis of several cases.

The research involved a comprehensive examination of prior scholarly investigations related to farm family-owned business , household, bricolage and portfolio entrepreneurship. Subsequently, data was gathered, and a comparative analysis was conducted between the research findings and the existing body of research in the relevant field. In conclusion, the study offered a comprehensive analysis of the findings, shedding light on potential directions for future research in understanding how rural familiesin these regions grow their businesses.

The research aimed to contribute to entrepreneurship by studying farm family-owned businesses, centralizing operations within households for resource allocation and farming. It sought to understand their evolution, expansion into diverse portfolios, and the impact of household strategies on start-ups, exploring how family dynamics influenced decision-making during uncertainties. The study also analysed how families utilized resources to manage risks effectively. To achieve this, the following issues were investigated:

1. To explore the various strategies that households use when starting new ventures in family-owned enterprises.
2. To analyse the influence of households on decision-making processes in the development of new businesses.

To examine the methods employed by farm family-owned businesses in managing risk uncertainty and control.

Literature Review

Family Dynamics in Entrepreneurial Activities

The influence of family in entrepreneurship has been significantly discussed, with scholars arguing for its inclusion within the framework of entrepreneurial studies. Family dynamics offer valuable insights into entrepreneurship because they encompass both cultural and pragmatic structures, ranging from emotional support and customs to economic rationality (Steier, 2009). In the realm of microbusiness enterprises and portfolio entrepreneurship, the roles played by family members—based on trust, shared values, and mutual commitment—substantially impact decision-making processes and foster resilience against challenges.When people research entrepreneurship, they often don't take into account how much the entrepreneur's family and home life affect how they run their business. This behaviour is mostly in line with the larger body of management writing, which usually treats work and home as separate areas. However, it has been widely acknowledged for a significant period that these two entities are closely interconnected (Mariussen& Wheelock, 1997).Moreover, there have been compelling arguments advocating for the integration of entrepreneurship studies within the familial framework (Zachary, 2011).Entrepreneurs who emerged from the family of business and who often have close family members who are also business owners, shows that the business world and the home world are linked.

The gap between the family and young emerging business further narrows it down when we look into the small household entrepreneurs. These small businesses are often run from household premise as they often do not have a formal setup and often encompasses cases like cattle business encompassing selling milk/ buttermilk to a bigger seller, selling homemade dairy products, cattle produce like eggs, wool or finished goods of wool involving small knitting businesses which work exclusively from home etc, all these can be classified under the broad category of arbitrageurs. For small businesses, it's hard to figure out how these two areas work together because family and business decisions are so closely linked. So, instead of just a person's decision-making process, a family's strategic factors might affect whether or not to start a new business or expand a correct one. The family and agricultural businesses are usually co-located, making it an excellent study location. Additionally, farm households have a long history of pluriactivity, a phenomenon in which the family engages in both agricultural and non-agricultural economic activities (Shahraki& Heydari, 2019; Alsos et al., 2003).In the realm of micro business enterprises and portfolio entrepreneurship, the distinction between "family" and "household" is foundational. Families, often bound by blood relations or marital ties, form the core teams driving these pursuits. Trust, shared values, and mutual commitment inherent in familial bonds significantly influence decision-making fostering resilience in the face of challenges. Households on the other hand serve as the practical arena where economic activities unfold within these ventures. Households encompass not only family members but also non-relatives or hired employees crucial to day-to-day operations. Understanding these dynamics is vital for comprehending resource allocation, labour organisation, and business conduct (Carter and Ram 2003). Households provide infrastructure and support but can introduce challenges like work-life balance and role conflicts (Ten Brummelhuis and Van Der Lippe 2010). Families develop beliefs and traditions, while households implement them. In microbusiness and portfolio entrepreneurship, family and household characteristics are crucial. (Sieger et al., 2011).

The historical, economic, and academic literature consistently acknowledges the interconnectedness between households (including unrelated family members) and entrepreneurship business started by other people of the household as well. (Bernhardt et al. 2019; Ghani, Kerr, and O'Connell 2014). Scholars have focused on studying various aspects of family businesses. These include succession, perceived inefficiencies of such enterprises, and their overall impact on national economic performance (Ucbasaran et al., 2008; Poza et al., 2004; Schulze et al., 2002. The intricate interplay of household dynamics, characterized by the arrival and departure of family members due to various life events such as birth, marriage, separation, or death, presents a complex environment that introduces both new opportunities and obstacles to the established social and economic structure (Ferrari, 2023).The study examines the impact of entrepreneurial households on business creation and growth, highlighting notable disparities in how different households manage and are influenced by their internal dynamics. These disparities arise from life events such as birth, marriage, separation, or death, which create a complex environment introducing both new opportunities and obstacles to the established social and economic structure. By analysing these variations, the study aims to deepen the understanding of how household dynamics affect entrepreneurial success and identify strategies to navigate these challenges and leverage emerging opportunities.

Agripreneurs: Farm family and agriculture enterprise.

