

The Work of Building Beauty? An Analysis of Work-Related Motivations for Women Entrepreneurs in the Beauty Industry.

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Abstract

Despite being a women-oriented industry, some of the largest players in the beauty industry are led by male CEOs, with over 70% of the top-level executive roles in the industry being held by men (MBS, 2022). With the growth of women entrepreneurs in the industry, women-led beauty start-ups are creating competition with some of the most prominent longstanding beauty companies. It is therefore important to understand the motivations for women entrepreneurs creating start-ups in the beauty industry. Although there is significant research that explores the motivations of entrepreneurs, there are still substantial gaps in the understanding of the motivators of women entrepreneurs in specific industries, such as the beauty industry.

The purpose of this research is to gain an understanding of the motivators related to the careers of women entrepreneurs that have entered the beauty industry. This study adopted a secondary case study methodology. Secondary data was gathered from online resources such as news and magazine articles to build the 10 case studies of woman entrepreneurs. The case studies were analysed using Braun and Clarke's (2006) approach to thematic analysis. These were analysed by adopting the "Push" and "Pull" entrepreneurial motivation theoretical framework, to understand the motivators of the beauty entrepreneurs.

The findings of this research provide insight into women entrepreneurs careers, and their unique stories that motivated them to start their ventures in the beauty industry. This was achieved through analysing the secondary data collected for the case compilation, using thematic analysis. These findings shed light on the motivators of the women, including job dissatisfaction, passion for entrepreneurship, opportunity, personal health motivations, cultural representation and major life events.

Although these findings cannot determine a conclusive and wide idea of the motivations for all women who become entrepreneurs, it however, provides insight into the unique motivations that these women experience specific to the beauty industry. Half of the findings presented, align with extant entrepreneurial literature about women however, half are outside of any current women entrepreneurial literature. This creates the understanding that the findings of their motivations are more complex than what is currently presented in extant literature. Furthermore, this shows that the push and pull

framework literature only provides insight into generalised motivations for women, missing personalised aspects of women entrepreneurs that lead to their motivations. This emphasizes the importance of understanding the stories of women entrepreneurs that motivated them to start their ventures. It can be concluded in the context of this study that the motivators of women entrepreneurs in the beauty industry include career dissatisfaction, passion for entrepreneurship, opportunity, personal health motivations, cultural representation and major life events.

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Attestation of Authorship

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

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Chapter 1: Introduction

This chapter aims to set the context of, and rationale for, this research through providing the background and insights into the beauty industry. This background introduces the inequality faced in the beauty industry due to the historical structure that has created a male-dominated industry. A background of women entrepreneurship research will then be presented. Following, this chapter discusses the rapid growth of women entrepreneurs entering the industry. This section will then discuss the research aim and present the dissertation structure.

1.1 Overview of the Study

Despite being a women-oriented industry, over 70% of the top-level executive roles in the beauty industry are being held by men (MBS, 2022). While men retain control of the enterprises that dominate the beauty industry, women are beginning to question why their lipstick shade is being dictated by men. With an influx of women entrepreneurs entering the beauty industry, research shows that large established, male-run beauty companies are increasingly facing competition from start-ups (Cardella et al., 2020; Cheng, 2017). Between 2012 and 2017, over 100 beauty companies were identified in receiving venture investments, with 53% being founded by women (Cheng, 2017). Further, in 2022 L'Oreal launched an investment fund to support start-ups created by women entrepreneurs, which is currently backed by 25 million euros (Wightman-Stone, 2022). Although during the pandemic in 2020, the beauty industry experienced a significant decline in popularity, with an 8% decrease in revenue (Petruzzi, 2022). As the world recovered, the beauty industry gained popularity again, with 2021 being the best year for the sales of cosmetics, the beauty industry is looking to pass \$120 billion in revenue by 2025 (Petruzzi, 2022).

Women represent the fastest growing category of entrepreneurs (Cardella et al., 2020). In 2021, women started 49% of new businesses in the U.S., increasing from 28% in 2019 (Masterton, 2022). They are gaining recognition for considerable contributions to today's employment and innovation creation in economies worldwide (Ayogu & Agu, 2016; Brush & Cooper, 2012; Cardella et al., 2020; De Bruin et al., 2006; De Bruin et al., 2007; Langowitz & Minniti, 2007). The global recognition of women entrepreneurs has become reassuring for entrepreneurial women throughout the world, with one in ten women being self-employed, particularly in developed countries (Riebe, 2003). Such growth of women entrepreneurs has led to the acknowledgement of one of the

quietest, but most significant revolutions of this time (McClelland et al., 2005). With women now being such large contributors to global economies, it is crucial to recognise the factors that motivate and influence women toward their careers in entrepreneurship (Noguera et al., 2013).

The development and dynamics of women entrepreneurship have received considerable attention from academics (Braches & Elliott, 2017; Bui et al., 2018; Buttner & Moore, 1997; Fischer et al., 1993; Marlow, 1997; Ughetto et al., 2019). One theme pertains to the reasons for an increase of women entrepreneurship, concluding that with modern societal changes such as increased women in the workforce searching for different opportunities, there has been a massive shift of women becoming entrepreneurs (Cardella et al., 2020). In the corporate world, women continually face discrimination and report a significant exclusion from opportunities, constantly facing the glass ceiling due to male-dominated cultures and networks (Glass & Cook, 2016; Robinson & Stubberud, 2009). Similarly, despite the advances in women working toward workplace equality, women are still disadvantaged from facing the expectant role as a mother and caregiver for their families, creating societal stereotypes in their executive careers (Fine et al., 2019; Gupta et al., 2018). This expectation can create discrimination against women at childbearing ages or as a mother (Fine et al., 2019; Gupta et al., 2018). However, mothers may not face immense pressure to be the role of a caregiver, though their stereotype still often hold in the workplace (Cardella et al., 2020). Due to the impacts of a stereotyped traditional role, the struggles faced by women may result in them being pushed out of their jobs, seeking other, more suited options of work to themselves and their lifestyles (Bullough et al., 2022).

1.2 Research Objective and Research Question

The objective of this research is to investigate the motivations for women to become entrepreneurs in the beauty industry. To address this objective, two research questions have been developed:

1. *What are the motivations of women entrepreneurs in the beauty industry?*
2. *What are the Push and Pull factors that work as entrepreneurial motivations for women entrepreneurs in the beauty industry?*

These research questions are explored through a secondary case methodology. This approach is used to research the careers of 10 women entrepreneurs in the beauty industry, to gain an understanding of their personal motivations. This research then presents a case compilation of 10 case studies, and adopts Braun and Clarke's (2006) approach to thematic analysis. This research concludes with some recommendations toward academic literature and the push and pull theory, to provide a better understanding of women entrepreneurs in the beauty industry.

1.3 Dissertation Structure

This dissertation consists of seven chapters. Chapter One as an introduction, explains the background of the research, an overview of the study, the research objective, research questions and the research outline. Chapter Two consists of the literature review, of existing academic literature based on entrepreneurship, gendered entrepreneurship, entrepreneurial motivations and women entrepreneurship. This chapter also presents the push and pull framework which was used as the theoretical framework in this study. Chapter Three explains the research design and methodology of this research. This outlines the epistemological assumptions, paradigm, research design, data collection, overview of the cases and thematic analysis. The Fourth chapter is the findings chapter, which presents the 10 case studies of the women entrepreneurs. Chapter Five consists of the discussion, where the findings are discussed while drawing on the literature and theoretical framework. Chapter Six concludes the study through discussing the implications for future research and the limitations of this research.

Chapter 2: Literature Review

The first chapter introduced the importance of researching the motivations of women entrepreneurs in the beauty industry. This literature review chapter begins by reviewing extant literature on the definitions of entrepreneurship and entrepreneurs.

Entrepreneurial motivation will then be discussed. Then the concept of gendered entrepreneurship will then be explored, followed by a review of the scholarship on women entrepreneurship. The push and pull framework will then be discussed, followed by the push and pull motivations of women entrepreneurs.

2.1 Understanding Entrepreneurship

Entrepreneurship is a process in which new knowledge such as innovation is used to create products and services (Shane & Venkataraman, 2000). It can also simply be understood as being in the process of creating a new firm (Neumann, 2021). Although there is no universal agreement as to what exactly defines the term entrepreneurship, Kuratko and Audretsch (2009), summarise the multiple definitions of entrepreneurship as a process of formulation, vision and change, that needs dedication and passion towards the idea while applying innovative ideas and problem solving. These are described as crucial to entrepreneurship, as innovative ideas allow for the creation of unique products and helps entrepreneurs respond to the constantly changing market demands as well as the expectations of customers (Kuratko et al., 2021).

Audretsch (2012) describes that the organisational size, ownership and age criterion is traditionally used to understand whether an organisation is considered entrepreneurial. Schumpeter (1991) introduced the size criterion for entrepreneurship to determine whether a small company would be theoretically described as entrepreneurial. Firms below a certain size can be considered entrepreneurial, such as small and small-medium sized companies often called 'start-ups' (Audretsch, 2012; Tripathi et al., 2022). For ownership, Audretsch (2012) discusses whether the company is owned by the individual such as being self-employed and solely being a business owner. Identifying this criterion is an important aspect of recognising an entrepreneurial business. Lastly, the most common and prevalent criteria is the age of the organisation. This is considered an accepted way of understanding entrepreneurship in an organizational context; newer companies are considered entrepreneurial, which gives them the term "Start-Ups". Therefore, companies that are able to be

distinguished from older companies are considered to be entrepreneurial (Audretsch et al., 2006).

Operationally, entrepreneurship can be defined through the identification, evaluation and pursuing of opportunities for the creation of economic or social value through innovation (Guerrero et al., 2014). Entrepreneurship can often be viewed as an 'opportunity', which can be exploited (Schumpeter & Nichol, 1934). Opportunity is created through the entrepreneurial actions of opportunity recognition, which can be discovered through the entrepreneur's creativity and imaginations (Klein, 2008). Exploiting recognised opportunity requires great skill, passion and an understanding of the economic market (Klein, 2008). This leads to the entrepreneurs selecting a particular product or service, and creating the venture using their resources (Cho et al., 2020; Kah et al., 2020). With opportunity recognition being a common factor, entrepreneurial firms also share similarities in their performance characteristics, usually based on their levels of innovation and growth (Zhao, 2005). Innovation for economic value is believed to be the source of entrepreneurship and with most entrepreneurial companies, growth of the company is the largest goal (Hechavarria et al., 2019; Zhao, 2005). Overall, entrepreneurship can lead to great benefits for employment, social and economic growth (Van Praag & Versloot, 2007).

2.2 Defining an Entrepreneur

Similarly to entrepreneurship, a vast set of definitions to define an entrepreneur have been shared by scholars. Some have placed emphasis on describing the traits of an entrepreneur such as risk-taking, independence, passion, creativity and initiative (Anwar et al., 2021; Kah et al., 2020; Kirzner et al., 1983; Schumpeter & Nichol, 1934; Shane et al., 2003). Tripathi et al., (2022) describes an entrepreneur as someone who simply coordinates the essential needs of a company. Whereas Yordanov (2019, p.9) gathered the past significant entrepreneurial definitions in literature to create a summarized definition of an entrepreneur. Explained as someone who "organizes, manages and assumes the risks of a business. In order to be successful, they must have the necessary personal qualities and skills". Similarly to the operational definition of an entrepreneur, defining them as an individual who portrays a combination of skills, characteristics and behaviours that allow them to identify opportunities, initiate and manage ventures, take risks and lead the companies creation and growth (Baron, 2004).

While each entrepreneur is unique and holds individual characteristics. A large number of entrepreneurs are seen to have similar personality traits such as risk-taking, independence, passion, creativity and initiative (Kah et al., 2020; Karimi, 2019; Kirzner et al., 1983; Schumpeter & Nichol, 1934). Furthermore, stemming from the idea that entrepreneurship can be based on opportunity recognition, entrepreneurs commonly hold a talent of creating new opportunities (Littunen, 2000).

2.3 Entrepreneurial Motivations

An entrepreneur's personal motivations for creating a start-up has received considerable attention in the entrepreneurial literature. Similar to entrepreneurship, motivation as a theory has been researched under diverse disciplines such as organisational behaviour and psychology (Kah et al., 2020; Shane et al., 2003). Although this particular field focuses on motivation throughout phases of entrepreneurship, it is important to first discover why someone is motivated to become an entrepreneur.

Motivation is explained as a set of forces that derives internally from an individual and from their external environments, which influences their behaviours and determines their levels of passion and motivation (Fischer et al., 1993). This can determine how a person evaluates and capitalizes on opportunities, which can begin from their motivations and intentions (Fischer et al., 1993). Earlier research typically proposes a strong connection between having entrepreneurial motivation and becoming an entrepreneur, as well as the idea that motivation will impact entrepreneurial activity and the success of their companies in the future (Carsrud et al., 2017; Murnieks et al., 2017). Further, entrepreneurial motivation is defined as the incentive to start your own business, and is a factor that influences entrepreneurs' pursuit of opportunities (Hessels et al., 2008).

Traditionally, entrepreneurial motivation can be viewed as both intrinsic and extrinsic. Extrinsic motivation is described as the external reward, such as monetary goals or the admiration gained from society in a start-up (Carsrud et al., 2017). The most common form of studied motivation is the extrinsic motivation of work-related motivators such as finance, and management (Benzing et al., 2009; Brush, 1990; Buttner & Moore, 1997). Similarly, the extrinsic motivation of culture is widely studied in how it shapes entrepreneurial motivations (Covington & Müeller, 2001). Different cultures often hold different values when it comes to working certain occupational roles, often influencing

men and women from a young age as to what occupation they are expected to work, which can greatly encourage or discourage motivation towards entrepreneurship. (Bullough et al., 2022; Williams et al., 1999).

