



The Use of Social Media in Business by Women Entrepreneurs in the KSA: The Case of Instagram

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Abstract

There have been few studies done on Small and Medium Enterprises (SME) in the context of the Kingdom of Saudi Arabia. Furthermore, studies show that Saudi women entrepreneurs (SWE) are constrained and faced with challenges that inhibit the growth of their small businesses. Such challenges include cultural factors, lack of business knowledge and expertise by entrepreneurs, lack of financial support for entrepreneurs, lack of training from the private sector, lack of business education supported by government for entrepreneurs and limited business opportunities. However, the adoption of social media, like Instagram, has been shown to help SME address numerous challenges experienced in their business context.

The Instagram application has attracted huge numbers of users and is one of the fastest growing social media platforms in the world. It differentiates itself from other social networking sites by offering people a unique and easy way to communicate, since many social media users prefer posting photos or short video clips. Instagram is characterized by its primary function of posting and sharing images. Instagram is a highly effective, time-efficient, and user-friendly social media platform for businesses. Instagram quickly gained global popularity and reached roughly 300 million users in 2014. Thus Instagram, as a tool to market products and services, could enable SWE to overcome challenges which they face in the day to day running of their businesses. While the usefulness of adopting Instagram has been highlighted, there is limited knowledge regarding how SWE can adopt this social media application to overcome the various challenges experienced in their small businesses. No studies, to the author's knowledge, have examined this phenomenon in the Kingdom of Saudi Arabia (KSA). This study, therefore aims to examine how women entrepreneurs in the KSA adopt social media, Instagram in particular, to overcome various challenges in their small businesses. The study uncovers the challenges they face while adopting Instagram, as well as the advantages of adopting the tool.

This study is qualitative, assumes an interpretive epistemological stance, and uses domestication theory as a framework for the research. Domestication theory involves looking at how people adopt technologies and integrate them into their activities and relationships in their daily lives. The data for this study was gathered through semi-structured interviews with a sample of 20 women entrepreneurs in the KSA. Interviewees were identified using snowball and purposive sampling techniques. Thematic analysis was used for analysing the data collected in order to extract codes and configurations of business challenges, Instagram-related challenges and benefits that result from adopting Instagram in small businesses.

The findings revealed the following business challenges incurred by SWE: lack of business experience, stringent requirements for business registration, financial restrictions, judgement by society, the need for privacy and security, poor communication, and physical access to customers. The adoption of Instagram as a marketing space helped increase flexibility in the daily lives of SWE. The findings have shown that SWE appreciate the benefits of adopting Instagram in order to overcome business challenges.

Yet, the findings also displayed that despite SWE still running their businesses through Instagram, there are a number of challenges that they are faced with. These challenges include coping with the lack of time to answer all inquiries, the lack of business rights and protection, the cancellation of orders, the need for uniqueness, and trust issues.

Keywords: Saudi Women Entrepreneurs, KSA, Social Media, Instagram, Business Challenges, Instagram Challenges, Benefits of Instagram, Domestication.

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Chapter 1: Introduction

1.1 Background and Problem Statement

In Saudi Arabia females account for approximately \$45 billion of all capital in the country's national banks, which suggests that they have the money needed to start their own businesses (Rajkhan, 2014). Many Saudi women have the financial power and mobility to operate their own businesses, but few are entrepreneurs (Rajkhan, 2014). This is due to there being many challenges to Saudi women entrepreneurship that discourage women entrepreneurs from investing in the Kingdom of Saudi Arabia (Kelley, Brush, Green, Litovsky, 2010; Al Lily, 2011). This includes limited business opportunities, lack of financial support for entrepreneurs, lack of government supported business education for entrepreneurs and other challenges which will be explained in detail in chapter 2. Many Saudi women are aiming to start their own businesses and are ready to overcome the obstacles and restrictions imposed on them (Sadi & Al-Ghazali, 2010).

Since most research papers are focused on quantitative approaches for collecting data (Danish & Smith 2012), the voices of women entrepreneurs and the challenges they face in running entrepreneurial businesses have not been explored or analysed sufficiently, and there remains broad scope for further research into this field. As a result, the researcher intends to adopt a qualitative approach in this study. In addition, the presence of research data involving Arab women entrepreneurs, and especially Saudi women entrepreneurs, are very limited (Danish & Smith 2012). Research concerning women entrepreneurship is being increasingly conducted by economists and other social scientists due to the steadily emerging influence of such entrepreneurship around the world (Henry, 2002). However, there continues to be a paucity of research on the business strategies of women entrepreneurs and the business-related obstacles they encounter (Starr & Yudkin, 1996; Nieva, 2015). This study will specifically be looking at SWE in relation to their usage of social media for business. Social media platforms in the Kingdom of Saudi Arabia serve a wide range of purposes; such as connecting with family, relatives, friends, for connecting with new friends, communicating, entertaining, obtaining information and marketing products and services (Reyae & Ahmed, 2015). However, many social and culture constraints are associated with the particularities of social media usage in Saudi Arabia. Saudi women are the most affected by these constrains (Naser, Rashid, & Nuseibeh, 2009). Running a business through social media, the business type must be deemed appropriate and accepted by conservative Saudi society. Indeed, Saudi women have felt that

social and culture challenges have significantly limited their social media usage (Abdou, Fahmy, Greenwald, Nelson, 2012). However, there are many examples of these women who have created their own businesses, whose focus varies from fashion and cosmetics to cuisine and catering enterprises. They adopt social media platforms, like Instagram, to market their businesses. One such example is Ahlam Alnajdi who has achieved success on Instagram by creating beautiful life-like clay sculptures of food, cakes and pastries (Rahman, 2015). She currently has 3.7 million followers (Sania Aziz Rahman, 2015). Sugar sprinkles, is the name of her business, which originally started out as a family-run site and which has been selling gorgeous desserts on the photo-sharing platform for two years.