All the information regarding the research work has been collected through rural areas of Madhya Pradesh. As per the 2011 census, approximately 72.4% of the total population of M.P resides in rural and majority rural entrepreneurs involved people having farm related or cattle related products. Madhya Pradesh (MP) is the third-largest milk-producing state in India. It is the state which supplies huge amount of processed milk products (liquid milk, ghee, curd, paneer) to majority states. Since this model of business involves managing of daily activities from household itself hence, the decisions of immediate family members or even extended family members play a big role in influencing the decision of the entrepreneur. Even the central and state government runs schemes of providing cattle, sheep, goat, cow and hens to the families in rural areas so that they can sustain their living in the harsh conditions.

Conceptual Framework: Farm Family-Owned Business and Portfolio Entrepreneurship

Based on an extensive review of the literature, careful consideration of the research objectives, and the overall research design, the following conceptual framework has been formulated. This framework serves as the theoretical foundation for the study, providing a structured approach to understanding the complex interplay of themes under investigation. It explores the relationship between farm family-owned businesses and portfolio entrepreneurship. It aims to understand how farm families engage in multiple entrepreneurial activities and manage diverse business ventures within their portfolio. The operational context of farm family-owned businesses is characterized by a dynamic environment, wherein households that consist of family members, kinship, land, labour, livestock, and capital play crucial roles as integral components. The present conceptual framework examines the interdependent connections among these entities, investigating their collaborative efforts in fostering portfolio entrepreneurship. The sustainable cycle of growth and innovation is facilitated by interconnected components that leverage shared resources, expertise, and emotional support (Figure 1).

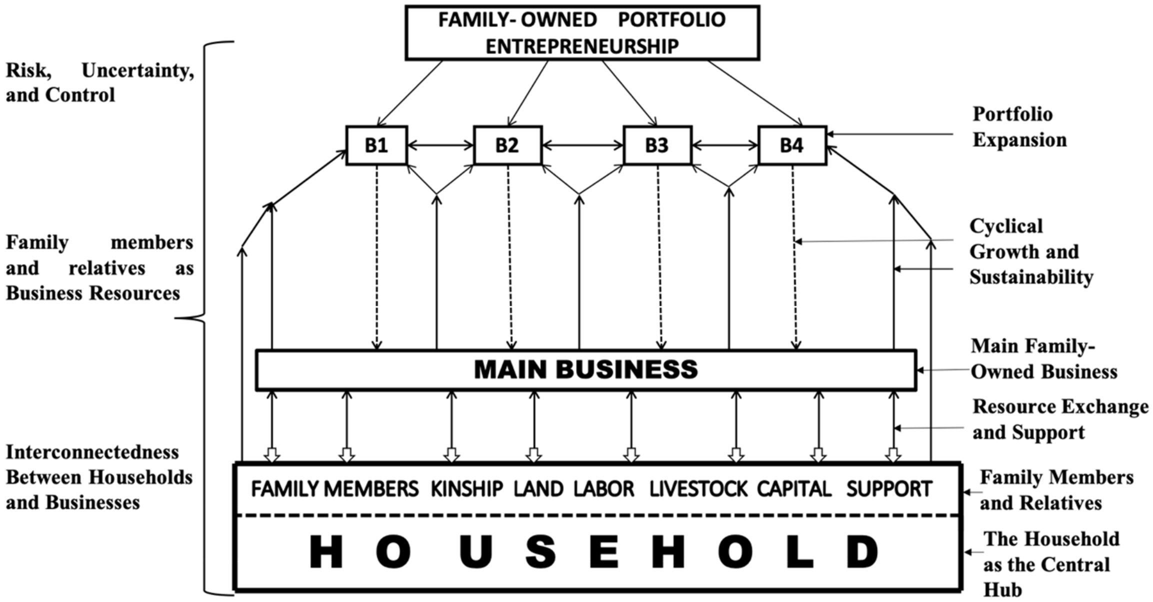

Fig.1: Conceptual Framework: Farm Family-Owned Business and Portfolio Entrepreneurship

It consists of six key components that provide a structured understanding of a particular concept or phenomenon. These components include:

1. *Household as the Central Hub:* The household serves as the foundation for aggregating diverse resources like family members, financial capital, land, labour, livestock, support, and collective expertise. Within this nurturing environment, family members contribute unique skills, fostering a diverse and adaptable skill set essential for entrepreneurial ventures.

2. *Family Members and Relatives:* Family members and kinship enrich the entrepreneurial landscape by contributing additional resources and expertise. Their involvement expands the family's portfolio, incorporating varied businesses under the family umbrella, thus enhancing the collective potential.

3. *Resource Exchange and Support:* The main family-owned business draws upon available household resources, leveraging familial expertise and labour. These resources are also extended to subsidiary ventures, nurturing their growth and ensuring stability. In return, profits and surplus resources from subsidiary businesses flow back to the household and the main family-owned business, reinforcing the cycle of support.

4. *Family-Owned Business*: The main family-owned business acts as the nucleus, harnessing resources from the household, including initial investments, labour, and specialized knowledge. It serves as an anchor, generating revenue and providing stability crucial for portfolio expansion.