Intrinsic motivation refers to the individual's interest in the tasks of entrepreneurship, involving a large aspect of the internal need for self-development and achievement (Shane & Venkataraman, 2000). Entrepreneurial motivation research presents a significant number of commonly experienced intrinsic traits for motivations in entrepreneurs, with the most important motivations shown to be the need for success, power, status, achievement, self-efficacy, passion and drive (Shane & Venkataraman, 2000; Wainer & Rubin, 1967). Other aspects of career motivations such as stress and unhappiness in one's current life can similarly influence motivation towards entering entrepreneurship (Shane & Venkataraman, 2000; Wainer & Rubin, 1967). Often both intrinsic and extrinsic traits can initiate entrepreneurship, and in research should be considered simultaneously to examine both drivers for how a company is created (Kuhn et al., 2016). However intrinsic motivations can simultaneously focus on a wide range of aspects such as independence, personal desires, innovation, family desires and other non-economic motives (Amit & Muller, 1995; Brush et al., 2010). Similarly, this area of research also considers a variety of entrepreneur types, to discover the different motivations of entrepreneurs (Westhead & Wright, 1998). Considering entrepreneurs in different contexts, such as the first-time start-up entrepreneurs who may have higher intrinsic motivations, versus a portfolio entrepreneur who may be motivated by monetary values rather than intrinsic values is important in differentiating to understand their motivations (Westhead & Wright, 1998).

The motivations presented in these studies are most often seen in successful entrepreneurs and have not deeply progressed to the understanding of a variety of entrepreneurs' motivations, such as in particular industries (Murnieks et al., 2017). Particularly, in the field of gender studies and entrepreneurship, surface-level insights of motivations are most often provided (Murnieks et al., 2017).

2.4 Gender and Entrepreneurship Research

The relationship between gender and entrepreneurship in literature is greatly developing over time (Ahl, 2006; Bruni et al., 2004; Bui et al., 2018; Fischer et al., 1993; Kah et al., 2020; Marlow & Martinez Dy, 2017; Schwatz, 1976; Shane et al., 2003). In the early days of gender-based entrepreneurship research, the focus of the

research was described to be "for men, by men and about men" (Mustafa & Treanor, 2022, p. 215). Throughout the years of entrepreneurial research, the expansive literature based on male entrepreneurship grew to become more inclusive of women focused entrepreneurial literature (Marlow & Martinez Dy, 2017). This began through published work that concentrated on women entrepreneurship from a wider range of paradigms, including the recognition of entrepreneurship as being predominantly male-dominated, along with the masculine notions that surround the concept of entrepreneurship, which impacted women in the industry (Bruni et al., 2004).

The emergence of research using feminist perspectives created a more detailed understanding and interpretation of the experiences of women entrepreneurs (Marlow & Martinez Dy, 2017). Further, research comparing men and women entrepreneurs, in a significant study by Ahl (2006), discovered that men experience privilege due to their gender, with a large and obvious masculine culture in entrepreneurship. This explains how women who hold more feminine features are at a disadvantage in the entrepreneurship industry (Henry et al., 2015; Stead, 2016).

A common theme in gendered entrepreneurship research is the focus on the variance of traits, motivations and experiences of men and women, which can explain the differences in entrepreneurial behaviour (Kah et al., 2020; Shane et al., 2003). Research often points out that there is a large psychological difference between men and women however, values such as compassion and self-actualisation were statistically similar for men and women (Liñán & Fayolle, 2015). Further research has discovered that males have a more positive attitude towards entrepreneurship. Therefore they experience more positive motivations for entrepreneurship, however, this research did not delve into why this may be (Liñán & Fayolle, 2015). Gendered entrepreneurship scholarship is still often oriented at the differences of men and women in entrepreneurship, rather than researching to understand the reasoning behind these differences (Marlow & Martinez Dy, 2017).

The concept of women entrepreneurship appears to have multiple interpretations, with most combining ideas of small business ownership by women, the entrepreneurial activity of women, risks associated with women entrepreneurship, and a comparison with male entrepreneurs (Hechavarria et al., 2019; Humbert & Brindley, 2015). Over the last 30 years, research on women entrepreneurship has shown that women often

deviate from male entrepreneurs in terms of start-up intentions (Schwartz, 1976; Shane et al., 2003; Yadav & Unni, 2016).

The first wave of research focused on women began in the late 1970's, with initial research assuming that male and women entrepreneurs were the same (Schwartz, 1976). In the late 1980's, research conducted studying the 'second wave' of women entrepreneurs, stimulated by academic conferences held about women entrepreneurs in small and medium sized companies, created new awareness of women entrepreneurship (Cardella et al., 2020; Solesvik et al., 2014, 2019; Westhead & Solesvik, 2016). Such scholarship has led to a steady rise in theoretical concepts and literature based on women entrepreneurship and the motivators of women entrepreneurs (Bui et al., 2018). Due to the compelling evidence of women greatly contributing to economic growth, women entrepreneurs are continually gaining increased attention in literature (Braches & Elliott, 2017; Bui et al., 2018; Stead, 2016).

There are several factors that influence women to become an entrepreneur, both from personal and external circumstances (Jayachandran, 2021; Nickels et al., 2005). Women in literature claim to search for freedom within their lives through the autonomy of entrepreneurship (Jayachandran, 2021; Nickels et al., 2005). Further, other motivators that have been identified for women entrepreneurship are a result of developing and wealthy economies. This is where women in managerial and executive positions are looking for self-expression, challenges, the desire for work independence, self-achievement and recognition in society (Bui, et al., 2018; Buttner & Moore, 1997; Dawson & Henley, 2012; Ismail et al., 2011; Kirkwood, 2009; Zgheib, 2018).

One of the largest issues that women face in the workplace is stereotyping due to their gender (Ughetto et al., 2019). A study involving 12 million workers about women in corporate America, found that only 40% of women have managerial roles, and only 26% of women have high ranking executive roles in 2022 (Krivkovich et al., 2022). This underrepresentation can stem from how men evaluate women, proven that in the workplace some tend to perceive women as less competent and authoritative (Ughetto et al., 2019). Such beliefs by men are grounded in male-dominated workplaces which are associated with masculine traits (Bruni et al., 2004). Women can look to entrepreneurship as an answer for the issues that they face in traditional occupations and workplaces (Ughetto et al., 2019). Often pursuing entrepreneurship to achieve work aspirations that the current system is unable to provide to them, such as the unequal pay between men and women (Ascher, 2012; Coughlin & Thomas, 2002).

A further motivation of women entrepreneurship can be seen through role models. The influence of role models has been found to have a direct effect on women entrepreneurial activity, and an indirect effect on the improvement of entrepreneurial skills (BarNir et al., 2011; Noguera et al., 2013). Role models are seen as a way of providing women entrepreneurs with the confidence to use or develop entrepreneurial skills (Noguera et al., 2013). With more modern entrepreneurial role models having the traits of a woman, women who are wanting to become entrepreneurs, may view entrepreneurship more positively (Noguera et al., 2013).

An important aspect of women entrepreneurship research is creating an understanding of why women may have significantly different experiences and motivators to men; knowledge that was originally missing from women entrepreneurship research (Ahl, 2006). Research on women entrepreneurship has previously been criticized due to reinstating a common theme that positions women entrepreneurs as a subordinate to male entrepreneurs, hence scholars have sought to explain gendered differences (Ahl, 2006; Henry et al., 2016).

Feminist perspectives and theories can be used to explain the disadvantages faced by women entrepreneurs. Two of the most significant in literature are the liberal and social perspectives. Liberal feminism believes that the gendered social structures may create boundaries in women's abilities to gain experience in certain sectors (Fischer et al., 1993). Meaning that women in certain male-dominated occupations in largely male organizational hierarchies, face a lack of experiences, resources and disadvantage when it comes to knowledge and skills, restricting their abilities to become self-employed (Welter & Smallbone, 2008). Furthermore, as women still face the glass ceiling in society, the struggle to gain high-level managerial positions, and the lack of opportunity to gain higher responsibility in companies again, reduce their abilities for experience and learning crucial skills for start-ups (Glass & Cook, 2016).

Comparatively, the concept of social feminism explains how women are socialized in society to create different goals for themselves than men (Welter et al., 2014). As women often expect to be limited in certain opportunities in the workplace, they may choose to move into industries where they feel they are more confident and face less discrimination, such as beauty and retail (Welter et al., 2014). This concept suggests that due to the earlier differences in the socialization of men and women, their characteristics differ, therefore, they may develop traits unique to their gender (Fischer

et al., 1993). Although this doesn't necessarily mean that women are disadvantaged, their traits may lead them to be disadvantaged in certain work-related situations or may be equally advantageous in other work situations, such as entrepreneurship (Fischer et al., 1993). Therefore, this research reinforces the fact that requiring crucial industry experiences is extremely important for women, as research further shows the more time women spend in an industry, it will subsequently benefit their motivation, skills and experiences of their own entrepreneurial ventures (Fischer et al., 1993).

2.5 Push and Pull Theory

During the past few decades, and more recently, scholars have tried to create an understanding of in entrepreneurship (Brush & Cooper, 2012; Buttner & Moore, 1997; Cardella et al., 2020; Fischer et al., 1993; Ughetto et al., 2019). Although there are numerous factors that may lead women to entrepreneurship, there are specific models that can help scholars understand and classify entrepreneurial motivations for women, such as Amit and Muller (1995) using the push and pull theory in entrepreneurship – a dominant theory in understanding entrepreneurial motivations (Kirkwood, 2009). Examining the literature based on women entrepreneurs uncovers multiple work-related push and pull factors that lead women to become self-employed (Sarri & Trihopoulou, 2005). Discovering the reasoning for women to become entrepreneurs creates a complex system of motivations (Sarri & Trihopoulou, 2005).

In the push and pull theory, there are instinctual situations that either push or pull a person toward entrepreneurial action. Amit and Muller (1995), discuss two types of entrepreneurs, based on their motivations for becoming entrepreneurs. Firstly the “push” entrepreneurs are unhappy with their current environments or are given no other choice, where they are “pushed” into entrepreneurship, this is often unrelated to a person's entrepreneurial traits and characteristics. Whereas a “pull” entrepreneur is a person who is pulled into entrepreneurship due to the idea of a new business and the implications of entrepreneurship, such as passion for the idea of their company or time flexibility that comes with creating a start-up.

It is emphasized in literature the importance of demographic, economic and societal factors of the gendered influence on the motivational push and pull factors of women entrepreneurs (Amit & Muller, 1995). For example, two women may have the same motivational factors although experience different societal factors in their lives, leading

to one being pushed into entrepreneurship out of necessity and the other to be pulled out of interest in the benefits of entrepreneurship (Uhlaner & Thurik, 2007).

Push and pull research over time has tried to decipher if there are any significant differences in the push and pull motivators between men and women. A common argument is that women are highly motivated by “push” factors, due to the idea that women face larger struggles in the labour market and therefore face less opportunity (Bullough et al., 2022). Although Orhan and Scott (2001), believe that this is dependent on which country the woman are in and what period of time, due to the potential societal and cultural influences on these differences. Countries are proven to have large influences on push and pull factors due to their cultures (Panda, 2018). In an example by Sarri and Trihopoulou (2005), it is said that women entrepreneurs in New Zealand, Greece, Holland, France and Italy were often pulled into entrepreneurship, as they were less likely to be 'pushed' into entrepreneurship through situations of redundancy or necessity. However, developing countries show larger rates of being pushed into entrepreneurship based on the constraints that women face in their environments, such as gender discrimination and lack of infrastructure (Isaga, 2019; Panda, 2018).

2.5.1 Women Push Factors

Push factors are described as the external factors of the motivational drivers for entrepreneurs, such as dissatisfaction at work, financial issues, difficulty of finding work or a need for a flexible schedule (Brush, 1992; Buttner & Moore, 1997; Özsungur, 2019). The push and pull factors for women can be narrowed down to four large motivators, which are the desire for independence, family related issues, business related issues and financial motivations (Kirkwood & Walton, 2010; Taylor & Newcomer, 2005). Women are often seeking a balance and flexibility between their personal and work lives however, this is often not by choice, commonly caused by the societal expectations to be the caregiver of children and families (Bell & Valle, 2003; Brush et al., 2010; Orhan & Scott, 2001). As women may spend more time away from the workforce at a younger age after having children, it can present difficulties if they choose to re-enter the workforce, such experiences can push them towards entrepreneurial activity (Sarri & Trihopoulou, 2005).

Women over time can face difficulties in the labour market for several reasons, including the glass ceiling concept, male networks and masculine work culture causing

women to feel that their work environments are hostile, uneasy and uncomfortable (Brush, 1990; Stokes et al., 1995; Welter et al., 2014). As explained through the liberal feminist theory, one of the most significant push factors discovered in research about entrepreneurial women, is the often prevalent glass ceiling in companies, creating dissatisfaction for women and preventing them from reaching higher roles within companies, all of which can reduce career opportunities (Welter et al., 2014). Similarly, the long-term male-dominated hierarchy in company culture has proven to create dissatisfaction for women (Welter et al., 2014). Furthermore, within the masculine business culture, an environment is created where women personal characteristics are not valued (Acker, 1990; Clain, 2000; Cockburn, 1991; Tabassum & Nayak, 2021).