Today, Facebook, Instagram, LinkedIn, Twitter and YouTube are the most widely-used social media sites and mobile phone applications that are being appropriated for business activity (Edosomwan, et al., 2011). In particular, Instagram has attracted huge numbers of users and is one of the fastest growing social media platforms in the world (Chianasta & Wijaya, 2014). It was founded by Kevin Systrom and Mike Krieger in October, 2010 (Chianasta & Wijaya, 2014). 50 million users were generated in less than two years, which later increased to 150 million users in September of 2013 (Malin 2014; Klie, 2015).

Various challenges influence marketing and advertising on social media, among businesses. These include social and culture challenges, online security concerns and the verity of information regarding services and products being marketed on social media, all of which need to be taken into account when marketing these products and services online (Omar, 2014).

In addition, Deidre (2007) found that the common models used to explain technology adoption do not offer sufficient explanation of how information communication technologies (ICT) are integrated into the household. The models ignore the function of the user in the integration process, and assume ICT come into the household as self-contained products and have fixed meaning and interpretation (Deidre, 2007). The models overlook the users' role in shaping and reshaping the technologies, and so they are considered passive end users. Technological products are considered "black boxes" and consumers are denied the need to select, use and experience the products in different ways. Thus, they do not have an active role in the construction of meaning (Deidre, 2007). In contrast, the domestication process shows the relationship between human beings and technologies, including the construction, maintenance and modification of the relationship. Domestication is sensitive to social factors including gender, class and age as they influence the shaping of technologies (Deidre, 2007).

Domestication theory is considered an appropriate alternative to other models of technology adoption as it reveals the capabilities of various persons, households, families and institutions in adopting new technologies and integrating them into their daily lives. Practices and dialectical skills influence meaning construction when using ICT (Deidre, 2007). Thus, the domestication theory is essential to understanding the process of domesticating technologies, users' experiences and how they relate to those technologies and use them. The domestication theory is deemed more appropriate in understanding the process of adopting the Instagram technology by SWE, their experiences and how they relate to the tool in business, as well as how it benefits them. It provides the researcher with the opportunity to explore the business challenges before and during the SWE's usage of Instagram. By applying domestication theory to this research study, it will give the researcher a lens through which to look at social issues, and provide the researcher with a guiding framework for analysing the data and answering the research questions.

1.2 Research Questions and Objectives

The research questions for this study are as follows:

1. How do SWE adopt Instagram to overcome challenges which they face in the day to day running of their businesses?
2. What challenges do SWE incur while adopting Instagram for their businesses in the KSA?
3. What benefits do SWE incur while adopting Instagram for their businesses in the KSA?
4. How do SWE overcome the challenges faced while adopting Instagram in their businesses in the KSA?

The objectives of this study are as follows:

- To examine the challenges women entrepreneurs face in their businesses in the KSA.
- To examine how social media, particularly Instagram, can be adopted to overcome the challenges faced by women entrepreneurs in the KSA.
- To investigate the advantages incurred by women entrepreneurs in the KSA when adopting Instagram, and how it helps them in business.
- To examine the challenges incurred by women entrepreneurs in the KSA when adopting Instagram.

1.3 Significance of the Study

Literature shows the need for focused research concerning business challenges faced by SWE. The literature further brings to light the importance of using social media in business, particularly Instagram. The study looks at the concerns arising around these business challenges. Nevertheless, there is limited knowledge regarding how SWE adopt social media in overcoming these challenges.

This study contributes to knowledge in the field by filling research gaps relating to the challenges and benefits of Instagram when adopted in business by SWE, and by providing them with knowledge on how they can effectively overcome these challenges and take advantage of Instagram as a tool. In addition, this study contributes to the body of knowledge by showing the value of domestication theory in deriving and identifying the interactions between the women entrepreneurs and ICT (Instagram) in a business.

This study is also important as it will be of value to practitioners by exposing them to new realms for business marketing as well as challenges that comes with it. This will help direct policies and initiatives that are focused on women in a more purposeful manner. Finally, the findings and results of this study will distribute the knowledge to other SWE who run small businesses through social media applications. It will enable them to properly consider the advantages and repercussions of opening small businesses based on social media.

1.4 Research Methodology

This study follows a subjectivist approach. Subjectivism depends on participants' opinions as well as researchers' analysis and beliefs, whereas objectivism depends on observations, measurable data and facts (Orlikowski and Baroudi, 1991; Saunders, Lewis and Thornhill, 2009). The study is exploratory in nature because the researcher attempted to explore business challenges that Saudi women entrepreneurs face, and understand how Instagram is being adopted as a tool by them in order to overcome business challenges. This research was interpretive and qualitative. The research strategy used semi-structured interviews of women entrepreneurs in the Kingdom of Saudi Arabia. Thematic analysis was used for analysing the data collected in order to extract codes and configurations of business challenges. The research was conducted using a cross-sectional time horizon which refers to the collection of data within a particular period of time, which normally does not exceed one month (Sekaran, 2003).