5. *Portfolio Expansion*: Profits and resources generated by the main business and subsidiaries are reinvested strategically. The family diversifies its portfolio, integrating new ventures based on market demands, existing family expertise, and the resources at hand. Expansion results in a robust portfolio of businesses benefiting from shared resources and mutual support.

6. *Cyclical Growth, and Sustainability*: This integrated model establishes a cyclical pattern of growth, where resources circulate among the household, main business, and subsidiary ventures. Continuous reinvestment and strategic diversification ensure sustainability in the face of changing market

dynamics. The family's collective expertise and emotional support catalyse innovation and adaptation, fuelling ongoing growth.

Methodology

The research conducted a comprehensive comparative analysis of entrepreneurial households in the state of Madhya Pradesh, located in central India. Madhya Pradesh, characterized by its diverse geographical features, including low hills, plateaus, and river valleys, had a rich agricultural heritage that significantly contributed to the regional economy. The selection of cases for this study was guided by a strong theoretical foundation. The study incorporated several families of Madhya Pradesh who were involved in dairy and poultry farming. It's important to note that, in this research, all cases investigated involved farmland ownership. The head of the household and a few additional family members were interviewed using a semi-structured interview approach. Table 2 provides information about the five individuals interviewed. These interviews allowed informants to describe their businesses and other issues. To ensure consistency in topic coverage, a thematic interview approach was used. The study procedure covered essential subjects, including the roles of family members, household contributions to the portfolio of business operations, reasons for starting and diversifying businesses, the role of bricolage in operations and expansion, and strategies for managing uncertainty. Observations made on the farm premises were included to expand data. Supplementary questions were asked to enrich the data collection process. The researchers recorded and transcribed interviews for data analysis, with respondents' identities anonymized to protect their privacy.

During the analytical process, the initial twelve categories were streamlined into three main themes, following the framework suggested by Silverman (2010). These three analytical themes, elucidated below, encapsulate the core findings and insights derived from this exploratory study: (1) Family member and relatives as a business resource (2) Inter-connectedness between household and business (3) Risk, uncertainty, and control (Table 1).

Table 1: Sub-Themes and Themes

	Sub-Themes	Themes
1.	Family and relatives as a business resource Roles and responsibilities of family members Family life cycle and business life cycle Emotional support	Family members and relatives as Business Resources
2.	Resource sharing between family and business	Interconnectedness Between

	Opportunities arising from business Resource sharing between old and new enterprise Household as a central hub	Households and Businesses
3.	Entrepreneurial Bricolage Losing a family member or having family ties fall apart is a risk Transitioning leadership between generations poses a risk Business activities as a unified entity	Risk, Uncertainty, and Control.

Entrepreneurial Cases

This research included two segments titled after their original business ventures. The table shows the family composition and the variety of enterprise activities conducted by entrepreneurial families. It also contains individuals who were interviewed. Each participant had a pseudonym assigned to organize the data (Table 2 & Table 3).

Table 2: Segmentation of Business portfolios and Informants

Business type 1	**Segment 1** **Dairy Farm**	**Segment 2** **Poultry Farm**
Business type 2	Organic farming	Meat and egg shop (chicken)
Business type 3	Farm tea shop, Homestays	Processed chicken products retail outlet (egg tikka, chicken cutlets)
Business type 4	Vermicomposting	Pet food production unit
Business type 5	Food processing (jam, pickles, dried fruits, and herbal juice)	Succulents and aromatic plants nursery
Business Planning	Dairy product delivery service (Planning)	Dairy farming (planning)
Informants	Murthy (head) and Meena (daughter-in-law)	Rahman (head), Arif (brother), and Kamaal (brother-in-law)

Table 3: Composition of Farm Family Business

Case / **Household**	**Segment 1** **Dairy** **Farm**	**Segment 2** **Poultry** **Farm**

Composition		
Avg. Number of family members employed	6	5
Avg. Number of married family members employed	4	4
Avg. Number of full-time non-family member employed	6	5
Avg. Number of junior entrepreneurs (kids)	2	6
Age of leader	65	60
Number of businesses owned	5	5
Number of businesses proposed	1	1

Thematic Analysis

A rigorous analysis process was undertaken, condensing the twelve categories identified in the data into three overarching, thoughtful themes, in alignment with Silverman's (2010) recommendation to narrow the study's scope. The present study introduced three distinct analytical themes for examination and analysis. The first theme focuses on *family members and relatives as business resources*. It explained how various family members served as entrepreneurs and how the lifecycles of both businesses and families were intricately linked. The second theme focuses on *the interconnectedness between businesses and households,* it highlights how businesses and households were intricately intertwined, showcasing the use of cross-subsidies and resource sharing among family members. The third theme centres on *risk, uncertainty, and control*, it examines how resource sharing increases efficiency and how selecting one action over another may cost opportunities. It emphasizes entrepreneurial bricolage, utilizing existing resources to solve challenges. Case examples illustrating the three themes are provided in Table 4.