A masculine culture can exclude women from organisational opportunity, power and resources in an organisation (Jauhar & Lau, 2018). Meaning, the masculine work culture can make it harder for women to enter into and thrive within the workplace (Cheryan & Markus, 2020). Other issues faced by women that may push them out of an occupation, is the salary gap between men and women employees (Stokes et al., 1995). Between 2021 and 2022, women in the United States were typically paid 73 cents to every dollar that was paid to men, this was significantly lower for ethnic women averaging around 50 cents for every dollar men were paid (Corbett, 2022). Similarly in New Zealand, in 2022 men on average made 10% more than women (Employment New Zealand, 2022). As women recognise a difference in their pay and opportunity for growth, they perceive themselves as not being equally valued as the males in their organisations, resulting in disappointment and pushing them to look for other opportunities in entrepreneurship (Daily et al., 1999; Hisrich & Brush, 1984; Jauhar & Lau, 2018).

2.5.2 Women Pull Factors

Pull factors create the motivation for entrepreneurship through internal motivations such as the want for independence, desire for wealth and status (Brush, 1992; Buttner & Moore, 1997; Walker & Webster, 2007). A significant number of researchers discovered that women often have the desire for personal satisfaction, passion, autonomy, independence and overcoming a challenge (Amit & Muller, 1995; Buttner & Moore, 1997; Duchéneau & Orhan, 2000; Marlow, 1997; Rey-Martí et al., 2015).

Women can simply be attracted to opportunities that may improve their current circumstances and are motivated to work hard to exploit them (McGowan et al., 2012).

For example, Mattis (2004) found that women entrepreneurs were not always looking for more hours of work, instead, they were looking to have control over their hours worked. Accommodating professional goals while working towards their personal lives also drives women toward entrepreneurial endeavours (DeMartino et al., 2006; Marlow & Carter, 2004; Özsungur, 2019; Walker & Webster, 2007; Williams, 2004). Women who have children or are considering having children may look to self-employment for the opportunity to balance both domestic and work-related responsibility, giving flexibility to the place, timing and amount of effort they are able to put into work (Brush, 1992; Williams, 2004). However, other 'pull' factors may be much simpler, such as the search for financial independence (Khan, 2022). Furthermore, women may be pulled into entrepreneurship to align themselves with their strengths and creativity that the corporate world perhaps did not provide them, allowing them to create work suited to their traits (Welter et al., 2014). Contrary to push and pull factors being opposite drivers, Brush (1990), explains these factors are often seen in combination with one another, rather than a single factor alone.

Lastly, there are recognised emotional factors beyond traditional push and pull that impact women's entrepreneurship (Gódány et al., 2021). Women are proven to be especially impacted by emotional factors when being motivated toward entrepreneurship (Ashforth & Humphrey, 1995; Fineman, 1996, 2000; Gódány et al., 2021).

2.6 Conclusion

This chapter reviews the entrepreneurship literature and theoretical framework that underpins this research. A range of potential motivators for women entrepreneurs exist, but most commonly discussed by researchers are the influences of glass ceiling, male cultures in the workplace, the caregiver role/stereotype, autonomy, independence, opportunity, passion and creativity. Although it is emphasised that actual drivers at the individual level may be dependent on the cultural influences of these women.

Gaps remain in women based entrepreneurship literature, reviews suggest that studies of women entrepreneurs as a separate field of study consist of less than 10% of all entrepreneurial research, making it greatly under researched for a topic in the midst of such growth (Brush & Cooper, 2012; Martin et al., 2015). Women entrepreneurship as its own field is limited due to the increase of women entrepreneurship in recent

decades, where traditionally the entrepreneurship literature was based on men (Meyer, 2018). Given the dominant focus in the women entrepreneurship field tends to be on whether women get pushed or pulled into entrepreneurship, as well as the entrepreneurial research providing detailed insights into the different types of motivation, it is difficult to find evidence of the interactions between push and pull motives in the research of women. As this may provide an insight into what a combination of both push and pull factors means for women becoming an entrepreneur. Lastly, little research has paid attention to what leads women entrepreneurs into specific industries such as the beauty industry. Further investigation is required for a better understanding of the work-related motivations of women entrepreneurs in what is traditionally, a very women oriented industry that has been dominated by multinational organisations – the beauty industry.

Chapter 3: Methodology and Research Design

In the previous chapter, the theory underpinning this study was presented, in particular the push and pull factors which drive the decision to undertake entrepreneurship. In this chapter, the methodology and research design conducted to answer following research questions will be presented.

What are the motivations of women entrepreneurs in the beauty industry?

What are the Push and Pull factors that work as entrepreneurial motivations for women entrepreneurs in the beauty industry?

The following section will address the research question through acknowledging the epistemological assumptions and paradigms, the secondary case study methodology, data collection and analysis techniques used.

3.1 Epistemological Assumptions and Paradigm

A research paradigm, underpinned by a set of beliefs that produces the way the world is viewed and the essence of reality (ontology), describes a set of assumptions that guide an investigation (Guba & Lincoln, 1994; Punch, 2014). Furthermore, Denzin and Lincoln (2000) define a paradigm as a human construction which processes the first principles that indicate what the researcher is connecting to, as to create and connect meaning that is embedded in the data.

Ontology refers to a theory of existence, regarding the nature of reality (Lee, 2012). Epistemology is used to describe how people have come to know something within this reality, such as how people have come to understand the truth and what reality is, and therefore what is regarded as knowledge in the world (Cooksey & McDonald, 2019). The methodology in research largely depends on the epistemological stance of the research (Guba & Lincoln, 1994).

A relativist ontological approach, with a constructivist epistemological approach will be used for this study. A relativist ontology suggests that there are 'multiple constructed realities' of the individuals being studied (Guba & Lincoln, 1998). Based on the ontology of relativism, this approach to qualitative research, can be seen from the works of Guba and Lincoln (1994, p.110) who describe constructivism as:

“Realities are apprehendable in the form of multiple, intangible mental constructions, socially and experimentally based, local and specific in nature and are dependent for their form and content on the individual persons or groups holding the constructions. Constructions are alterable as their associated realities”.

The assumptions that guide the constructivist epistemology is to understand that knowledge is socially constructed by people who are in the research process, where the researcher should undertake a full understanding of the complex world of experiences, from the point of view of those who have lived it or are living it (Denzin & Lincoln, 2000).

3.2 Constructivist Paradigm

The aim of the inquiry in constructivism is to understand and reconstruct phenomena, which are based on the constructions that people already hold, looking for a consensus while still being open to new interpretations as information is learnt (Guba & Lincoln, 1994). Crotty (1998), describes several assumptions of constructivism; Humans construct meanings as they engage in the world, they are interpreting themselves and other people that engage with their world and make sense of it through social and historical perspectives. Through individual experiences, people develop their own meaning of these experiences, leading to complex findings and a variation of perspectives from their interactions with the world (Guba & Lincoln, 1998). Therefore, to understand the individual's experiences, it is important to know that they can be altered based on the social, cultural, political, economic, ethnic and gender-related factors that can construct their realities (Guba & Lincoln, 1998). As such, a constructivist inquiry is concerned with understanding individual perspectives and the wider context which influences these perspectives.

As this inquiry is exploring the motivations of women entrepreneurs, using a qualitative method through the ontology of relativism and a constructionist paradigm are regarded as appropriate based on this context. For this study, the approach of relativism and the constructionist paradigm is used to understand the motivations of women entrepreneurs in this beauty industry. Relativism is used to understand the truth of the experiences to each individual, from their perspective that led them to entrepreneurship in the beauty industry. This is through gaining an understanding of each individuals meanings of their experiences in their careers, and how it leads them

to experience their unique entrepreneurial motivations. Further, there can be multiple realities for each individual based on their careers, gender, cultures, age and life experiences that are important in constructing their unique realities which create their motivations for the beauty industry.

3.3 Multiple Case Study Methodology

The objective of this present study is to analyse the work-related motivators of women entrepreneurs, specifically in the beauty industry, by compiling and analysing the careers, personal stories and entrepreneurial motivations of women entrepreneurs. A qualitative research methodology was used as a relevant way to “collect textual material from talk or conversation and used in the exploration of meanings of social phenomena as experienced by individuals themselves, in their natural context” (Malterud, 2001, p.398). Qualitative research is also important for understanding aspects of humans experiences, thoughts, feelings, relationships and values (Jackson et al., 2007)

More specifically, this research follows a qualitative case study methodology. The definition of the case study as follows:

*“Case study research is defined as a qualitative approach in which the investigator explores a real-life, contemporary bounded system (a case) or multiple bound systems (cases) over time, through detailed, in-depth data collection involving multiple sources of information, and reports a case description and case themes”
(Alpi & Evans, 2019, p.2).*

Furthermore, a case study can be explained as a research method that can investigate a phenomenon in a real-life context (Yin, 2003). There became a need for case studies to create an understanding of complex social phenomena, this allows for researchers to understand each aspect of real life events, with a holistic view (Yin, 2003). It is argued that an important advantage of taking a case study approach is the allowance for a holistic view of the research (Gummesson, 1988).

Case studies are used for exploring new processes or behaviours that might not have previous information (Yin, 2003). With a multiple case study approach, Yin (2003), describes how conducting several case studies can be used to discover similar results or contrasting results between cases. Allowing for the information to be analysed within each study and across each study (Yin, 2003). Furthermore, a multiple case study

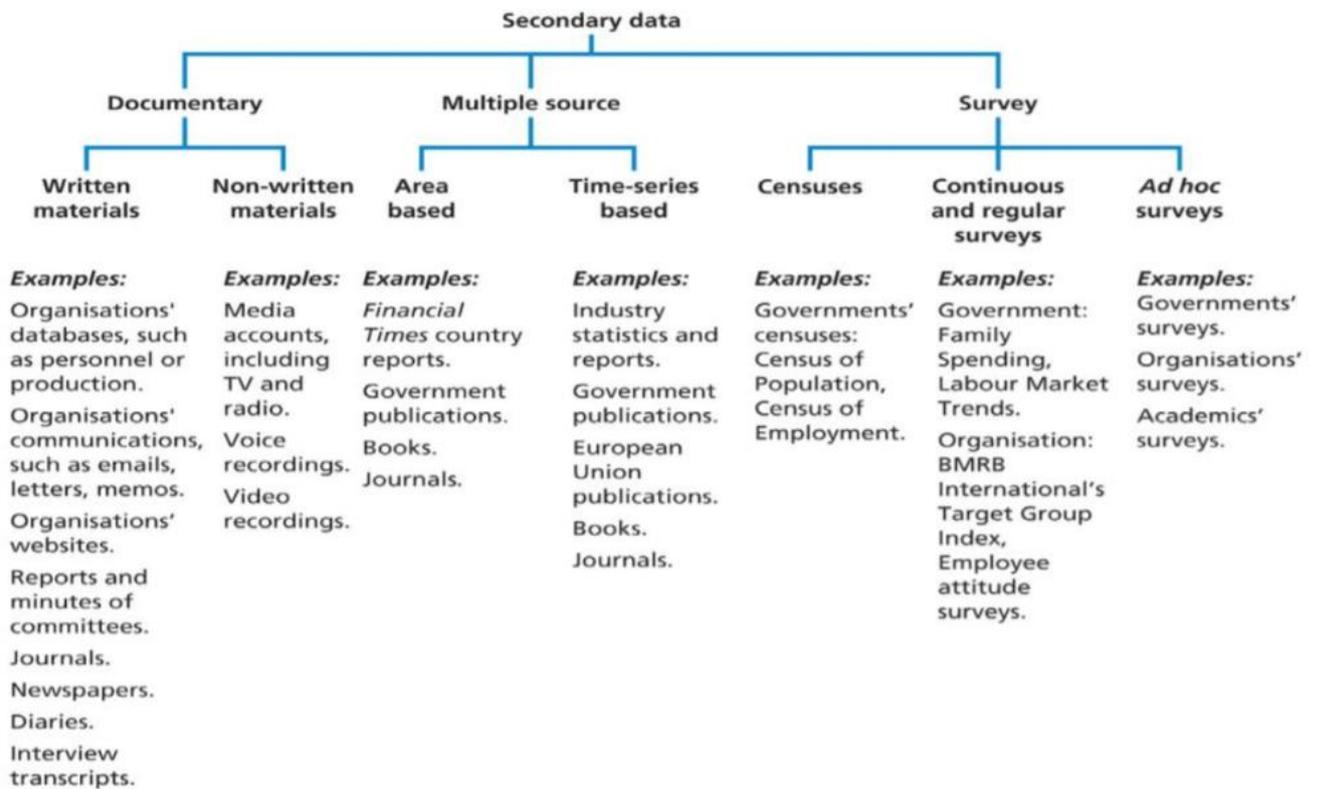
design allows for the examination of bounded case studies, to provide a comprehensive explanation of the aspects of what is being studied (Mills et al., 2010). Multiple case studies can allow for a wider exploration of research questions (Eisenhardt & Graebner, 2007). Therefore, the case study methodology allows for an in-depth understanding of the cases through examining the diverse views and stories from those being studied (Lincoln & Guba, 2000). Furthermore, Creswell (2014) explains that to gain high quality research, it is important to describe the context in which the case occurs.

For this research, using the information available about the careers and lives of the women entrepreneurs, it is possible to understand the contexts of their lives and careers which influenced their motivations.