Qualitative interviews will be the research strategy followed for this study. Qualitative research methods (i.e. qualitative interviews) are designed to help researchers understand people and the social and cultural contexts within which they live (Myers, 2009), which is appropriate to this study. The target population for this study are Saudi women entrepreneurs who run their businesses through Instagram in the Kingdom of Saudi Arabia. The target population was chosen based on the fact that the researcher was born and raised in Saudi Arabia. The data of this study will be gathered through semi-structured interviews, with a sample of 20 women entrepreneurs in the KSA; interviewees were drawn using snowball and purposive sampling techniques. The research approach of this study is deductive in terms of the domestication theory which primarily allows the researcher to understand the use of media technology in the complex structures of everyday life situations, while taking into consideration the interpersonal relationships and the social backgrounds of the subjects (Hynes & Richardson, 2009).

1.5 Definition of Terms and Acronyms

SWE: Saudi women entrepreneurs who run businesses from home, through social media.

KSA: Saudi Arabia is officially called the Kingdom of Saudi Arabia. It is often referred to as “the Land of the Two Holy Mosques”, in reference to Mecca and Medina.

SAR: Saudi Arabian Riyal is the currency of Saudi Arabia. One Saudi Riyal equals 3.73 South African Rand ("XE Currency Converter", 2016).

ICT: Information communication technologies.

Personal Instagram account: The user uses the Instagram application for personal purposes. The user posts images to share memories and interact with other users.

Business Instagram account: The user uses the Instagram application for business purposes. The user advertises, markets and displays images of their products or services.

1.6 Dissertation Overview

The current chapter provides background and a statement of the problem, the purpose of the study, the significance of the study, research questions and objectives, research methodology and design, and the definition of terms. This section concludes by presenting a brief outline of the research report.

Chapter 2: Literature Review

In this chapter, a literature review is conducted on the published research papers and articles related to social media, particularly concerning Instagram. In addition, this chapter presents a review of social media. The varieties of social media can be placed into five general categories, namely blogs, podcast applications/sites, forums, microblogs and social networks. The chapter then shows the most popular and widely-used social network sites in the world, which are Facebook, Instagram, LinkedIn, Twitter and YouTube. This is followed by a review of literature on social media activity in Saudi Arabia in general, the impact of social media on entrepreneurship in Saudi Arabia and the challenges that women entrepreneurs in Saudi Arabia face in general. These concerns are specifically related to the adoption of social media by SWE for their businesses, and are backed by real-life examples of the use of Instagram in Saudi women-run businesses.

Chapter 3: Literature Review of Domestication Theory

This chapter provides a review of literature on the concept of domestication theory. It has been used as a framework for this study, which involved looking at how people adopt technologies and integrate them into their activities and relationships, and as part of their daily lives. It also shows the three main stages, namely Commodification, Appropriation, and Conversion. Appropriation consists of a further two stages, namely Objectification and Incorporation. Thus, these four stages can be used to understand the process of domestication, which is detailed in this chapter.

Chapter 4: Research Design and Methodology

This chapter begins with a discussion on the philosophy behind the choice of particular research methods. It also presents details of the research design which consists of the research plan, rationale for the research, research approach, the sampling method for the study, data collection techniques, data analysis procedures and the time required to generate results. Lastly, it presents the ethical aspects of conducting the study and how the confidentiality of data is maintained.

Chapter 5: Research Findings

This chapter presents the research findings from the analysis of the semi structured interviews that captured the business challenges which SWE face in the KSA, and how they overcame these challenges through adopting Instagram. It also presents the advantages of adopting Instagram from the perspective of SWE. This chapter then discusses the business challenges which they faced while adopting Instagram and how they mitigated these challenges in their business. In analysing responses to the questions, the guidelines proposed by Braun and Clarke (2006) for carrying out thematic analysis were followed. Through the use of the domestication stages, the researcher analysed what the interviewees thought and experienced regarding adopting and integrating Instagram in their business. Data collected from interviews was analysed and categorised into the stages of the domestication theory.

Chapter 6: Research Discussion

This chapter discusses the research findings in relation to the research objectives. It also highlights the implications of literature as reviewed, as well as reflects the effect of the theoretical framework on the research findings. New concepts from the research findings are also highlighted.

Chapter 7: Conclusions

This chapter consists of the conclusion to the dissertation, which includes a summary of the findings, recommendations which are divided into policy and practice, suggestions for future or further research and the limitations of the study.

Chapter 2: Literature Review

2.1 Introduction

As outlined earlier, this thesis explores the adoption of social media in business by women entrepreneurs in the Kingdom of Saudi Arabia (KSA). It specifically focuses on Instagram as a tool to market products and services, and to enhance overall business performance. This chapter presents a review of the impact of various cultural and political challenges that women entrepreneurs face, specifically related to Saudi Arabian women entrepreneurs and their adoption of Instagram. This chapter also presents social media activity in Saudi Arabia in general, the adoption of social media in business, and real-life examples of Instagram usage.

2.2 Entrepreneurship

The practice of operating, managing or running a business is known as entrepreneurship. It is the opening up of a company, which offers products or services (Henderson, 2002; Sternberg & Wennekers, 2005). An entrepreneur is then an individual, or group of individuals, who independently organizes and manages, or sets up, a business and who runs it independently of any pre-existing corporation.