Table 4: Examples from Cases on Three Themes

Theme / **Case**	**Theme-1** **Family members and relatives as Business resource**	**Theme-2** **Household and business interconnectedness**	**Theme-3** **Risk, uncertainty, and management**
The Dairy Farming	While going through the interview process it was observed that in case of respondents related to dairy farming where they had a family person who	A respondent who started a dairy farm on his family's ancestral property to continue the tradition. He developed a guesthouse and hotel that	Diversification lowered agricultural risk for Murthy family. They began dairy, organic feed, and agrotourism. They used Shankar's botanical

	had basic knowledge of technology, they skilfully maintained the family's online presence, harmonizing tradition and innovation. Similarly in one case, a female respondent adeptly managed the pickles and jam business, alongside the guesthouse. Another respondent excelled in the organic feed industry, merging family expertise with market trends. Respondents who were involved in home-stay business and ecotourism venture, infusing leadership with cultural passion. Another respondents herbal knowledge complemented the holistic business approach. The brother of the respondent, established a dairy business as a reliable income source, akin to a pension.	blended modern with traditional hospitality. His sisters and brothers grew organic food and medicinal plants on family property. Tradition and innovation were balanced. The family added dairy products, welcomed travellers, and made delicious cuisine. He ran the dairy farm, Tinu ran the hotel. They also designed a dairy product delivery service, demonstrating their adaptability.	expertise and cow waste to make biogas. Cow excrement was collected and used to make goods, reducing waste and boosting profits. However, competition and changing preferences forced their bakery to adapt swiftly. Some used technology to grow online and reach more customers. While in case of others where they had the fundamental knowledge of the product or system was used to increase income, fulfilling natural product demand. Their varied farming allowed them to adapt to changing circumstances.
The Poultry Farming	Especially in Poultry farming, respondents majorly managed the whole business, including product line growth and decision-making. While their family members often worked in customer service, sales, and inventory, In one case it	In order to grow this business it was observed that the owner of the business often sought financial aid from a self-help organisation. Like in one case a respondent started chicken farming with a Rs. 5 lakh loan from a local NGO. Coops	As the business grew, the family got involved in the infrastructure work in case of poultry farming. Often the respondents immediate family was found in raising chickens by building new structures if needed as their work grew. Chicken hygiene, quality,

	was observed that the brother of the respondent helped with meat and egg company operations. Majorly, responsible family members handled the pet food production plant by ensuring quality as it was the major raw material of the final produce. To run their businesses well, the family worked together.	and feeding systems for healthy chickens were built with some money. The family used part of their land as a retail store to sell their wares. Families provided land, skills, and labour to build businesses. Rahman, the company owner, planned. Govt. Subsidies were also utilized to grow the business.	and health were their priorities. They built animal shelters and feeding systems using their land, tools, and expertise. Additionally, they began selling pet food produced from meat leftovers. As tastes changed, they switched to organic eggs, meat, and pet food. Social media helped them grow their company, producing jobs for themselves, their family, and others. To lower their risks, they added cooked foods to their list of products.

The two segments demonstrated the complex and interconnected links between new businesses and the households where they began. These ties were especially clear in how resources were shared among the interconnected businesses and between these businesses and the households. In all of these cases, there was a mutual dependence between farm output and the new businesses. Each of these side businesses depended on other businesses started by the farming family in different ways. In all of these cases, the connection was so strong that they could be seen as fully linked systems of businesses that were built together.

Theme 1: Family Members and Relatives as Business Resource

In family-owned businesses, familial bonds became invaluable resources, with members contributing skills and labour. Marital and family ties bolstered economic activities, encouraging collaboration and shared responsibilities. The adage "bigger is better" holds, as larger families offered a richer pool of resources, fostering unity and prosperity (Marquardt et al., 2022). Marriage facilitated the inclusion of new family members, thereby strengthening familial bonds. This expansion gave the family greater capabilities, tools, and social connections. Consequently, a person's choice of a marriage partner played a pivotal role in the overall economic development of the family, as partners could contribute varying degrees of energy, skills, and resources to both farming and business activities, as illustrated in all the cases. On the other hand, family division, divorce, or the onset of illness could strain relationships, impeding effective communication and decision-making. Such disruptions could lead to a loss of unity and cooperation, negatively affecting overall business efficiency. In Case 1, the daughter-in-law utilized free storage space in farm house, emphasizing the collaborative aspect of family entrepreneurship likewise when Murthy helped his son start a new business: *"One of my sons and his friends was skilled in business. They were proud and wanted to be independent. We might help them out in the beginning..."* The family's deep-rooted agricultural heritage, coupled with the expertise and support brought by family members through marriage, enabled farm to expand. For instance, Murthy's wife, Meera, brought her knowledge of animal husbandry and dairy management, contributing to the farm's high-quality milk production. In Case 2, Rahman Ali's family showed what family matters in business. Rahman's family helped him modernize his father's poultry farm by taking on certain jobs. Razia, Arif, and Ayesha managed various business areas, showing how family efforts helped diversify product offers and improve market reach., *"When creating new firms, we prioritized future generations above ourselves,"* said Rahman (Kirtley & O'Mahony, 2023).