3.4 Secondary Data

Secondary data will be used to create a case compilation of each individual woman (10 in total). Secondary data is the collection and analysis of data that was researched by another person, for a separate research purpose (Johnston, 2014). In a day and age where a large amount of accessible data is collected by researchers, the convenience of utilizing current data is becoming prevalent (Andrews et al., 2012). Saunders et al., (2009) describes the different types of secondary data that allows for important and quality information through analysing the already available material. Referring to multiple types of secondary data, in this case, I will be using documentary and multiple source types of data (See Figure 1). Using this combination of information allows for clear and extensive case studies to be presented.

Figure 1: Forms of Secondary Data



Source: Saunders et al., (2009, pg. 259).

3.4.1 Secondary Data Collection and Sampling

Yin (2009) explains that to create an understanding of the phenomenon being studied, it is crucial to use various forms of data. Cases on the careers and motivations of beauty entrepreneurs were built using data from various secondary sources in the findings chapter. This secondary data ranged from media reports to blogs on each individual woman, which were gathered to understand the background and contexts of these women's careers. Lastly, each case was analysed using thematic analysis, to discover the motivational themes and codes in the cases.

An accessible way of gaining a deep insight into women entrepreneurs' careers and motivations that led them to the beauty industry, is through the information they share or is shared about them online. Public information such as their own media blogs, company websites, media interviews and news articles are all accessible. Using the search engine Google, as well as the social media platforms of Facebook and Instagram, the terms: *beauty industry entrepreneurs, women beauty entrepreneurs, inspirational women entrepreneurs, beauty companies owned by women, women*

owned clean beauty companies, were used to search for available information online. Using such search terms showed the breadth and depth of overall information that is available online about women entrepreneurs.

After investigating all available information generated from using the search terms online, women were selected based on the criteria and specific characteristics of:

- Being a women beauty entrepreneur with publicly available information on a previous career
- Owning a beauty company with elements of clean beauty, and
- Identifying as a woman

Furthermore, using purposive sampling, women were further narrowed down based on the amount of data available, such as the number of interviews on their careers or life stories. The entrepreneurs selected had the most available information about their careers online. After the data was gathered, a triangulation approach involving the different data sources was used to recognise the key themes within each case. As a result, the data collected from the women in this research provided a foundation for the analysis of themes using Braun and Clarke's (2006, 2016) thematic analysis process.

The most common sources of information about the entrepreneurs were from interviews with the women, these often appeared on news websites, blogs, magazine articles, podcasts and company websites. In total, 72 articles and other media sources were used to gain information on the careers of these women to create 10 case compilations.

The below tables present an overview of the data collected from all cases, followed by the data used from each individual case. The findings of this data are combined and discussed in chapter 5.

Table 1: Overview of Data

Categories of Data	Number of Articles
Company Websites	12
News Articles	19

Magazine Articles	30
Blogs	10
Online Podcast	2

3.5 Case Characteristics

To summarise the cases, the participants were aged between 33 and 69 years old. The brands were established between 1994 and 2019. Further, most of the companies origin locations were in the United States, with the exception of New Zealand and Dubai. Lastly, the most common company segments were clean make-up and skincare, as well as inclusive (large variety of shade ranges for different skin colours) make-up and skincare.

Table 2: Overview of Entrepreneurs

Company and Entrepreneur Name	Entrepreneur Age	Year the brand was established	Companies origin location	Company segment
Amy Liu - Tower Beauty	43 years	2019	Los Angeles, United States	Clean Make-Up and Skincare
Cashmere Nicole - Beauty Bakerie	38 years	2011	San Diego, United States	Inclusive and Clean Make-Up and Skincare
Emily Weiss - Glossier	37 years	2014	New York, United States	Minimalist Make-up and Skincare
Emma Lewisham - Emma Lewisham	36 years	2019	New Zealand	Clean Make-Up and Skincare
Huda Kattan - Huda Beauty	39 years	2013	Dubai, UAE and Los Angeles, United States	Trendy Make-Up, Beauty Tools and Fragrance

Jane Iredale - Jane Iredale	Approximately 65 Years	1994	Massachusetts, United States	Clean Make-Up and Skincare
Margarita Arriagada - Valdé Beauty	69 years	2020	Los Angeles, United States	Luxury Make-Up
Sasha Plasvic - ILIA Beauty	44 Years	2011	Los Angeles, United States	Clean Make-Up and Skincare
Sharon Chuter - UOMA	33 years	2018	Los Angeles, United States	Inclusive Make-Up and Skincare
Vicky Tsai - Tatcha	43 years	2009	San Francisco, United States	Luxury Clean Make-Up and Skincare

3.6 Data Analysis - Thematic Analysis

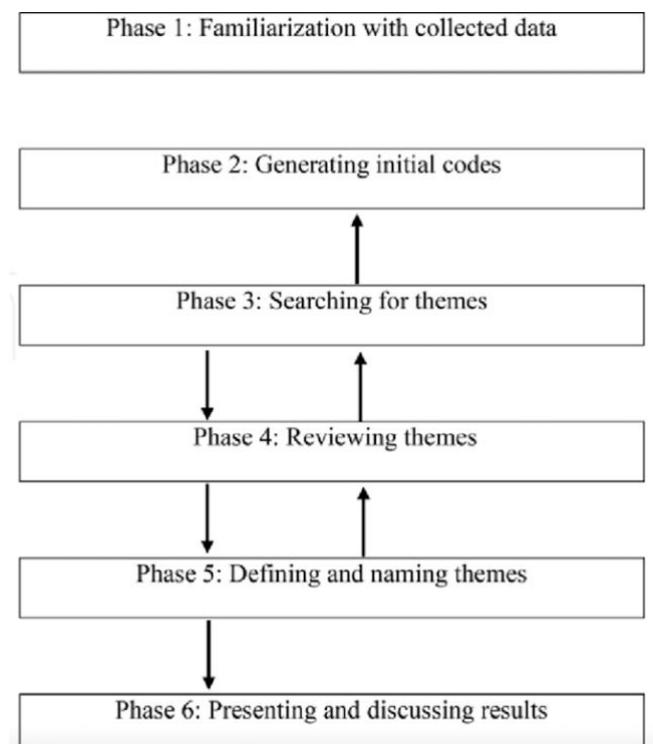
Qualitative thematic analysis was used, both within and across cases, to analyse the case data. Thematic Analysis is used in identifying, analysing and interpreting patterns of meaning in the data (Braun & Clarke, 2006, 2016). Such analysis creates systematic procedures for creating codes and themes from the cases (Braun & Clarke, 2016). Codes are the smaller ideas that build toward larger themes within the data, underpinned by a core idea (Braun & Clarke, 2016).

For the 10 cases, thematic analysis is used to identify the core themes in the data of the cases after they have been constructed, which can lead to information on their views, experiences and behaviour (Terry et al., 2017). Braun and Clarke's (2006) approach to thematic analysis uses a six-stage process to analyse the data. Phase one is to familiarize oneself with the data, through reading and re-reading the qualitative data used for the cases, to be thoroughly familiar with the data. Phase Two is beginning the systematic analysis through coding. The codes are used to identify and create labels for certain aspects of the data that are relevant to the research question. Phase Three begins with searching for themes, where analysis starts to take shape. A theme begins to represent a patterned response or meaning within the data (Braun & Clarke, 2006). Within this phase, codes are removed or clustered together within sharing a unified feature, so they can reflect the pattern in the data. Phase Four

involves reviewing the themes, a recursive process where the themes that have been developed are reviewed in relation to the data and coded data, a way of quality checking the themes. In Phase Five, the themes are named and defined through describing and explaining what is unique to the theme. Lastly, Phase Six is completed through producing a report, to create a story and understanding of the data (Braun & Clarke, 2006).

A cross-case analysis allows for an in-depth analysis of the similarities and differences of themes across cases, which enables the theoretical findings to be compared and interpreted, increasing the understanding of the findings in its natural setting (Mills et al., 2010). Once the themes were formed within an individual case, the identified themes were compared across the case studies to discover any connections, this allowed for the analysis of variations or similarities between cases and to discover the frequency that they appear across the cases (Yin, 2003).

Figure 2: Thematic Analysis: Six Phases



Source: Adopted from Braun and Clarke (2006).

The use of thematic analysis developed a foundation for creating a further understanding of what may motivate a woman to become an entrepreneur in the beauty industry. This process allowed the gathering of common themes and codes across all cases to be analysed (See Table 3 Below). This will then allow for further analysis related to the research questions.

Table 3: Common Themes and Codes

Core Themes	Examples of Codes	Literature Related to the Themes
Personal health motivations	<ul style="list-style-type: none"> • Looking to solve personal experiences with skin issues • Wanting to create safe beauty alternatives for oneself • Looking to solve cosmetic products creating skin and health issues • Personal issues with bad health leading to understanding the importance of non-toxic beauty products 	<ul style="list-style-type: none"> • Ashforth & Humphrey (1995) • Fineman (1996) • Fineman (2000)
Inclusivity of culture	<ul style="list-style-type: none"> • Looking to solve a personal cultural related issue in the beauty industry • Creating skin inclusive products in the beauty industry • Including a larger representation of different cultures in advertising 	<ul style="list-style-type: none"> • Al Matroushi et al., (2020) • Cho et al., (2020) • Holland (2014) • Sarri & Trihopoulou (2005) • Williams et al., (1999) • Yetim (2008)

<p>Passion for entrepreneurship and the beauty industry</p>	<ul style="list-style-type: none"> • Passion for the beauty industry • Passion for helping other women • Looking to create safe options for other beauty users • Displaying passion for entrepreneurship 	<ul style="list-style-type: none"> • Brush (1990) • Brush (1992) • Buttner & Moore (1997) • Cho et al., 2020 • Fischer et al., (1993) • Kah et al., (2020) • Kuhn et al., (2016) • Liñán & Fayolle (2015) • Shane et al., 2003 • Welter et al., (2014)
<p>Career dissatisfaction</p>	<ul style="list-style-type: none"> • Corporate burnout • Male-dominated culture at work • Stress causing a mental and physical health impact • Lack of inclusion for women • Searching for meaningful work 	<ul style="list-style-type: none"> • Ashforth & Humphrey (1995) • Bullough et al., (2022) • Cardella et al., (2020) • Clain (2000) • Cockburn (1991) • Glass & Cook (2016) • Gódány et al., (2021) • Acker (1990) • McGowan et al., (2012) • Özsungur (2019) • Robinson & Stubberud (2009) • Shane & Venkataraman (2000) • St-Jean & Duhamel (2020) • Stokes et al., (1995) • Ughetto et al., (2019) • Wainer & Rubin (1967) • Welter et al., (2014)
<p>Major life events triggering motivation for entrepreneurship</p>	<ul style="list-style-type: none"> • Family passing away • Serious personal or family illness • Financial struggles • Health related issues 	<ul style="list-style-type: none"> • Fineman (1996) • Fineman (2000)

<p>Opportunity - Finding a gap in the beauty market</p>	<ul style="list-style-type: none"> • Finding a niche of the beauty market not yet infiltrated • Finding opportunity to solve issues in the beauty market • Finding opportunity to expand the current selection of products 	<ul style="list-style-type: none"> • Casson (2005) • George et al., (2016) • Klein (2008) • Kah et al., (2020) • Saemundsson & Holmén (2011)
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3.7 Summary

This chapter presents the philosophical position of relativism and constructivism that underpinned this study, these were defined and discussed. Qualitative research and secondary data were discussed as an appropriate adoption for this research. To support the paradigm and create a deep and detailed understanding of this inquiry, a multiple case study method was detailed to reason why it is the appropriate method for this research. Secondary data was used to gain insight into the 10 selected women entrepreneurs to create the cases. Thematic Analysis was then introduced as the form of data analysis, where it is described as a way to understand and create themes and codes within the case studies. In the following chapter, the findings of the study and case studies will be presented.

Chapter 4: Findings

This chapter presents the findings of the secondary data research, creating the compiled cases of 10 women entrepreneurs in the beauty industry. To begin, information about the women entrepreneurs' and their companies is presented to give an overview of the 10 cases. Following this, the case for each women will be presented consecutively to explain their careers and life stories that have led to them starting their beauty ventures.

Table 2: Overview of Women Entrepreneurs

Entrepreneur and enterprise name	Entrepreneur's current age	Year of establishment	Start-up location of the enterprise	Company segment
Amy Liu - Tower Beauty	43 years	2019	Los Angeles, USA	Clean make-up and skincare
Cashmere Nicole - Beauty Bakerie	38 years	2011	San Diego, USA	Inclusive and clean make-up and skincare
Emily Weiss - Glossier	37 years	2014	New York, United States.	Minimalist make-up and skincare
Emma Lewisham - Emma Lewisham	36 years	2019	New Zealand	Clean make-up and skincare
Huda Kattan - Huda Beauty	39 years	2013	Dubai, UAE and Los Angeles, United States	Trendy make-up, beauty tools and fragrance
Jane Iredale - Jane Iredale	Approximately 65 Years	1994	Massachusetts, United States	Clean make-up and skincare

Margarita Arriagada - Valdé Beauty	69 years	2020	Los Angeles, United States	Luxury make-up
Sasha Plasvic - ILIA Beauty	44 Years	2011	Los Angeles, United States	Clean make-up and skincare
Sharon Chuter - UOMA	33 years	2018	Los Angeles, United States	Inclusive make-up and skincare
Vicky Tsai - Tatcha	43 years	2009	San Francisco, United States	Luxury clean make-up and skincare

4.1 Case Compilation (Case Study References can be found in Appendix I-X).

The case compilation presented six themes related to the stories of the female entrepreneurs: Career dissatisfaction, Passion for entrepreneurship and the beauty industry, Opportunity - finding a gap in the beauty market, Personal health motivations, Inclusivity of culture and Major life events.