Many economists worldwide agree that entrepreneurship enhances the socio-economic climate of a country by generating employment, strengthening social networks of relations, diversifying the marketplace and improving overall economic growth (McMillan & Woodruff, 2002; Rocha, 2004; Sarri & Trihopoulou, 2005; Schaper & Volery, 2004; Sternberg & Wennekers, 2005; Wong, Ho, & Autio, 2005). Countries like Japan and China have benefited from entrepreneurs with the opening of new industries for automobiles, textiles, tools and electronics, which have transformed them into industrial countries (Schaper & Volery, 2004). Entrepreneurship contributes positively to the country's economy by improving its workforce's standard of living (Carree & Thurika, 2002; Dana, 1999). Most countries encourage entrepreneurs to run businesses in order to benefit the country's economy, and in doing so contribute toward creating jobs, generating profits and encouraging both local and foreign investment (Henderson, 2002).

2.2.1 Entrepreneurship in Saudi Arabia

Many local and international investors are seeking entrepreneurship opportunities in Saudi Arabia because the potential for their businesses to succeed is high. Saudi Arabia, in addition to being of the fastest growing economies globally, is also a member of the G20 countries group (Pickard & van der Burg, 2015). It is the world's primary oil export country, accounting for 20% of the world's total oil reserves (Alyousef, & Abu-Ebid, 2012). Its economic revenue relies heavily on natural resources such as oil and gas and their various by-products; this includes petrol, diesel, paraffin and white gas (The World Fact Book, 2016). Oil revenue accounts for 80% of Saudi Arabia's budget revenue and nearly 50% of its gross domestic product (GDP) (Alyousef, & Abu-Ebid, 2012).

In recent years, Saudi Arabia has started to diversify sources of revenue for its economy. In order to compensate for its dependence on oil revenue it has turned to other industries such as tourism and mining (The World Fact Book, 2016). This is strategic given the uncertain future of oil revenues, with diminishing reserves in an oil-driven global economy. The economic plan of Saudi Arabia in diversifying its revenue sources has created many entrepreneurship opportunities. Saudi Arabia has removed many obstacles to the opening of businesses, such as the paper work and time needed, in order for local and international entrepreneurs to operate a business more easily. In 2011 Saudi Arabia was ranked 11th out of 183 countries for the simplicity of being able to do business there (Welsh, Memili, Kaciak, & Al Sadoon, 2014). Currently, there are several cities under construction in Saudi Arabia, such as Jeddah, which are designed to become economic hubs and which will be opening in 2020 (Welsh et al.; 2014).

2.3 Women as Entrepreneurs

Since the 1990s, the number of women entrepreneurs have increased greatly in North America (Kitching & Jackson, 2002). About 25% of American companies are owned by women (Kitching & Jackson, 2002). Women entrepreneurs are increasingly contributing to the world's economy as well. In Europe, there are 11.6 million women entrepreneurs which account for 29% of the total number of 40.6 million entrepreneurs globally (Ardelean & Pribac, 2015).

Generally, entrepreneurship is considered a solution that can help solve some major socio-economic problems (McMillan & Woodruff, 2002). The main social problem facing most countries is high unemployment rates that cannot be solved without creating new businesses

(McMillan & Woodruff, 2002). Moreover, entrepreneurship provides economic growth, and offers different and new products and services to consumers (McMillan & Woodruff, 2002).

There are, however, factors that negatively affect female entrepreneurs around the world, including cultural factors, gender discrimination and a lack of business experience. Despite this, challenges faced by Saudi Arabian women entrepreneurs are arguably more complicated. The following section will look more closely at the current circumstances that surround women entrepreneurship in Saudi Arabia, and some of the ways in which this sector is growing in a country historically typified by male socio-economic hegemony.

2.3.1 Women Entrepreneurs in Saudi Arabia

Currently, Saudi Arabian women account for approximately \$45 billion of all capital in Saudi banks, which suggests that they have the money needed to start their own businesses (Rajkhan, 2014). Many Saudi women have the financial power and mobility to operate their own businesses, but few are entrepreneurs (Rajkhan, 2014). However, the number of SWE has increased substantially in the past ten years, as illustrated in Figure 1 below. In 2015, the Saudi Ministry of Commerce and Industry reported that 20% of businesses, including entrepreneurial enterprises in Saudi Arabia, are run by Saudi women (GSMA, 2015).

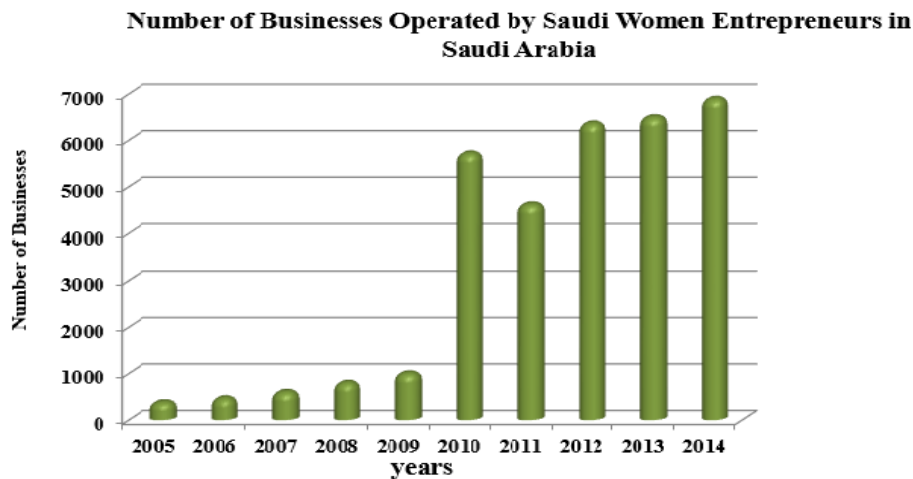


Figure 1: Number of Businesses Operated by Saudi Women Entrepreneurs in Saudi Arabia. (Saudi Ministry of Commerce and Industry, 2015).