The business life cycle and the family life cycle were very similar because both depended on close family ties. As kids got older and more independent, parents, especially mothers, had more time on their hands that they could use to do business-related things (A. P. Barnes, 2023). The connection between the business life cycle and the family life cycle was evident in all these cases. As in case 1, as the business expanded, family members like Ravi and Rajendra joined in, representing the next generation's involvement, thereby aligning with the family's life cycle. They might earn additional money by working on farms and other occupations as they grew older. Also, they may establish other enterprises. In Case 1, the family's commitment to learning and adapting, as demonstrated by Murthy's participation in training programs, mirrored the growth phase of the business life cycle. The families moved into value-added products and ecotourism showed their willingness to diversify and invest. In Case 2 Rahman Ali's choice to include his son and daughter in the poultry farming firm was succession planning, a typical business family life cycle.

The segments highlighted four key ways in which the involvement of family members and relatives contributed to the expansion and growth of businesses (table 5):

1.*The growth of familial ties:* The inclusion of blood relations via marriage played a crucial role in the growth of new businesses.

2. *The family life cycle:* The family life cycle had a strong correlation with business growth.

3.*Entrepreneurial roles and responsibilities:* Everyone in the family was an entrepreneur to a different degree. Some individuals looked for potential possibilities, while others assisted in developing them into successful enterprises. Opportunities could be found either individually or collectively.

4.*Emotional support:* For a business to be successful, it needs desire, drive, and mental commitment. Emotional support helped people work together, talk to each other, and stay strong. Relationships with family and relatives provided emotional support that helped businesses grow and punish bad behaviour.

Theme 2: Interconnectedness Between Household and Business

Each case has shown the mutually beneficial relationship between farming and new business operations, with each new business relying in some way on the other businesses formed by the farm household (Pinelli et al. 2023). The Case1 and Case 2 served as examples of this. There were some empty buildings on the farm, which made it possible to rent them out to tourists. This also made it possible to open a tea shop and a place to sell farm goods. In each case, families sustained their lifestyles through diverse business operations and resource allocation, adapting to new opportunities. Shared market growth enabled financial support through cross-subsidies. The family household served as the hub, contributing financially, labour, and assistance, creating a shared resource pool. Mutual aid stemmed from care and necessity, fostering collaborative support in times of financial challenges. In Case 1, the land was given so that Rahul could start his business. This was done to maintain his social security benefits. Helping individual and portfolio entrepreneurship flourish required providing physical and intangible resources to new company ideas.

The household and the business were closely linked, especially in terms of how the land was used, how the house was used, and how much money was invested (Amato et al. 2023; Habbershon and Williams 1999). In Case 1, Murthy's family used their land for both living and making money. The dairy farm, organic feed production, and eco-tourism relied on their land and house buildings for storage. In each case, new businesses were started because there were more resources than needed. Often, this happened because someone had more work skills than they needed at home. Arif, from Case 2, was a good example, *"The poultry farm was mostly funded by family. Our property area was utilised to create the chicken coop. My family's chicken farming experience proved helpful while making decisions."* The personal hobbies and skills of a family member were turned into a business, which led to the starting of side businesses (Koellner et al. 2023).

The cases highlighted various ways households and businesses were interconnected.

1. *Resource sharing between family and business:* The practice of distributing resources occurs both inside the portfolio of enterprises held by the family as well as among the household and its associated firms.
2. *Opportunities arise from business:* Opportunities were created by interactions between households and enterprises; chances for new business ventures developed from resources already available in farms and businesses, as well as from the interests, skills, and resources of household members.
3. *Resource sharing between old and new enterprises:* the act of using money from a business that was doing well to fund new projects or business operations that weren't making money right then. Most of the time, this was done through free family work, the sharing of resources, or the release of money from other projects.

4. *Household as central hub:* The house acted as a central hub for organizing various business operations. Instead of depending on a company structure or the ownership of a single founder, these activities were linked through the house.

Theme 3: Risk Uncertainty and Control

In each of the two segments, it was observed that the family transitioned into farm ownership either from other jobs or after acquiring their forefathers' business. The main concern identified by these families was the decision to take over a farming business, which involved physical movement and work shifts. The decision to use existing resources to develop new business activities was seen as a low-risk option, leading to the establishment of fresh business initiatives. Family time and effort were seen as free resources, minimizing risks in new ventures. Sharing resources, utilizing skills, and gradual financial inputs managed start-up risks. Significant investments in new businesses were considered secure in all cases. Collaboration and risk-sharing were crucial for ventures.