Each case dealt with the themes to a different degree, with some cases reflecting the themes stronger than others. As there were many elements related to their personal stories that led them to forming their ventures which allows for an understanding of their motivations, care was given in constructing the cases to reflect their personal journey, business journey and personal identities.

4.1.1 Amy Liu - Tower 28: Taking Matters into Her Own Hands



(Kirk, 2020) Retrieved from <https://spaandbeautytoday.com/articles/beautyboss-amy-liu-founder-of-tower-28>

(Tower28, 2020) Retrieved from <https://www.instagram.com/p/CHnnjgUAORG/>

Amy Liu is the founder of Tower 28. An aesthetic beauty brand described as clean (Non-Toxic) make-up for those with skin issues and sensitive skin. It is the first beauty company to adhere to the National Eczema Association's list of blacklisted ingredients, making it safe to use for those with Eczema.

Career

Amy Liu first began as a business student in Southern California, then began her corporate career in management consulting, as she believed it was the prestigious thing to do. After some time, Liu explains that she was unhappy with her job consulting and the work she did, which threw her into a quarter life crisis, desperately searching for a job that met with her interests. Using contacts from her business school, Liu began an internship at Maybelline New York as a summer job. As her roles continually got bigger in the cosmetics industry, Liu moved to some of the largest names in beauty. Working as the director of international marketing for L'Oreal and Smashbox Cosmetics. Finally moving to Kate Somerville Cosmetics as the head of marketing.

While being inspired by her immigrant father who worked hard as an entrepreneur, a point in her life came where Liu explained she was once again sick of her corporate lifestyle, "I worked for other people for such a long time and I kept telling myself one day I'm going to do my own thing, but I didn't think I was ready" (Scott, 2020). One day,

Liu's friend made a comment joking that she wasn't getting any younger, which she took to heart and began searching for business ideas.

After struggling with eczema and skin issues her whole life and using harsh steroids to try to cure it, Liu found that beauty products in the industry only further ruined her skin. After being in the beauty industry where women's skin and beauty is meant to be at the forefront, she found herself self-conscious about her skin. Finding herself feeling guilty when she would try to cover it with make-up, which would often lead to making her skin worse. Liu decided to switch to 'clean' beauty products to help heal her skin, in which she only found it to again worsen. While evaluating the beauty industry, Liu realized she faced issues due to her Chinese heritage. She explains about her heritage, "It's a huge part of who I am. I grew up in Claremont, California, where I definitely felt like the minority; people that looked like me weren't well-represented or seen as the standard of beauty" (Cefalu, 2020).

Reflecting on her time in the beauty industry, and her personal experiences within it, Liu decided to start a make-up company to help herself and other eczema sufferers. She began Tower 28, as a vegan, cruelty-free, non-toxic brand which included no ingredients that irritate the skin. All products have inclusive skin colours and she ensured also her branding had a representation of different ethnicities. She explained that it was important for her to build a brand truly based on inclusivity.

Tower Beauty Today

With products to now help heal and soothe eczema, as well its ability to cater for a majority of other skin issues such as acne, Tower 28 is the first ever beauty company to adhere to the National Eczema Association list of blacklisted ingredients as well as the Credo Clean beauty standard. The brand quickly grew its variety of products to include skincare, foundation and lip gloss which continued to further expand their range of inclusive colouring and representation. Tower 28's popularity swiftly rose, with the brand now being sold at Sephora, as well as from their own independent website.

4.1.2 Cashmere Nicole - Beauty Bakerie: From Food Stamps to Success



(Cacciatore, 2019) Retrieved from <https://www.glamour.com/story/cashmere-nicole-woty-all-year>

(BeautyBakerie, 2019) Retrieved from https://m.facebook.com/beautybakerie/photos/a.111273862299875/2642576102502959/?type=3&_rdr

Cashmere Nicole is the founder of Beauty Bakerie, a skin colour inclusive and cruelty free cosmetic company with the aesthetic packaging in which all products resemble baking ingredients.

Career

Raised in Indiana, United States, Nicole explains that she's been an entrepreneur since she was 12 years old. "I had major plans to become an architect and in my free time I painted, drew floor plans for homes, and started multiple companies. I've always been extremely creative" (Simeon, 2018). At 16 years old she fell pregnant while still in high school. To support her daughter, she held down multiple jobs, while also working to finish high school and college, with the plan to become a nurse. Nicole lived off food stamps and worked double shifts, explaining that she lived in survival mode to take the risk of sending her daughter to private school and set her up for a better life than she had.

By the age of 22, Nicole started to become more financially stable, enough to allow herself to dream about being an entrepreneur again, while still working as a nurse, Nicole started small side businesses to fulfil her passion. During this time, Nicole was diagnosed with breast cancer. This was the trigger for her to alter her entire life. She overhauled the food she was consuming, and began investigating all the ingredients of

her beauty products. Nicole explains "There was always lipstick on my fork after eating, I thought to myself, 'Was I eating the cancer?' You never know what was in those makeup products" (Bryant, 2022). After realizing the toxicity of make-up, Nicole was determined to make a change in the industry.

As one of her side companies, Beauty Bakerie was started for fun, as a creative outlet and to help her pursue her passion for entrepreneurship. She began to turn this idea into creating non-toxic and safe make-up for women to use. She began to further investigate her experiences with the beauty industry and explains that throughout her life, as a black woman she struggled to find make-up shades for herself and her daughter. This resulted in psychological pain and hard physical work to find a foundation shade that was suited to her skin tone.

"I thought, I'm going to create a situation where women of colour don't have to feel that way anymore, it would have a major positive outcome for African Americans, and it wouldn't have a negative outcome on white Americans" (Cacciatore, 2019).

Using her passion for entrepreneurship, creating safe non-toxic make-up for women and helping other African Americans feel included in the beauty industry, Beauty Bakerie began to expand its goals of growth as a company. After years of creating products, Beauty Bakerie went viral on social media in 2008. A video posted by Beauty Bakerie, showcasing their large amounts of foundation shades, from lightest to darkest was met with excitement from beauty users, and created a large customer base.

Beauty Bakerie Today

In 2022 the brand now has a variety of lines of products with healthy ingredients and inclusive shades for all skin tones. It is now estimated to be worth over 15 million US dollars, with products being well known all around the world.



4.1.3 Emily Weiss – Glossier: *From Blogs to Brows*



(Fasanella and Robin, 2022) Retrieved from <https://www.allure.com/gallery/best-glossier-products>

(Glamour, 2018) Retrieved from <https://www.glamourmagazine.co.uk/article/emily-weiss-glossier-founder>

Emily Weiss is an American Businesswoman, featured in Forbes 30 under 30, who founded the company Glossier in 2014 at age 29. Glossier is a simple beauty company, dedicated to listening to customers and making the products that their consumers want. It includes a range of products from make-up, skincare, body care and perfumes. The aesthetic looking products are made to deliver a no-makeup makeup look, through using radiant and complimentary products to enhance natural beauty.

Career

Weiss' career began in high school, during which she became an intern for Ralph Loran for two summers. While she studied for a degree at New York University specialising in studio art, she began an internship at Teen Vogue. She then moved on to work as a fashion assistant for W Magazine and as an on-set assistant for Vogue. While working on beauty sets, and talking to different women, Weiss had the realization that women are often shameful of their make-up routines. What she believed to be a societal stigma creating shame for women for talking about beauty, became a motivation for her to debunk this stigma and erase the shame associated with the beauty industry.

While working in fashion, Weiss was able to observe the relationship between companies and consumers, finding a lack of connection. Describing that over time, she recognised herself and those around her began to show greater interest in personal style and enhancing their beauty. As opposed to covering it with make-up. She realised

that people no longer wanted to be told by a brand how to portray themselves and what products to use.

With her long-term passion for fashion and beauty, Weiss noticed an opportunity in the beauty media market for reporting on beauty products and the beauty industry. Using her magazine work experience, Weiss created a beauty blog called 'Into the Gloss' in 2010, reporting on beauty products and exploring the beauty routines of inspiring women. While Weiss continued to work her day job, she used her time working on her blog every morning from 4am to 8am. The blog grew into interviewing women on their holy grail beauty products, and their daily beauty routines. As the blog grew, Weiss began rummaging through the bathroom cabinets of women. From strangers she met at coffee shops, to the luxury home of Kim Kardashian.

Her experiences from the blog gave her an idea of what women genuinely want out of cosmetic brands. After just one year, the blog gained 10 million page views a month and Weiss quit her job at Vogue. From the inspiration of her experiences with women in her career, the communication with her readers and the beauty users she had interviewed on her blog, Weiss created Glossier. Being one of the first brands to genuinely listen and give back to their consumers.

Glossier Today

Starting with only four products, one of them being a discovery from readers who said they didn't like their brow gels being too hard and crunchy, leading her to create the product 'Boy Brow' that softly styled consumers' brows. When launched, one was sold every 32 seconds. As the company grows, Weiss continues to redefine the beauty industry through her passion for listening to what women want from the industry. Explaining that she still thinks back to the shame she saw in women, when they would talk about wearing make-up and the insecurity when they would show their beauty products for her blog. Explaining that:

“There is judgment or narrow-mindedness about beauty. I don't think beauty is something anyone should feel ashamed about appreciating or acknowledging or demonstrating or embodying, and it has very little to do with looks at all. I think it has to do with your lived experience” (Nicholson, 2019).

The rapid growth that Glossier experienced has produced millions of fans and consumers worldwide and is now valued at 1.2 US billion dollars.

4.1.4 Emma Lewisham - Emma Lewisham: From Climbing the Corporate Ladder to Cutting out Carcinogens



*(Lewisham, 2022) Retrieved from <https://emmalewisham.com/collections/all>
(Mecca, 2022) Retrieved from <https://www.mecca.com.au/the-mecca-memo/currently-coveting/emma-lewisham-interview.html>*

Emma Lewisham is the owner of the beauty company named after herself, 'Emma Lewisham'. The beauty products are 100% clean, meaning the products are non-toxic, safe and the ingredients labelling is transparent. The products also use active ingredients to improve the users skin. The popular skin-care products range from face wash, serums, eye creams and moisturizers.

Career

Born in New Zealand, Lewisham began her career at the University of Otago in 2004, studying chemistry. However, her career moved toward economic and international business roles, spending 8 years climbing the corporate ladder for a Japanese tech company. Lewisham, being one of the only women in the tech start-up, struggled with the traditional and male-dominated culture of the company. "I would go to meetings and be the only women in a room of a hundred men. At that company, I had proven that it was possible to overcome the norm" (Wright, 2021) through being a woman in a high role in the tech industry. After years in her industry, she struggled with her career

dissatisfaction from being disadvantaged as a woman who battled with the glass ceiling.

Lewisham began to seek alternative work that would engage her passion of women's health. She explains:

“I’ve never been able to just put up with things I don’t believe in. I’m willing to walk away from things that don’t feel right, and when I found myself in a place where I had to decide whether I wanted to continue pushing past that glass ceiling, I chose to trust my instincts instead, and move in a completely different direction” (Riddiford, 2020).

After losing her mother to breast cancer her whole lifestyle changed, she decided to become more aware of what she was putting in her body, with the next step being to look at what she was putting on her skin. She learnt from her doctor that a product she was using to treat her hyperpigmentation contained a known carcinogen and that its ingredients were toxic enough to be used to clean sewer pipes.

This provoked her to begin spending time at health shops, looking at formulations of natural products such as argan oil, and discovered that these natural products were not going to deliver results that women looked for. She explained that there seemed to be a compromise in the beauty industry, finding that often either beauty product users have to compromise their health or compromise the results of the products. Lewisham found herself thinking “Why can’t we have both? Why can’t we have high-performing natural skincare that’s 100 per cent clean?” (MindFood, 2020). Following this realization, Lewisham analysed the beauty market, only to find a lack of options for beauty users. “That’s what drove me, I was fascinated by solving some big challenges that were really obvious to me” (Wright, 2021). After this time, she decided she wanted to follow her passion in women's health and leave the corporate world. To pursue her passion, Lewisham worked a day job and spent countless hours each night working on her start-up which launched in 2019.

Emma Lewisham Today

Lewisham moved on to create her beauty company, with safe and effective ingredients, as well as circular packaging, meaning the packaging is designed to be reused or recycled, where the products end-of-life is taken into account. “We’ve been able to set the business up as what a business should look like in the 21st century, to

working from 6 in the morning until 10pm, I need to make sure I like it” (Mejia, 2018).

After her realization that success was about finding fulfilment, Kattan decided to focus on a career she was passionate about, moving back to Los Angeles to start beauty school to 'invest in her passion'. Once she was in Los Angeles, her sister encouraged her to start writing a newsletter about beauty products that she loved, she transformed it into a blog called the Huda Beauty blog, growing it organically, which left her with a significant following interested in her content. During this time of working on her passion, Kattan became a make-up artist with celebrity clients such as Nicole Richie.