In 2015, Saudi women owned over 20,000 companies in the country, with their investment contributions to the Saudi private sector accounting for around 21%, with a total of \$2.1 billion in real estate investments (Ministry of Commerce and Industry, 2015; Rajkhan, 2014). In addition, the Saudi Arabian government is increasingly supporting Saudi women who lack the

funding to open a business, by providing financial assistance through a program called The Centennial Fund (Fallatah, 2012). However, there are many challenges to entrepreneurship that discourage entrepreneurs from investing in a country. The following are the main challenges to entrepreneurship (Kelley, et al., 2010; Al Lily, 2011):

- Existence of bureaucratic procedures in a country for operating a business
- Cultural factors such as entrepreneurial environment
- Limited business opportunities
- Lack of financial support for entrepreneurs
- Lack of business knowledge and expertise present in entrepreneurs
- Lack of training from the private sector
- Lack of government supported business education for entrepreneurs

According to Singh (2013), SWE in general face a wide range of challenges, which can be listed as follows:

- Lack of confidence among women entrepreneurs in their abilities to succeed in business, due to negative societal influences on women-run entrepreneurial businesses (Singh, 2013).
- Lack of familial and societal support, serving to mitigate self-motivation and belief in being able to succeed, in female entrepreneurs (Singh, 2013).
- Social responsibilities of women entrepreneurs who are married and have children (Singh, 2013). Social norms and expectations diminish the role of women, and expect them to decide between familial responsibility and running a business.

In addition to these challenges, an idea dominant in many societies is that women entrepreneurs are no more than hobbyists who simply turn interests into business ventures and who are not serious about developing their businesses (Keeley, Gould, Brush & Organisation for Economic Co-operation and Development, 1990).

One of the major factors affecting entrepreneurship in Arab countries, including Saudi Arabia, is social and cultural factors (Pistrui & Fahed-Sreih, 2010). Saudi society in general is typified by entrenched cultural values that influence entrepreneurship and family run businesses (Pistrui & Fahed-Sreih, 2010). Social and cultural factors are inextricable and intimately connected with the types of business and how these businesses are conducted (Al Lily, 2011). For example, a woman in Saudi Arabia is required to have a legal male representative when starting a business. Given that Islam does not ask women to have the permission of her husband or any

other person in order to do business, this requirement is strictly cultural. In Islam, the woman is free to do whatever she likes with her money. It is a result of social and cultural factors that men maintain dominance in the society (Okafor & Amalu, 2010). For example, women are required by Saudi law to receive consent from their “mahram” (legal male guardian) in order to be able to work (Doumato, 2010: 431). Originally “a woman is under the legal guardianship of her father. When she marries, her husband becomes her new guardian” (“Women and Saudi Arabia’s Male Guardianship System”, 2016).

McKenna (2009) also investigated the main challenges that women entrepreneurs face in Saudi Arabia, through conducting interviews and then comparing his findings to those of women entrepreneurs in other countries such as Kuwait and Oman. The study indicated that in addition to the challenges that women entrepreneurs in different countries face, SWE experience even more demanding challenges. These include government laws that do not facilitate the procedures needed for opening small businesses by women. Furthermore, the study showed that other Saudi women do not support SWE in business, they are more likely to prefer dealing with enterprises that are operated by men (McKenna, 2009).

In many instances, leadership roles are largely regarded as the domain of men, a social norm which contributes to gender stereotypes and restricts women from attaining high-level positions, particularly in large corporations (Weyer, 2007). Coleman (2016) argues, “Leadership is a much gendered concept” (2003: p.37), as it is usually associated with men, across many cultures. Women today continue to be at a disadvantage in this regard and face obstacles that prevent them from achieving success in business. Weyer (2007) contends that female gender roles are described primarily in terms of shared behaviours attached to the encouragement and care for others, such as the role of the mother or nurse. In contrast, entrepreneurial roles have been linked to specific features such as “assertiveness, ambition, competing for attention, and making problem-focused suggestions” (Weyer, 2007: p.485), characteristics generally associated with men. The number of Saudi women acquiring leadership positions in many entrepreneurial enterprises demonstrates that they do possess the necessary skills and qualities to take up such roles. Ahmad (2011) mentioned some of the obstacles SWE are confronted with. These include societal bias toward males and limited freedoms permitted to females in terms of dealing with government officials and overcoming bureaucratic hurdles, such as obtaining appropriate business licenses and other relevant

documentation associated with starting up and maintaining entrepreneurial enterprises legally and successfully (Ahmad, 2011).

In addition to these challenges, lack of qualifications – particularly tertiary certifications – is one of the main challenges preventing Saudi woman from securing employment opportunities and advancing their professional careers. For example, Saudi females have faced educational and professional restrictions which prevent them from doing courses in specific sectors such as journalism and engineering. Most females are humanities graduates, majoring in subjects such as education, religious studies, psychology, languages, philosophy, sociology and history. Consequently, they can only work in a limited number of jobs which relate to their qualifications (Calvert, & Al-Shetaiwi, 2002).