Businesses use bricolage behaviours as a strategy to solve new problems by putting together different kinds of tools (Baker & Nelson, 2005). Entrepreneurs use clever strategies to manage their businesses effectively. They found smart ways to use what they already had, like extra space and free time, turning them into money-making opportunities. Instead of waiting, they actively looked for ways to create new ventures, being smart with their money to minimize risks. They didn't rely solely on financial calculations; instead, they used their creativity and internal funds to keep control over their businesses. This careful approach meant they were cautious about expanding too quickly, valuing their independence over rapid growth. Despite different backgrounds, all families were financially and emotionally stable. Their smart decisions and careful use of resources ensured their well-being. The way they balanced risk and innovation showed their commercial competence. These segments demonstrate independence by carefully managing land, infrastructure, human resources, and expertise (Aldrich et al., 2023).

The segment illustrated ways entrepreneurial households took control of risk and uncertainty in business growth.

Entrepreneurial bricolage: Families employ entrepreneurial bricolage, creatively utilizing existing resources and skills to innovate in farming, reducing risks and managing uncertainties efficiently. This maximizes efficiency, ensuring sustainable development.

Decision and control: Families viewed new businesses as natural progressions, using existing resources. Emphasis on current skills and talents was key, requiring a delicate balance between tradition and innovation in family enterprises.

Transitioning leadership between generations: Leadership transition in family farming involves risks due to role shifts and tradition-innovation balance. Effective communication and collaboration are crucial for preserving family values while embracing new approaches.

Business activities as a unified entity: Businesses are viewed as integrated units with distinct components. Consequently, each activity had to make a positive contribution to the entire organisation to be deemed feasible, but individual profitability was not always a must.

Discussion

This study sets out to explore how family characteristics and household dynamics affect decisions regarding the development of a new business unit. This study brings unique insights into the deep interconnection between family, households, and business. From this point of view, we gain a deeper understanding of how familial ties and households serve as a resource base for a business portfolio and the importance of properly contextualizing risk, uncertainty, and control for entrepreneurial families. Here, we discuss some of the most significant findings from the research.

Family Members and Relatives as Valuable Business Resources

Families and relatives serve as indispensable assets in a farm family's decision-making and growth process. Their role is to serve as the backbone of the labour force, to pass on valuable farming knowledge across generations, to provide financial support, and to provide essential emotional support. The family has a deep-rooted connection to the farm that promotes a sense of dedication and commitment. This connection extends beyond financial considerations and fosters a unique work ethic and resilience in the face of agricultural challenges. One key insight from the literature is that families often prefer to view their business activities as coherent entities with interconnected operations rather than as independent entities. This perspective is rooted in the need to sustain the family's businesses and align them with the family's objectives and preferences. Therefore, it is essential to conduct a thorough evaluation of each business choice in light of these considerations. Entrepreneurial ventures often arise from the potential utilization of surplus resources, such as talents and materials, to generate financial gains. This perspective suggests that certain small businesses are seen as essential components of a larger, interconnected commercial entity rather than isolated entities operating in isolation. Furthermore, the expansion of businesses within entrepreneurial families goes beyond merely enlarging the initial enterprise. These families often embark on new business ventures that are or are not directly related to their primary business. The shift from family enterprises to entrepreneurial families underscores the need for a comprehensive examination of all businesses that these families are involved in (Discua Cruz et al., 2013). Analysing household dynamics rather than focusing solely on individual entrepreneurs reveals a complex arrangement in which various household members participate in a range of commercial activities cantered around a core enterprise. However, it is important to acknowledge that while family involvement is a tremendous asset, it also introduces complexities in decision-making processes, succession planning, and interpersonal dynamics.

Interconnectedness between Households and Businesses

In this study, we explore several dimensions of interconnectedness, shedding light on the important role that households play in shaping the dynamics of family-owned businesses. Households, often considered the cornerstone of both familial and economic life, serve as a vital link that binds together diverse business portfolios. As the central organizer, they integrate business activities and resources. Centralization simplifies decision-making and resource allocation, providing synergies for business success. Household dynamics and its interconnection are studied in entrepreneurship and family business. Early agriculture was more than a breeding ground for future businesses (Gasson et al., 1988). Instead, it provides a foundation for businesses in a family to be connected and rely on each other. Sometimes, one business's survival depends on the success of others in the same household.

One noteworthy aspect is the impact of the family's lifecycle on business dynamics. As the family evolves, it provides a nurturing environment for new entrepreneurial ventures to take root and thrive. Adult children accrue valuable skills and experiences beyond the family business sphere and return as potent agents of change. Their infusion of skills, manpower, and fresh business ideas infuse vigor into the family enterprise, propelling it towards new heights of success. Furthermore, the introduction of new family members, including in-laws, enriches the familial network. These additions bring not only fresh perspectives but also increase human and social resources to the table. This expanded network fosters collaboration and synergies among various business operations within the family portfolio. However, it is vital to acknowledge that expanding the family unit also necessitates considerations related to job opportunities and financial resources. This strikes a delicate balance between familial harmony and business sustainability. New businesses emerge when families have extra resources that match specific needs. Entrepreneurs, aiming to support family, maintain lifestyle, or help the community, use these resources. This study emphasizes the need to study the household as a whole rather than just enterprises or individuals. Family links and relationships illuminate the complicated entrepreneurial process in diverse business portfolios. Household and family study is needed to explain these phenomena. Starting and developing a business requires knowledge of home dynamics, emotions, and co-dependency.