Working as a make-up artist, Kattan would always struggle to find the right false lash size for her clients, explaining that at the time there were minimal options for different types of false lashes and lengths. As a result, Kattan began to customize them herself, cutting them into certain shapes and sizes to suit her clients. Her clients began to ask if they could buy the lashes from her as they had no other options. Leading Kattan to the realization that there was an opportunity in the beauty market for different styles of false lashes. Despite being hesitant, as Kattan described herself as a make-up artist not a businesswoman, her sisters pushed her to start her own lash line, called Huda Beauty. Her sisters agreed to fund her \$6000 and help her create the products to begin her beauty line. Kattan explained it was a risk as she had no other steady income at the time, but despite her fear she was motivated to turn her passion into her job.

Huda Beauty Today

After Huda Beauty began, it rapidly grew in popularity. In 2013 Sephora Dubai picked up the lash range, with retail sales hitting 1.5 million that year, and the next year hitting 10 million. In 2015, she launched her brand internationally which continued to grow. By 2022, Huda Beauty has expanded to over 140 products, selling lip gloss, lashes and eyeshadow palettes, bringing the sales to about \$200 million annually. As a result of Huda Beauty's success, Kattan's net worth is now \$400 million and growing as the company continues to launch new and successful collections.



4.1.6 Jane Iredale - Jane Iredale: Enhancing the Lives of Women



*(Iredale, 2022) Retrieved from <https://janeiredale.com/pages/janes-story>
(TOFAesthetics, 2022) Retrieved from <https://www.tofaism.com/jane-iredale.php>*

Jane Iredale is the owner of the beauty company, named after herself, 'Jane Iredale'. Based on the concept of make-up also being skincare, it is a 'clean' make-up brand that can also benefit your skin. Aimed at beauty users with aged skin, the beauty products leave a luminous appearance, smoothing the appearance of the users skin.

Career

Born in the United Kingdom and growing up in London, Iredale finished school and discovered that there weren't many opportunities for women at the time. She moved to the U.S. to see some friends on the search for opportunity with no income. Out of the blue, she was offered a job as a casting director to cast actors for Films and TV, working closely with actors such as Meryl Streep. As she worked in the industry, Iredale discovered that actors and models would struggle with skin issues due to the make-up they wore daily, explaining that at the end of the day they would beg to take the make-up off. She realized that these actors largely depend on having a flawless complexion for their jobs, and their daily make-up shouldn't be harming their skin.

After working in the entertainment business, she found herself hitting a brick wall, where Iredale had the realization that she was burnt out and unfulfilled with her work. "What I'd always wanted to do was to be involved with something that would enhance the lives of women and have some healing aspect to it" (Tigar, 2019). As she had an understanding of the ways make-up could negatively impact women's skin, and with her interest in holistic health Iredale decided she wanted to look into how to use holistic products to help women with make-up. So nearly 25 years ago, Iredale followed

through with her passion for entrepreneurship and solving women's issues, as well as enhancing the lives of women through starting her make-up company.

Jane Iredale Today

In 1994, Iredale founded her company with a few powder make-up products, being the first in the whole beauty industry to supply a line of make-up that actually had a kind of skin benefit, in which she considered 'clean'. Jane Iredale still continues to this day, to release updated skincare-based beauty products, now particularly focused on products for aged skin. The company's popularity resulted in an annual revenue of around \$50 Million in 2021.

4.1.7 Margarita Arriagada - Valdé Beauty: Beauty is a Glamorous Coat of Armour



(Msnbc, 2022) Retrieved from <https://www.msnbc.com/know-your-value/career-growth/how-former-sephora-exec-found-her-greatest-success-67-n1301621>

(Brown, 2021) Retrieved from <https://www.beautyindependent.com/former-sephora-chief-merchant-margarita-arriagada-redefining-luxury-valde/>

Margarita Arriagada is the owner of the successful beauty company Valdé Beauty. Aimed at high-end luxury beauty users through solely selling luxury lipsticks, Valdé Beauty sells 'clean and cruelty free' refillable lipstick. The lipstick has interchangeable outer cases, with different themes and designs.

Career

Arriagada began her career at a Spanish sculpture company working on product development and retail design. With her interest in changing retail jobs, Arriagada began a job with the department store Macy's at the cosmetic counter. Through her work experience at Macy's and learning about cosmetics, she worked her way up through to be the head of colour cosmetics at Sephora in 2004. After working at Sephora for some time, Arriagada realized how excited she is by the beauty industry. Arriagada stated:

"I never had imagined being in the beauty industry when I started my career in merchandising many years ago, I never thought about beauty. The opportunity was serendipitous. I absolutely loved running colour cosmetics and saw the beauty industry differently than when I had grown up in the department store world" (Mcarthur, 2022).

During her job at Sephora, Arriagada found herself inspired by her mother, at the end of her mother's life battling dementia. Arriagada explains that when she visited, her mother did not recognize her, but every time Arriagada would bring out a lipstick, her mother would brighten up again. Arriagada explains "Her lashes would flutter and she would look in the mirror, not realizing she was seeing herself in the reflection and would kiss the mirror" (Morin, 2022). In the future after her mother's passing, Arriagada was looking at photos of her mother, and had a flashback of growing up with her mother and how she wore lipstick like it was a glamorous coat of armour to show the world how strong and capable she felt, even in the hardest times of their lives.

As a first-generation Peruvian American, her mother escaped to the United States as a single mother from Peru. Although she struggled to work three jobs, her mother would always bring her lipstick wherever she went. As a Latino woman, Arriagada believes that brands should reflect our lives. Explaining that after being the only Latino woman in a board room at Sephora, it's incredibly important for her to tell her story. She strives to encourage other Latinos and people of colour to have a stronger voice and make a collective effort to drive change from the bottom up. With her experience in Sephora, she was aware of the idea that most luxury brands are distant from their consumers. Therefore she greatly embraced her story of having a connection with make-up and its possibilities, rather than just its ingredients.

Valdé Beauty Today

In 2020, Valdé beauty was launched in honour of her mother. Valdé Beauty began with their luxury lipstick used as a testament to the women around the world, who look to use make-up as their armour no matter what life is throwing at them. Her products were launched at a luxury price point between \$160 USD to \$199 USD. She claims the idea is to have a luxurious experience and to sell a piece of art, “I’m not selling ingredients, it’s about how beauty makes you feel”.

4.1.8 Sasha Plasvic - ILIA Beauty: Mothers Know Best



(CredoBeauty, 2022) Retrieved from <https://credobeaauty.com/collections/ilia>
(Holender, 2020) Retrieved from <https://www.makeup.com/product-and-reviews/editors-picks/sasha-plavsic-ilia-interview>

Sasha Plasvic is the owner of ILIA cosmetics. ILIA is known to challenge what natural beauty is, through creating natural make-up with active ingredients to improve the users skin while they wear make-up.

Career

Born and raised in Vancouver, Canada, Plasvic was raised in a rural town. She developed a real love for nature beginning in her childhood. Plasvic started her career through studying graphic design and typography for about a decade in New York and London. She then moved on to work as a beauty branding executive in Los Angeles. After what Plasvic describes as a ‘Midlife Crisis’, she moved home to Vancouver, leaving her Fiancé and her job in order to search of work she was passionate about.

Growing up, Plasvic explains that she lived with her brother who suffered from severe allergies, autoimmune issues and asthma. These saw him constantly living in and out of the hospital. Her mother, who she describes is from the 'hippie' era, would use specific natural food and homeopathy to help heal her brother. One day her health-conscious mother questioned ingredients of the lip-balm she was using. After reading the ingredients of her lip balm, and other beauty products she owned, she was shocked to see them full of toxic ingredients.

Being hyper-aware of her brother's auto-immune illness, she realized the products she was using were full of chemical ingredients she didn't want to put in her body. "I started researching the ingredient lists on the back of the boxes. The challenge was set to create a more organic version (of her beauty products) that was safe and worked" (Youseff, 2022). Plasvic realized there was an opportunity in the beauty market, saying she felt as though most of the natural beauty products at the time were marketed toward a hippie demographic, and noticed that there were no natural brands that could speak to her as a modern consumer.

From that moment, Plasvic was passionate and driven by her personal motivations to create a product that would be safe for herself, and other women's skin and bodies. In 2011, using two credit cards from herself and her brother, a \$25,000 loan from her father and online instructions on how to make lipsticks and lip balm, Plasvic began ILIA Beauty.

ILIA Beauty Today

While the business began with the creation of an organic and harm-free lip balm that could have the same moisturizing effect as the old lip balms she used, but without the synthetics, the ILIA range quickly grew to include foundation, powders and eye shadows which were all categorized as clean beauty. Plasvic explains that her products are free of harmful additives, yet are also enhanced with active skincare to help improve the skin. With the help of her brother and a clear excitement for clean beauty, ILIA rapidly grew to being sold at approximately 200 Sephora stores. As consumers fell in love with the brand, ILIA since 2017 has doubled its year-on-year revenues, while also maintaining the title of one of the top three growth brands at Sephora.

4.1.9 Sharon Chuter - UOMA: Dismantling the Beauty Industry



(Nouril, 2021) Retrieved from <https://www.womenshealthmag.com/uk/beauty/skin/a37933216/pull-up-for-change/> (UOMA, 2022) Retrieved from <https://uomabeauty.com/products/stay-woke-concealer>

UOMA was founded by Sharon Chuter. UOMA means "beautiful" in Igbo, a dialect from Nigeria. The company seeks to re-write the rules of inclusivity and diversity to create a world of beauty for everyone. The products range from foundations, eye make-up and lipsticks which have been developed with a large variety of colours suited to all skin tones.

Career

After growing up in Nigeria, as a young adult, Chuter moved to Australia to 'conquer the beauty industry'. Leading her to now be based in Los Angeles and London, with bigger beauty markets. While in Nigeria, Chuter had a passion for make-up but found that barely any large beauty companies sold their products in the Nigerian market. As a teenager, she began her career by reaching out to a brand she loved - Revlon, to ask if she could be their distributor in Nigeria. Revlon took her up on the offer. After a few years with Revlon, Chuter moved to Australia where she began work in the corporate world, employed by brands such as L'Oréal, Benefit Cosmetics and the luxury company LVMH. However, she kept finding herself frustrated by the beauty industry's lack of diverse products for their customer bases. She then realized she wanted to begin her own beauty company with diverse products, to do something meaningful and with purpose in the beauty industry. Chuter explains:

"Two of the biggest beauty systems in Nigeria are the preference for lighter skin and straight hair, even in a country with a majority Black population, you're still expected to exist by Western standards of beauty" (Simeon, 2019).

She further explained that these expectations have moved through the industry into the beauty aisle. With her interest in entrepreneurship, this realization inspired her to think about starting her own company in the beauty industry to make a change.

Chuter claims that if it weren't for her corporate experience in the beauty industry, good or bad, she wouldn't have had the inspiration or education to create her brand. Noting that while thinking of starting the company, she saw that the industry primarily caters to women. Although, she explains it is dominated historically by white men, a structure which calls traumatic to women and people of colour. She found that there was significant room in the industry to 'do better' for a diverse range of people, saying she wanted to work hard to dismantle, disrupt and transform the historical beauty industry structure and help other beauty users. With her motivation for change, combined with her passion for diverse beauty, Chuter began working on UOMA, launching it in late 2019.

UOMA Today

Chuter launched the company with the idea of creating a conversation with consumers about diversity, calling it a 'mass education' to the public. From there UOMA has worked to make a positive impact while being purpose led. In two years, the company has grown largely. Chuter claims is due to the world being ready for this revolution and change. UOMA launched a diverse range of products, with an impressive range of shades for a beauty company (51 shades of foundation). The darker shades of make-up are formulated to treat issues unique to darker skin, such as hyperpigmentation. While the lighter shades are formulated to treat issues such as redness in the skin. The company launched at the large American beauty retailer ULTA in 2022, which has shown to be greatly successful.



4.1.10 Vicky Tsai - Tatcha: The Beauty in Wisdom



(CNBC, 2019) Retrieved from <https://www.cnbc.com/2019/12/23/tatcha-founder-didnt-take-a-salary-for-her-first-9-years-in-business.html>

(Tatcha, 2022) Retrieved from <https://www.facebook.com/TatchaBeauty/photos/a.10155172507096877/10159882366941877/?type=3&theater>

Vicky Tsai is the owner of the successful beauty brand Tatcha. This brand is a synthetic-free, natural and irritation-free beauty line, inspired by the wisdom from a 200-year-old Japanese manuscript of beauty practices used by Geishas. These are traditional and highly respected performers in Japan. Specific beauty practices use unique Japanese ingredients such as Akita rice, green tea and Okinawa red algae. They also believe that beauty is gained with age, not lost. Alongside the traditional inspiration, the products are made by combining traditional and modern ingredients to be more effective. The luxury products include lip balms, skin creams and serums to help improve and repair skin.

Career

Born in Missouri, to Taiwanese parents, growing up Tsai worked as a teenager in her mother's Asian beauty store. At college she studied an economics degree, leading her to become a trader at the World Trade Centre. At the beginning of her career, she experienced the tragic 9/11 attack on her workplace. Tsai explains that she saw life differently after 9/11 happened.

Explaining that she had a realization that if she was going to spend so many of her waking hours working, she needed a job to have a greater purpose that she was passionate about. "I thought, If I can't make a positive impact through my work then I

don't know how I'm going to find meaning and make a positive impact in my life." After the attack, Tsai continued with her education to earn an MBA at Harvard, leading her to work at some of the leading companies in the world. Tsai Explains:

"The fancier my resume looked, the more worn and empty I felt physically and spiritually. The stress of corporate life also came through on my skin. I developed acute dermatitis, which meant having painful blister-like hives on my entire face including my lips and eyelids" (Morris, 2022).