A study by Calvert and Al-Shetaiwi (2002) found that the leading causes affecting women's employment were those concerning lack of technical and vocational education in Saudi Arabia, rather than factors related to cultural forces or women's work preferences. In fact, a high percentage of female university graduates in Saudi Arabia find that their educational accomplishments do not necessarily guarantee them a satisfying, secure, lucrative career. Governmental laws and regulatory problems that often constrain women from entering a variety of fields, such as law, are reserved strictly for men. This restricts women's access to labour markets and limits their ability to participate in the global economy (Welsh et al., 2014). Because these types of business necessarily require women to interact with men, women are prohibited from enrolling in certain degree programs which significantly constrains their occupational options (Baki, 2004). One of the driving forces behind some Saudi women turning to entrepreneurship is their struggle to find jobs that match their qualifications. Employment issues for women in Saudi Arabia, and the high rate of unemployed women in the country, are related to the kinds of education and training they receive. However, expectations of Saudi women are gradually changing as a result of them following more diverse fields of study and thus taking on a wider range of employment opportunities across private and public sectors (Hamdan, 2005; House, 2012). It is necessary to consider the impact of these challenges in Saudi Arabia regarding the development of leadership and entrepreneurship amongst Saudi women.

However, one of the most recent studies conducted to identify the sources of knowledge and support for SWE revealed that they receive business knowledge through education and work experience (Welsh et al., 2014). In addition, the study indicated that SWE now receive more

familial support encouraging them to succeed in their businesses (Welsh et al., 2014). A study by Fallatah in 2012 aimed to analyse some of the strategies employed by successful SWE and identified the following as the main strategies:

- Receiving familial support such as finances, advice and allowing their family to get involved in the business.
- Establishing partnerships with local male investors is preferred by some SWE in order to receive financial support, to facilitate running a business and to deal with different government offices in a male dominated society.
- Acquiring work experience, business knowledge and training prior to operating a business.

2.4 Social Media

Social media is considered to comprise of websites and applications that are utilized via devices which include cell phones, laptops and tablets. Social media allows users to post and share content including text, photos, links and videos, all as means of communicating with others (Schoen, Gayo-Avello, Takis Metaxas, Mustafaraj, Strohmaier, & Gloor, 2013).

Social media provide platforms that are used for communication between friends, relatives and companies, creating spaces for virtual, social and professional interaction across a vast range of sites; these include Facebook, LinkedIn, YouTube, Pinterest, and Instagram. Social media platforms aid a wide spectrum of purposes; it encompasses social communication, business, marketing, advertising, banking, acquiring information and entertainment (Malin, 2014). Most social media applications and websites are free to use, apart from other costs such as the data downloading and subscription fees for some social media applications. These applications facilitate freedom of communication and expression. Moreover, users are able to disseminate online content and communicate almost instantly with others thousands of miles away. With just a few clicks and a decent internet connection, a businessman traveling in Hong Kong is able, for example, to speak with his family in the USA, via platforms such as Skype.

2.4.1 Types of Social Media

Social media can be placed into five general categories, namely blogs, podcast applications/sites, forums, microblogs and social networking sites (Omar, 2014). The most popular and widely-used social media sites in the world are Facebook, Instagram, LinkedIn, Twitter, YouTube and Snapchat (Edosomwan, Prakasan, Kouame, Watson, & Seymour, 2011;

Omar, 2014). This section introduces the different kinds of social media and the major global social networking sites. Being the focus of this thesis, Instagram is introduced separately in section 2.3.1.1.

- **Blogs**

Blogs usually contain content such as text and photos that make up posts written by bloggers, or general information which is posted on a given website (Omar, 2014). Most blogs do not require users to be registered in order to read them. Further, anyone can set up a blog – via platforms such as WordPress – for free, and are able to share their posts – ranging from anything from cat grooming to charity work – on other social media platforms. Blogs are used not only for personal purposes, but can also be utilized as sources of revenue or to promote businesses, institutes, community-based groups and governmental and non-governmental organizations.

- **Podcast Applications/Sites**

Podcasts are audio files, rather similar to radio programs. Podcast sites or applications, such as Apple iTunes, offer collections of audio and video files that can be downloaded by subscribers (Lenders, May, Karlsson, & Wacha, 2008).

- **Forums**

Many websites that cover business news, political news and entertainment news have forums that allow public discussion and comments to be posted (Omar, 2014). They may be used for professional purposes, marketing, promotions or online advertising.

- **Microblogs**

Microblogs are similar to blogs, but constitute much less content (Gaonkar, Li, Choudhury, Cox, & Schmidt, 2008). People can write and send small amounts of text via a short messaging service (SMS), or send audio or video files through a multimedia messaging service (MMS) to other individuals. This is usually carried out through mobile phones and, to a lesser extent, via desktops and laptops (Gaonkar et al., 2008).

- **Social Networks Sites**

Social networks sites allow users to freely set up their own online accounts and profiles in order to connect with others around the world (Omar, 2014). In addition, they allow users to post, share and communicate with other users on any one given social media platform as well as many other linked platforms. The most popular examples of social networking sites are Facebook, Instagram, LinkedIn, Twitter, YouTube and Snapchat (Edosomwan, et al., 2011; Omar, 2014). These are outlined in turn below.

- **Facebook**

Social media today contains thousands of social media platforms. The concept 'social media' was born when Facebook opened to the public in 2006 ("The History of Social Media", 2016). By 2010, user numbers already exceeded 500 million (Edosomwan et al., 2011). Just four years later Facebook had doubled its users to a record number exceeding one billion ("The History of Social Media ", 2016). The idea of Facebook is attributed to Mark Zuckerberg (the site's founder) and some of his college friends (Edosomwan et al., 2011; Pikas & Sorrentino, 2014; Van Dijck, 2013). When it started in 2004, Facebook initially only granted access to a limited number of students at Harvard University, but it soon expanded to become an inter-university social media platform and later spread rapidly from the USA across the globe (Edosomwan et al., 2011). User profile pictures and features which allow various means of interaction and communication, are of Facebook's defining characteristics that have sparked a new era of social networking worldwide, if not completely revolutionized the very concept and application of social media as a whole.