Resource Dynamics and Interconnectedness in Entrepreneurial Families

The study provides important insight into the complex dynamics of resource allocation within entrepreneurial families and its consequential effect on the development and long-term viability of family firms. In the context of family businesses, there exists a dynamic system for resource allocation, where families and businesses rely on each other's resources. One significant finding of this study is that the family can shift resources flexibly between various household tasks and business endeavours. This fluidity allows families to support business growth when the need arises and demonstrates the interdependence of family and business resources. Conversely, families also possess the agency to redirect funds from business activities to other projects as they require. Future research on resource acquisition for small businesses will consider the profound influence of the household environment on resource utilization and depletion rates. This study also stresses how important it is for families to pass on wealth from one generation to the next. This handing down encourages future generations to pursue their endeavours giving them a head start instead of forcing them to start from square one. Individuals who are part of a family structure have access to a variety of resources, expertise, abilities, and cultural norms, all of which contribute considerably to their entrepreneurial success (Yew, 2023). This realization is consistent with the resource dependence hypothesis, which examines how limited resources create different types of organisations.

The study provides additional clarification on the various phases involved in the formation of family business portfolios, with a particular focus on highlighting the interdependence between households and businesses. Resource sharing and withdrawal are emerging as primary drivers of this interconnection, challenging the common assumption that families are solely financially supported by their business ventures. Instead, households play a vital role in sustaining enterprises, as they channel family funds to support firms during critical junctures or when new opportunities arise. Family and kinship relations reveal themselves as invaluable resources for businesses, encompassing both tangible and intangible assets. These assets include financial capital, labour, equipment, and facilities, as well as competencies, reputations, and networks. Entrepreneurial families navigate the uncertainties and risks inherent in commercial endeavours by exchanging resources across enterprises and adapting them between households and businesses. This resource management strategy enables them to promote business growth, create new enterprises, and ensure stability while safeguarding against unforeseen challenges.

Resource Management Strategies in Entrepreneurial Families

This study offers valuable insights into the strategies employed by entrepreneurial families to navigate the intricacies of risk and uncertainty within their businesses. These family businesses adeptly utilize existing resources, exploit the synergies between their various enterprises, and adopt a strategy of incremental growth, instead of confronting uncertainty head-on. These findings align with previous research by (Corbetta and Salvato 2012; Nordqvist et al. 2011; Habbershon, Williams, and MacMillan 2003) and further contribute to the burgeoning literature on control-oriented approaches to managing unpredictable business environments. Entrepreneurial families perceive new projects as not inherently perilous endeavours. Instead, they prioritize risk reduction by maximizing the use of our existing resources, maintaining a consistent pace of progress, leveraging our existing skills and abilities, and deploying readily available funds. Individuals do not always view potential losses as acceptable, which underscores the pragmatic and effective approach adopted by these families. Their focus revolves around practicality and efficiency, considering factors such as location, by-products, labour capabilities, and knowledge, all from the perspective of a family unit. This study offers a new perspective by highlighting the important role of household management in assessing and allocating resources for new initiatives. Previous studies have concentrated on control-oriented strategies used by businesses and organisations (Alsos et al., 2020; Read et al., 2016). Specifically, it highlights the importance of resource sharing and building connections between different economic activities as important means for sustaining control in entrepreneurial family environments.

Rural Environment

The present study was carefully positioned in rural environments. The selection of these settings was purposeful, driven by multiple compelling factors that subsequently contributed to an improved understanding of entrepreneurial dynamics. The research revealed a significant level of accountability and involvement among participants in their local communities in those isolated, small settlements. The profound and enduring bond between these individuals has served as an effective motivation for their business activities (Sorenson and Milbrandt 2023; Lumpkin and Bacq 2022). Remarkably, this engagement extended beyond individual interests to encompass community well-being, as exemplified by the establishment of an educational tour for students who had an interest in learning livestock skills, a feed production unit for the community in Case 1. In rural entrepreneurship, community responsibility drives innovation. Despite perceived resource scarcity, households focus on harnessing available resources, showcasing a phenomenon termed "resource richness." This mindset shift emphasizes the entrepreneurial spirit within these communities (Sarasvathy, 2001). In essence, resources were reframed as opportunities rather than limitations. This change was demonstrated by their smart utilization of limited or underutilized resources as inputs for new entrepreneurial activities.

The study offers insights into rural enterprises, sparking curiosity about its applications in diverse settings. Future study directions are open, such as looking at what makes entrepreneurial households in rural areas unique. Researchers are looking at how the resources in rural areas are used to start new businesses. Furthermore, it is still unknown if the same kinds of entrepreneurial behaviours are seen in urban areas, especially among entrepreneurs from ethnic minorities and immigrants. In short, this study's smart choice to look at rural settings gave us a lot of information about how families and households work, how resources are reinterpreted, and how farms and other businesses work well together and grow.