Tait explains. This triggered Tsai to begin travelling the world to try and 'find herself'. She ended up in Tokyo, carefully studying the rituals of wellbeing and beauty.

Coming back from Tokyo, Tsai faced issues with her culture "I became aware that there was one standard of beauty that I would never fit into" (Vora, 2021). She explained that at her mother's beauty store, she sold western beauty products that Tsai would obsess over, although when her mother made Chinese herbal products, she wouldn't be interested in them. From here, Tsai decided to follow something she was passionate about. Looking to heal others with beauty products, incorporate her culture and use her inspiration from the Japanese culture of wellness and clean beauty, she started Tatcha. Taking inspiration from generations-old beauty rituals of the Japanese and using the 200-year-old manuscript from Japan, she created a more is-less approach to beauty. After fighting with acne and skin issues, she found that the ingredients of Japanese skincare were effective on herself, and wanted to take the same approach with a modern twist.

Tatcha Today

Tsai created the luxury brand Tatcha as a synthetic-free, simple, natural and irritation-free beauty line. The skincare products range from cleansing oils to Japanese superfood serums and skin creams. Now being sold at large international beauty chains such as Sephora and Mecca, Tatcha's revenue averages at \$100 Million and has created a cult following with skin-care fanatics all around the world.

Table 4: Overview of Themes within Cases

Entrepreneur	Themes found
Amy Liu	<ul style="list-style-type: none"> • Career dissatisfaction • Opportunity - finding a gap in the beauty market • Personal health motivations • Inclusivity of culture
Cashmere Nicole	<ul style="list-style-type: none"> • Passion for entrepreneurship and the beauty industry • Personal health motivations • Inclusivity of culture • Major life events
Emily Weiss	<ul style="list-style-type: none"> • Passion for entrepreneurship and the beauty industry • Opportunity - finding a gap in the beauty market
Emma Lewisham	<ul style="list-style-type: none"> • Career dissatisfaction • Passion for entrepreneurship and the beauty industry • Opportunity - finding a gap in the beauty market • Personal health motivations • Major life events
Huda Kattan	<ul style="list-style-type: none"> • Career dissatisfaction • Passion for entrepreneurship and the beauty industry • Opportunity - finding a gap in the beauty market • Major life events
Jane Iredale	<ul style="list-style-type: none"> • Career dissatisfaction • Passion for entrepreneurship and the beauty industry

	<ul style="list-style-type: none"> • Opportunity - finding a gap in the beauty market • Personal health motivations
Margarita Arriagada	<ul style="list-style-type: none"> • Passion for entrepreneurship and the beauty industry • Inclusivity of culture • Major life events
Sasha Plasvic	<ul style="list-style-type: none"> • Career Dissatisfaction • Passion for entrepreneurship and the beauty industry • Opportunity - finding a gap in the beauty market • Personal health motivations
Sharon Chuter	<ul style="list-style-type: none"> • Passion for entrepreneurship and the beauty industry • Opportunity - finding a gap in the beauty market • Inclusivity of culture
Vicky Tsai	<ul style="list-style-type: none"> • Career dissatisfaction • Passion for entrepreneurship and the beauty industry • Personal health motivations • Inclusivity of culture • Major life events.

Chapter 5: Discussion

The previous chapter presented the key findings, exploring the experiences and motivations of 10 women that led them to become an entrepreneur in the beauty industry. Each case presented multiple motivations shaped by their lives and careers. These included career dissatisfaction, passion for entrepreneurship and the beauty industry, market opportunity, personal health motivations, inclusivity of culture and major life events. Most women experienced these motivations interconnected with one another. This chapter aims to discuss the research findings, in light of the extant literature.

5.1 - Career Dissatisfaction

Significant aspects of entrepreneurial research highlight work and career dissatisfaction for both men and women as a reason to become an entrepreneur (Ashforth & Humphrey, 1995; Fineman, 1996; Fineman, 2000; Gódány et al., 2021). The dissatisfaction of one's current career path has been found across time, to be one of the largest motivations for a person to become an entrepreneur (Shane & Venkataraman, 2000; St-Jean & Duhamel, 2020; Wainer & Rubin, 1967).

The hard realities of the corporate lifestyle are shown in research to create stress and lead to the seeking of new careers and opportunities (Cardella et al., 2020). In agreement, five of the ten researched women openly described dissatisfaction related to corporate burnout, the glass ceiling and male-dominated industries in their past careers. An important aspect that arose for these women was the stress caused by corporate jobs that impacted them mentally or physically. Tsai mentions the stress of climbing the corporate ladder as a woman, leading to a severe impact on her physical health. Similarly, Liu describes that the stress of her corporate career led her to a quarter-life crisis.

Male-dominated hierarchies in companies have proven to create dissatisfaction in women and put them at a disadvantage in the workplace (Clain, 2000; Cockburn, 1991; Özsungur, 2019). As described by Chuter, while working for one of the largest beauty companies in the world, she struggled with the lack of inclusion as a woman, leaving her disadvantaged. Furthermore, Lewisham spent years climbing the corporate ladder claiming she struggled with the male-dominated industry and attempting to break the glass ceiling, leading her to walk away from her industry and seek other

career opportunities. Aligning with these experiences, aspects of discrimination in the workplace such as the exclusion of opportunity, dealing with the male-dominated culture and the glass ceiling all contribute to the corporate inequality and dissatisfaction that women experience (McGowan et al., 2012; Robinson & Stubberud, 2009).

Research shows that women continue to face the expectant role in society as a mother and a caregiver to their families, resulting in a societal stereotype impacting their career paths and opportunities (Cardella et al., 2020; Marlow, 1997). Cardella et al., (2020) describes that the stereotyped roles result in women being pushed out of their jobs, leading to the search for other opportunities such as entrepreneurship. However, in contrast to the literature, these women had not mentioned direct struggles in the workplace related to these stereotypical roles. Although the exclusion and disadvantages that these women face may have been a result of stereotyping related to male-dominated cultures.

Furthermore, Ascher (2012) and Coughlin and Thomas (2002), claim that women pursue entrepreneurship to achieve something that their current work is unable to provide to them such as the pay gap between men and women, which can lead to economic aspirations. Despite this claim, none of the women directly mentioned monetary value being a motivation to become an entrepreneur. Rather, the issues faced related to stress, climbing the corporate ladder and lack of inclusion as a women were larger motivators for these women to seek entrepreneurship.

5.2 - Passion for Entrepreneurship and the Beauty Industry

A largely studied aspect of entrepreneurial research is the traits of entrepreneurs and their motivations (Anwar et al., 2021; Kah et al., 2020; Shane et al., 2003). Of these traits and motivations, the intrinsic motivation of passion often reigns as a top known reason for men or women to become entrepreneurs; and is not unique to gendered entrepreneurship (Kuhn et al., 2016). In this research, passion for entrepreneurship was evident amongst the women. Seven of the ten entrepreneurs in this study claimed to have passion for either entrepreneurship or the beauty industry, as a motivation to become an entrepreneur.

Aligning with studies that describe the majority of entrepreneurs present similar traits of passion (Kirzner et al., 1983; Schumpeter & Nichol, 1934), Iredale claimed her passion

to create healthy beauty for women was a large motivation to become an entrepreneur. Similarly, Lewisham found herself passionate about the topic of women's health and solving the issues that women faced in the beauty industry. While Tsai was searching for her greater purpose by pursuing her passion for beauty. Relating to the social feminist theory, which states that women may seek entrepreneurship to align themselves with their strengths and creativity (Welter et al., 2014). Kattan, who was a successful make-up artist, decided to fulfil her strength in make-up and started her venture as a way to invest in her passion for her craft. Kah et al., (2020) explains that becoming an entrepreneur takes great passion for entrepreneurship, the market and the company being created. Relating to Nicole and Iredale, who discussed their passion for the idea of becoming an entrepreneur led them to seek out opportunities in the beauty industry to fulfil this.

Literature claims that men are more passionate towards entrepreneurship than women are, and therefore are more motivated to become an entrepreneur (Liñán & Fayolle, 2015). However, women have been found to have a desire for satisfaction and passion in their work (Buttner & Moore, 1997; Duchéneau & Orhan, 2000; Marlow, 1997; Rey-Martí et al., 2015). The findings of this research align with the idea that women have a particular desire for passion in their work, as the women's passion for entrepreneurship is one of the largest motivators to becoming an entrepreneur in the analysis.

Most entrepreneurs are passionate about either entrepreneurship or what they are pursuing (Cho et al., 2020; Kah et al., 2020; Kuratko & Audretsch, 2009). However, this can neglect the personal aspect of motivations unique to women in the beauty industry, such as their passion for helping other women with appearance, skin and beauty issues through entrepreneurship in the beauty industry.

5.3 - Opportunity - Finding a Gap in the Beauty Market

An important aspect of entrepreneurship is opportunity recognition, which is described as an 'opportunity' that can be exploited (Littunen, 2000; Schumpeter & Nichol, 1934). Similarly to passion, entrepreneurship is often based on the idea of opportunity recognition (Littunen, 2000). Seven of the ten women in this study identified and pursued a gap in the market or found an opportunity to extend the range of products available. Many of the women found there was room for more products related to specific needs, such as healthy cosmetics, skin issues and culture. As discussed by Casson (2005); Saemundsson and Holmén (2011) and George et al., (2016) a person

can find and potentially exploit opportunities related to technology, culture, politics, demographic and social opportunities. Kattan discovered this opportunity in the market by providing customised false lashes that her clients were not able to find elsewhere. However, a number of these women were driven having found opportunities in the market related to 'clean beauty'. Plasvic, Liu, Tsai, Lewisham, Iredale and Nicole all discovered the toxicity and skin issues that many products in the beauty industry caused for women. This led to the awareness that there was room for more clean make-up and skin care products that catered to helping modern consumers. Each woman used this opportunity to create their ventures around clean make-up and skincare, using their skills and creativity. Kah et al., (2020) describes that opportunities can be recognised through an entrepreneur's creativity and requires significant skill to execute a venture to reach their goals (Kah et al., 2020).

In relation to finding opportunities related to culture (Casson, 2005; George et al., 2016; Saemundsson & Holmén, 2011), Chuter and Nicole discovered the beauty industry did not cater for all skin tones, leaving women of colour disadvantaged in the beauty industry. This meant there was a gap in the beauty market for more companies to create make-up with shades to suit all skin tones.

George et al., (2016) explains that recognising opportunity can create positive circumstances which lead to entrepreneurship. Six of the seven women who found an opportunity in the market, recognised the opportunity to create beauty brands based on their personal circumstances related to either health or cultural issues. This created the opportunity for positive change through safe and inclusive options in the beauty industry. Although opportunity is presented in literature as a pull factor of entrepreneurs, the motivation of opportunity is yet to be discussed in light of women entrepreneurs who are pulled into entrepreneurship to solve issues related to their personal health and culture.

5.4 Personal Health Motivations

Of the ten women studied, six of the entrepreneurs looked to the beauty industry to help solve health-related issues of either themselves, family or the beauty industry as a whole. Entrepreneurial research claims that women are more motivated through emotional factors related to becoming an entrepreneur, and believe that cognitive factors have a greater impact on women's decisions (Ashforth & Humphrey, 1995; Fineman, 1996, 2000). The beauty-preneurs in this study who were personally

impacted by health-related issues such as Plasvic, whose brother had an autoimmune condition, Liu who struggled with insecurity due to her eczema, and other's such as Nicole and Lewisham who experienced the life-changing struggles of cancer, experienced emotion as a contributing factor for their motivations.

However, health as a motivator for women has not yet been discussed to any great degree in entrepreneurial research. Although the past research acknowledges emotion as a factor, which likely resonated with these women's motivations (Ashforth & Humphrey, 1995; Fineman, 1996, 2000). The topic of health and solving health issues as a motivation for women entrepreneurs is yet to be studied in the field of entrepreneurship, despite being a significant motivator of the women in this research. In light of the entrepreneurial and push and pull literature, the topic of health is seemingly more complex than being able to be established as a simple push or pull factor.

As described from the findings, the women who have mentioned health as a motivator have told unique stories as to what has led them to entrepreneurship. From the findings, health as a motivation can be understood to have many different meanings. Health can present the need to solve personal health issues that are not being widely catered to in the beauty industry, such as eczema. Personal health can also be seen in a context where women who have personally experienced life-threatening health issues such as cancer, are unable to find large amounts of health-safe beauty products. Similarly, the health of others is presented as a large topic. The negative health experiences of other family members can be seen as a motivational trigger to again, search for more healthy options for themselves and other beauty users. These factors can be seen as more than simple push or pull factors. Their stories with health-related issues were so significant to themselves and their loved ones, that they dedicated their careers to help solve the health issues that they faced.

Despite Brush (1990) mentioning that the push and pull factors can often be seen in combination with one another, the health issues faced by women in this research are both complex and extremely personal, it cannot currently be explained by extant literature. As this study shows, personal health motivations can be seen as an important aspect related to women entrepreneurship in the beauty industry.

5.5 Inclusivity of Culture

Another topic significant to the beauty industry is cultural representation. Five of the ten women researched claimed a large motivator for pursuing entrepreneurship was based on the unrealistic western standards of beauty set in the industry. These women, each of Asian or African descent, struggled to find products in the beauty industry that were made for them, such as not being able to find shades of make-up that matched their skin colours. Speaking from personal experience, Nicole found herself struggling to find shades of make-up suited to her skin tone and claimed this caused her psychological pain. Similarly, entrepreneur Chuter who had a comparable struggle, noted that the beauty industry was run and dominated by white men. This motivated her to change the beauty industry structure that she called traumatic to women and people of colour, to be more inclusive of everyone.