- **LinkedIn**

LinkedIn specializes in allowing an online space for individuals and companies to create and maintain profiles for the purposes of gaining followers, networking, recruiting, job searching, corporate marketing as well as the advertising and sharing of expertise, knowledge and information (Edosomwan et al., 2011; Fiegen, Anderson, Hahn, Martin, Brothers, Carscaddon, & VanUllen, 2011). LinkedIn was founded in 2003 by Reid Hoffman (Fiegen et al., 2011) and is primarily intended for business communication and professional development. It allows business and personal communication through editable profile text, photos, messaging, notifications as well as file sharing functions. The number of users on LinkedIn has grown from 100 million in 2011 (Fiegen et al., 2011) to 400 million in 2015 (Globalwebindex, 2015).

- **Twitter**

Established in 2006 by Evan Williams, Noah Glass, Jack Dorsey and Biz Stone, Twitter is one of the most globally popular social networking sites, which specializes in posting and sharing text messages (MacArthur, 2016). Twitter gained more than 200 million subscribers in 2014 (Pikas & Sorrentino, 2014; Zhou & Chen, 2014). In 2016, it reached 320 million ("Most famous social network sites 2016 by active users", 2016)

Twitter only allows for short messages to be posted, as a result of its character limitation (140 characters).

- **YouTube**

YouTube is arguably the most well-known and widely-used social networking site, specializing in the uploading, sharing and commenting on of video clips (anything from a 1-minute news reel to a 10-hour music playlist) (Effing, van Hillegersberg, & Huibers, 2011). In 2005 it was founded by Steve Chen, Chad Hurley and Jawed Karim (Bellis, 2016), and by 2008 it already had roughly 2.8 million subscribers (Cheng, Dale, & Liu, 2008). Today it is estimated to have roughly one billion users. YouTube's popularity has attracted major TV channels, corporations and organizations to take advantage of the platform for advertising purposes (Edosomwan, et al., 2011). In addition, the number of personal channels on YouTube has become very popular among users (Edosomwan et al., 2011). Channels like PewDiePie, Nigahiga, and JennaMarbles are making millions on YouTube (Ross, 2016).

- **Snapchat**

Snapchat was founded by Evan Spiegel at Stanford University, California, in July 2011 (Piwek, & Joinson 2016). Initially, its uses were limited; it was first used by Android users in 2012 (Piwek, & Joinson 2016). After 4 years of its establishment, it has attracted roughly 100 million active users and 7 billion video viewers (Piwek, & Joinson 2016). It has distinct features through which a story can be narrated. Users can upload short video clips from everyday life which are refreshed every 24 hours, and which can be viewed by friends or by target recipients in chronological order. There is also a function to control the time recipients can see uploaded clips (called 'Snaps'). Snapchat is more common amongst adolescents and close friends and family groups, and provides a more amusing and entertaining means of messaging compared with many other applications (Piwek, & Joinson 2016).

2.4.1.1 Instagram

Instagram has attracted huge numbers of users and is one of the fastest growing social media platforms in the world (Chianasta & Wijaya, 2014) . It was founded by Kevin Systrom and Mike Krieger in October 2010 (Chianasta & Wijaya, 2014). 50 million users were generated in less than two years, which increased to 150 million users by September 2013 (Malin 2014; Klie, 2015). The uniqueness of Instagram quickly gained global popularity, which led it to reach roughly 300 million users in 2014 (Malin, 2014; Klie, 2015).

Instagram is characterized by its primary function, the posting and sharing of images (Berthon, Pitt, & Campbell, 2008). It differentiates itself from other social networking sites by allowing users to post and share their photos and videos with followers (Trong, 2014). Anyone can set up an account on Instagram to begin sharing photos and following other people, including businesses and celebrities (Trong, 2014). Marketing a brand, product or service through Instagram is vastly different from using traditional media such as print, radio or TV channels, which require very different kinds of marketing strategies. In order for a company to gain or maintain followers on Instagram, they need to continuously post new, creative and quality images that will attract people to view and share their content (Miles, 2014: p.60).

The distinctive ease with which users are able to upload and disseminate content makes Instagram a highly effective, time-efficient, and user-friendly social media platform for business. Photos can be uploaded quickly and directly from picture galleries, folders on devices or taken using the camera function on Instagram itself. The photo filter is Instagram's most unique feature in which a digital layer is added to an original photo, providing the image with a professional appearance; as if taken by an expert photographer. Instagram auto-corrects the brightness of an image, thus minimizing the need for photo-editing software. This feature significantly enhances the overall appearance of photos (Malin, 2014; Klie, 2015).

As with many other social networking sites, signing up and creating an Instagram account is free. Studies also reveal that Instagram is an important platform for business opportunities that makes it possible for entrepreneurs to reduce the costs of advertising, transportation, and the money used for renting a business premise (Al-Daraiseh, Al-Joud, Al-Gahtani, & Al-Qahtani, , 2014). Since it is free, it makes it easier for people to create and maintain accounts. Thus, it encourages more people to join. Moreover, it offers people a unique and easy way to

communicate since many social media users prefer posting photos or short video clips (Neher, 2013: p.63).