Conclusion

In the world of entrepreneurship, where businesses are often managed individually, this study offers a unique perspective deeply rooted in family bonds, rural landscapes, and diversified portfolios. At the core of our investigation lies a fundamental truth: the family serves as the bedrock of portfolio entrepreneurship within agricultural family-owned businesses. Family members' unique skills enhance the farm's resilience, fostering teamwork and success this study offers a unique perspective deeply rooted in household family bonds, rural landscapes, and diversified portfolios.

In rural areas, incorporating family dynamics into businesses brings vitality, supporting self-sufficiency and preserving traditions. Hardworking farm families don't just boost the economy; they also strengthen communities and promote sustainable practices. By combining old and new methods, these families ensure a lasting future. Rural entrepreneurship thrives through diverse farming activities, strongly connected to family bonds and rural values. This research showcases their enduring resilience and pivotal role in rural revitalization, making a significant impact on agricultural growth and community well-being.

However, close-knit family dynamics come with their challenges. In a family enterprise, personal decisions and ideas significantly affect the business. Sometimes these decisions, driven by familial loyalty and values, may not always be the most profitable if considered solely from a business perspective. For instance, decisions may be made to maintain family harmony or to support a relative's entrepreneurial dream, even if the market conditions are unfavourable. Such decisions highlight the unique balancing act required in family-owned enterprises, where emotional and economic ties are intricately intertwined.

India is a land where family values are considered above any kind of values, and this cultural ethos percolates into the business sphere as well. Especially in rural India, family values and joint family decisions play a pivotal role in entrepreneurial decision-making. In these settings, the collective wisdom and experience of the family often guide business strategies, ensuring that business decisions honour the family's legacy and communal ties. This can lead to a more integrated and cohesive approach to business management, fostering a supportive environment for entrepreneurial endeavours.

In conclusion, the influence of family in rural India extends beyond mere business metrics; it shapes the very foundation of entrepreneurial ventures. Understanding this interplay between family values and business decisions provides deeper insights into the growth and sustainability of family-owned businesses. This study underscores the importance of considering family dynamics in entrepreneurial research and highlights the unique strengths and challenges faced by family enterprises in rural settings. Future research should continue to explore these dynamics to provide more nuanced support for family-owned businesses in rural India and beyond.

Limitation and Further Scope

Limitations

- **Geographical Focus**: The study is limited to rural areas of Madhya Pradesh, India, which may not be representative of other rural regions in India or other countries. Therefore, the findings may not be generalizable to different geographical contexts with varying cultural, economic, and social dynamics.
- **Case Study Approach**: The research relies on a case-study approach, focusing on two specific family-owned businesses. While this method provides in-depth insights, it may limit the ability to draw broader conclusions applicable to all family-owned businesses in rural

areas and the same can be checked if same family-business relation exist in the urban household businesses as well.

- **Subjectivity of Data**: The data collected through interviews involves subjective perceptions and self-reported information, which may introduce biases. Informants might have provided responses that reflect positively on their businesses or downplayed negative aspects.
- **Temporal Scope**: The study captures a snapshot of the businesses at a specific point in time. This temporal limitation means that the long-term evolution of these businesses and their adaptive strategies to changing circumstances over extended periods are not considered.
- **Focus on Family Dynamics**: While the study emphasizes the importance of family dynamics, it may underemphasize other significant factors such as market conditions, policy environments, and technological advancements that also influence business growth and strategy.

Further Scope

- **Broader Geographical Study**: Future research could expand to include other rural regions in India and different countries to compare how family dynamics influence entrepreneurial activities across diverse cultural and socioeconomic contexts.
- **Longitudinal Studies**: Conducting longitudinal research would provide insights into how family-owned businesses evolve over time and how family dynamics affect business sustainability and growth in the long run.
- **Comparative Studies**: Comparative studies between rural and urban family-owned businesses could highlight differences and similarities in how family values and joint decisions impact entrepreneurial activities in distinct environments.
- **Inclusion of Additional Factors**: Future research could integrate other significant influences on business growth, such as policy frameworks, market access, technological adoption, and educational levels, to provide a more comprehensive understanding of the factors driving entrepreneurial success.
- **Quantitative Research**: Complementing qualitative case studies with quantitative research could provide statistical validation of the findings and help in generalizing the results to a larger population of family-owned businesses.
- **Impact of External Partnerships**: Exploring the role of partnerships with external entities, such as NGOs, government programs, and private sector collaborators, could provide additional insights into how external support impacts family businesses.

- **Generational Differences**: Investigating generational differences within family businesses could unveil how different generations in the same family approach entrepreneurship, decision-making, and adaptation to market changes.
- **Technological Integration**: Examining how family-owned businesses in rural areas adopt and integrate technology could shed light on the role of digital transformation in enhancing business operations and growth.

- By addressing these limitations and exploring the suggested future research avenues, scholars can gain a deeper and more nuanced understanding of the complex dynamics that underpin family-owned businesses in rural settings.

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