Other women similarly attempted to change the historical structure of the beauty industry that lacked diversity, such as Liu who found herself facing issues due to her Chinese heritage and lack of representation, searching for ways to create inclusivity for other cultures in the industry through entrepreneurship. Furthermore, Arriagada was inspired after being the only Latino woman on a board while working at Sephora, to start a venture that represented Latino women and created inclusivity in the industry. Each cultural issue acknowledged by these women created motivation for them to seek and create changes within the beauty industry. As mentioned in the personal health motivation section, past literature touches on the emotional factors associated with the motivations of women entrepreneurs (Ashforth & Humphrey, 1995; Fineman, 1996, 2000). Emotion may be a contributing factor related to cultural motivation.

Other research, non-specific to the beauty industry, discusses push and pull factors related to culture for women entrepreneurs from non-western countries (Al Matroushi et al., 2020; Cho et al., 2020; Holland, 2014; Yetim, 2008). It can be understood that in less developed countries, cultural motivations for women are significantly different to those of developed countries (Holland, 2014). This leaves them with limited time to work in a role outside the home and pushes them into starting small businesses with flexible work times to help support themselves and their households (Holland, 2014; Shastri & Sinha, 2010). Furthermore, other cultures may push women to take over family businesses, out of necessity (Holland, 2014). This can be more prevalent in developing countries that rely on family members, whether they are men or women, to take over families' small businesses and help support their families (Holland, 2014). In

the context of Brazil, Holland (2014), further explains that economic contexts, such as lack of employment can force women to pursue entrepreneurial activities. However, other studies describe that women who come from traditional household roles in their culture, get pulled into entrepreneurship to seek independence (Cho et al., 2020). Therefore, it is understood that in the entrepreneurial research of women, there is a focus on culturally related factors that lead women into entrepreneurship but are often based on traditional cultural values.

The literature seemingly does not touch on the idea of motivation related to culture in the context of women being inspired by their culture or looking to address issues related to their culture in the beauty industry specifically. Therefore, creating an understanding of culture as a motivator in research is important in the context of the beauty industry, in terms of culture working to inspire entrepreneurial endeavour and product development.

5.6 Major Life Events

Another theme that arises commonly between cases is the major life events faced by women before they become entrepreneurs. A major life event can be defined as environmental changes that "have a degree of psychological threat, unpleasantness or behavioural demands" (Harkness & Monroe, 2016, p.729). This research finds that six of the ten women studied faced a major life event at some point in their careers. This led to them using entrepreneurship to address their issues or create opportunities for themselves.

Currently, entrepreneurial research has discussed certain life events such as redundancy or sudden financial issues leading women to be pushed into entrepreneurship (Buttner & Moore, 1997; Özsungur, 2019). Related to the case of Kattan, who while living through a recession found herself without an income and was forced into a job she was unhappy with, leading her to realise she needed to find a career she was passionate about. However, the life events of other women in this study are seemingly more complex and intimate. Tsai held a corporate job on Wall Street, when the 9/11 attack happened, having a close call with her life led her to re-evaluate her career and led her to search for an opportunity that was fulfilling. Moreover, serious health-related life events impacted Nicole, Lewisham, Arriagada and Plasvic. Both Nicole and Lewisham mention their personal experiences with cancer, leading them to quickly evaluate what chemicals themselves and other women were

consuming. Similarly, Plasvic experienced the severity of her brother's autoimmune disease, leading her to search for safe alternatives in beauty. Lastly, Arriagada who lost her mother to dementia was inspired to create a lipstick company in memory of her story.

With the understanding that six of the ten women in this study experienced major life events in their careers, which played a role in their motivation to create successful ventures in the beauty industry, the importance of understanding a well-rounded view of women's careers can be further emphasised in learning their motivations. Although extant literature touched on redundancy and financially related life events pushing women into entrepreneurship, the recognition of personal and impactful life events has not yet been addressed in literature (Buttner & Moore, 1997; Özsungur, 2019). These findings can emphasise the importance of learning the wider life stories of women entrepreneurs. Despite how successful these women are now, each of them had to experience multiple significant issues and difficult decisions in their lives and careers that led them to their success. Without their harsh life experiences, they may not be where they are now. Hence, the value of learning about women entrepreneurs' wider life stories to truly understand their motivations.

In light of the push and pull literature, the themes presented in this discussion are seen as a combination of push and pull motivations. Career dissatisfaction can be viewed as both a push and pull factor, depending on the women's situations (Brush, 1990; Buttner & Moore, 1997; Özsungur, 2019). Furthermore, passion and opportunity are presented as pull factors in literature (Amit & Muller, 1995; Buttner & Moore, 1997; Duchéneau & Orhan, 2000; Marlow, 1997; Rey-Martí et al., 2015). However, health-related motivations, cultural inclusivity and major life events are unique to each individual. With each being so complex, it is difficult to generalise the women as being either pushed or pulled into entrepreneurship, instead each was a complex case of drivers experienced in their journey.

5.7 Summary

This chapter presented a discussion of the ten cases and the findings of their motivations to become entrepreneurs in the beauty industry. Data from the secondary research uncovered insights into their previous careers, providing which aspects motivated them to become beauty entrepreneurs. Career dissatisfaction, passion for entrepreneurship and the beauty industry, opportunity - finding a gap in the beauty

market, personal health motivations, inclusivity of culture and major life events were discussed as prominent themes from the findings. These themes were discussed in relation to the traditional entrepreneurial literature they aligned with. The motivations pertaining to career dissatisfaction, passion for entrepreneurship and opportunity through finding a gap in the beauty market were discussed as push and pull factors that relate to previous findings in literature. However, three motivations of women entrepreneurs in this study are richer than the previous research understanding. The themes of personal health motivation, cultural representation and major life events were discussed as important aspects of entrepreneurial motivations for the women.

This discussion shows the importance of gaining a deeper understanding of the wider stories of women entrepreneurs entering the beauty industry, as these companies in this billion-dollar industry were created based on a number of complex personal motivations. The following chapter will present an overview of this study, the conclusion, contributions, limitations and recommendations for future research.

Chapter 6: Conclusion

The aim of this research was to investigate the motivators of women entrepreneurs in the beauty industry. This chapter concludes the major points of this research. The implications and limitations will then be discussed, leading to a proposal of ideas for future research in this field.

By using a case study methodology, in light of entrepreneurial literature and the push and pull framework this research addresses the research questions of: *What are the motivations of women entrepreneurs in the beauty industry?* and *What are the Push and Pull factors that work as entrepreneurial motivations for women entrepreneurs in the beauty industry?*

By providing an analysis of the findings. The insights from the findings provide an understanding of the experiences of women in their careers that create their motivation to enter the beauty industry.

6.1 Dissertation Summary

Women represent the fastest-growing category for entrepreneurs and are contributing largely to today's employment and innovation economies (Ayogu & Agu, 2016; Brush & Cooper, 2012; Cardella et al., 2020; De Bruin et al., 2006). With established, male-run beauty companies increasingly facing competition from start-ups (Cheng, 2017). Due to the rise in women entrepreneurship in the beauty industry, it is important to recognise the factors that motivate women toward their careers in entrepreneurship (Noguera et al., 2013).

The research of women entrepreneurs' motivations have received considerable attention (Braches & Elliott, 2017; Bui et al., 2018; Buttner & Moore, 1997; Fischer et al., 1993; Marlow, 1997; Ughetto et al., 2019). Which commonly present motivations related to the disadvantage of women in the workplace, the glass ceiling, entrepreneurial passion and opportunity recognition (Cardella et al., 2020; Hechavarria et al., 2019; Kah et al., 2020; Marlow, 1997; Zhao, 2005). However, these motivations are yet to be investigated in relation to the beauty industry, despite such an increase in women entrepreneurship. Furthermore, in light of push and pull literature, the complex and personal motivations of women entrepreneurs in the beauty industry have yet to be discussed. Therefore, the primary aim of this research was to gain an

understanding of what the motivators of women entrepreneurs were that had entered the beauty industry.

A multiple case study methodology was conducted, utilizing secondary research on 10 women entrepreneurs in the beauty industry. Online publications about the entrepreneurs were used to gather data on their careers, such as newspaper and magazine articles, blog posts, company websites and podcasts. This study adopted Braun and Clarke's (2006) approach to thematic analysis, to conduct the coding process. Six main themes emerged from the data: career dissatisfaction, passion for entrepreneurship, opportunity- finding a gap in the beauty market, personal health motivations, inclusivity of culture and major life events. Each theme was discussed in relation to extant entrepreneurial literature.

This study contains six chapters. In Chapter One, an overview of the study was presented to provide a background of the entrepreneurial research, this was followed by the research objective and the research questions. The gap in the literature is then addressed. Lastly, an outline of the study was presented. Chapter Two presented a literature review, which introduced entrepreneurship and entrepreneurial definitions. Followed by extant literature on entrepreneurial motivations, gender entrepreneurship research and the entrepreneurial research of women. This chapter then introduces the push and pull framework, and the existing push and pull literature related to women entrepreneurship. Chapter Three introduces the epistemological assumptions and paradigm, followed by the research design and methodology. An overview of the case study data is then presented. Following, Chapter Four presents the findings of the data through a case compilation of the 10 women entrepreneurs. Chapter Five involves the discussion of the findings themes which are: career dissatisfaction, opportunity- finding a gap in the beauty market, passion for entrepreneurship and the beauty industry, personal health motivations, inclusivity of culture and major life events as contributing themes. Chapter six presents the conclusion to the study, where the implications, limitations and opportunity for future research are discussed, leading to the final conclusion.

6.2 Implications for Theory and Practice

This study shows relevance at both a theoretical and practice level. These findings contribute to entrepreneurial research and the push and pull theoretical framework through an analysis of the motivations of women entrepreneurs in the beauty industry.

The discussion linked half of the findings to previous literature exploring the entrepreneurial motivations of women, although half the findings were not yet portrayed in literature. This contributes a number of implications for theory and practice in this field.

Firstly, the findings contribute to the understanding of the motivations behind women's entrepreneurship, specifically in the beauty industry. Entrepreneurial research and the push and pull theory alone have not addressed specific industries of women entrepreneurs such as the beauty industry, despite its growth at a rapid rate. Therefore, this emphasizes the importance of gaining an understanding of motivations related to women in specific industries, as they may vary.

A common theme between these cases and new beauty companies are that they can often be built on storytelling related to the personal stories of women and how this led them to start their ventures. With the understanding that these women's beauty ventures began not in search of profit, but to make changes for themselves, beauty users and the beauty industry. The deeper aspects of health, culture and major life events were common throughout each case in creating motivation and leading these women towards entrepreneurship. However, these women's careers and motivations that led them to entrepreneurship, are far more complex than what is presented in current entrepreneurial research. The wider stories and personal circumstances of women entrepreneurs are unable to be captured with the limited ideas that are currently displayed in literature. This implies that entrepreneurial research and push and pull related research can benefit from a more personalized understanding of women in recognising their motivations to become entrepreneurs.

The push and pull framework is one of the most prominent in entrepreneurial research being used to help scholars understand and classify the motivations of women. However, using the push and pull theory to understand the motivations of women entrepreneurs in the beauty industry has only proven to be relevant to the surface-level understanding of the common motivations of entrepreneurs. The push and pull theory uncovers multiple work-related push and pull factors that contain a large system of motivations. In this research, these have aligned with the themes of career dissatisfaction, passion for entrepreneurship and finding opportunities in the market, which are common themes experienced by the entrepreneurs in literature. Half of the findings in this study are able to correlate with the motivations in push and pull literature, however as mentioned above, these related findings are generalised

motivations and are shown to be commonly experienced between entrepreneurs in literature, not just women. Therefore, this reinforces the importance of gaining a wider understanding of the women's stories and careers that created their motivations toward entrepreneurship.

In the push and pull theory, it is addressed that more than one of the push and pull factors can work simultaneously, leading women into entrepreneurship (Brush, 1990). However, these factors are not discussed further in research related to women entrepreneurs in the beauty industry. This aspect is proven as important with the findings of this research, showing that every beauty entrepreneur in this study had more than one interconnecting push or pull factor, including multiple related motivations that did not fall into the categories of push and pull due to their complexities. Therefore, it would be beneficial to uncover further knowledge of push and pull factors that are experienced simultaneously in women entrepreneurs.

6.3 Limitations and Future Research

This research analysed the motivations of women entrepreneurs in the beauty industry. This study utilized a case study approach to answer the research questions. With only 10 cases analysed for this research, the findings cannot be generalized due to its limited sample size. In addition, only women from English-speaking countries were analysed. Therefore, women in other cultures may differ in motivations. Moreover, some cases had limited online data, meaning a full scope of information on their careers may not be presented.

Due to these limitations, there are several opportunities for future research. Future research could include studying a larger sample of women entrepreneurs in the beauty industry. Furthermore, women from a wider range of countries could be studied, to gain a further understanding of different cultures and demographics in relation to the motivators for women. This study has also highlighted a number of implications for entrepreneurial research and the push and pull framework, this signals the importance of researchers to build a wider understanding of women's motivators in future research, not just in the beauty industry.

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Appendix I: Amy Liu References

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