The power of photos to attract people's attention has been employed by many companies and entrepreneurs worldwide, who utilize Instagram as a business platform to market their products and services and generate customers and clients. The staggering number of Instagram users who follow businesses has exceeded other social media applications (Klie, 2015). Since its inception, Instagram has grown to be used by more than half a billion people (Bellis, 2016).

An exploratory study done by Wally and Koshy (2014) showed that social media could be used for marketing so that companies can be directly engaged with consumers. The paper analysed the motivations of Emirati women (from the United Arab Emirates) who selected Instagram to advertise their organizations. The study looked at nine entrepreneurs who market their businesses through Instagram, and found that Instagram was effectively utilized by these Emirati women, particularly for home-based businesses. The use of Instagram was found to improve client engagement with brands and businesses, and considered a very inexpensive and easy-to-use tool for Emirati women entrepreneurs. Emirati society shares similar traditions and religions with Saudi society. The study conducted by Wally&Koshy (2014) thus indicated that Instagram provides a safe and private platform for female Emirati entrepreneurs as they do not need to mix with people directly or meet face-to-face, particularly with men, and permits them to take part in business unreservedly with no social concerns.

In Saudi, women are aiming to start their own businesses and are ready to overcome the obstacles and restrictions imposed on them (Sadi & Al-Ghazali, 2010). There are many examples of these women who have created their own businesses, with focuses ranging from fashion and cosmetics to cuisine and catering. They adopt social media platforms like Instagram and Snapchat to market their businesses. The following are examples of two SWE who have managed to establish their own businesses with the adoption of Instagram. The first is Sara Al Dabbagh, who won the "Best Saudi Business Woman" award from Sayidity magazine in 2013 (Rahman, 2015). Al Dabbagh is a wedding planner based in Saudi Arabia and founder of *Lace Events*, who plans weddings and other events (Figure 2).



Figure 2: An Instagram photograph taken by Sarah Al Dabbagh, the founder of Lace Events which is an event planning business (Rahman, 2015).

The second example is Ahlam Alnajdi who has achieved success on Instagram by creating beautiful life-like clay sculptures of food, cakes and pastries (Figure 3). She currently has 3.7 million followers (Rahman, 2015). Her business, Sugar Sprinkles, originally started out as a family-run site, selling gorgeous desserts on the photo-sharing platform for two years. Since then, the business has extended from online sales to shopping malls and now Alnajdi has around 15 outlets in Riyadh (Rahman, 2015).

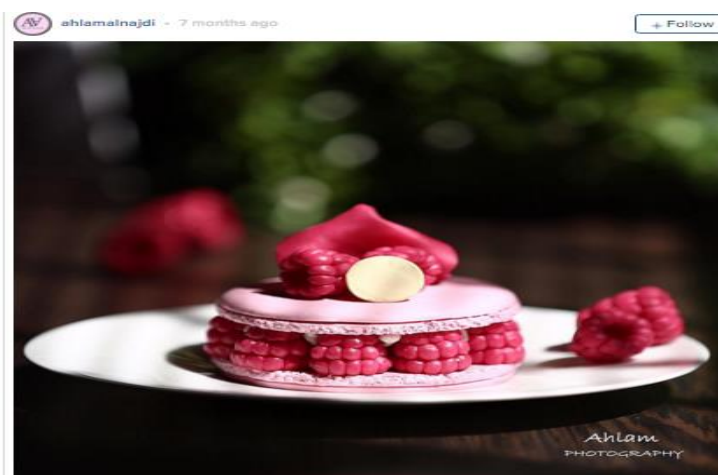


Figure 3: An Instagram photograph taken by Ahlam Alnajdi, for her business called Sugar Sprinkles, based in Riyadh (Rahman, 2015).

2.5 Social Media in Business

In the contemporary digital world, many websites and mobile phone applications are used for communication, commercial purposes and for social connections. Online social networking sites and applications created to improve social connections between friends and relatives were

not initially intended for business functionality (apart from the websites/applications themselves). However, it was soon understood that social media could serve as viable and effective platforms for business purposes. Increasingly, international and domestic corporations and entrepreneurs are using social media sites and mobile phone applications to advance their businesses. Today, Facebook, Instagram, LinkedIn, Twitter and YouTube are the most widely-known social media sites and mobile phone applications being used for business activity (Edosomwan, et al., 2011).

Social media sites and mobile phone applications like those aforementioned have completely revolutionized communication between users worldwide. In addition, online social media applications have transformed marketing, advertising, public relations and a wide range of other commercial purposes (Hanna, Rohm, & Crittenden, 2011). Various factors influence marketing and advertising on social media among businesses. These include cultural factors, online security concerns and trust of information around services and products being marketed on social media, all of which need to be taken into account when marketing products and services on social media (Omar, 2014). Modern digital communication technology and its spread through globalization processes have increasingly entrenched the relevance and importance of Electronic commerce (E-commerce), for businesses and entrepreneurs worldwide (Makki & Chang, 2015).

Social media are being utilized primarily by companies to keep connected with customers and clients, and to inform their target markets about new products and services (Keller, 2008). A study conducted in Turkey by Erdogmus and Cicek in 2012 which surveyed over 300 social media users in order to analyse the effects of social media on marketing and on raising the loyalty levels of customers, revealed the efficiency of social media as a marketing tool. In addition, the study indicated that the most applicable way of engaging with people to follow certain brands is the continuous provision of entertaining content and special offers which strengthens customer loyalty to brands (Erdogmus & Cicek, 2012).

2.6 Social Media in Saudi Arabia

In the contemporary era of the internet, globalization and social media, new trends amongst SWE are emerging; particularly the use of social media and E-commerce for business (Al Ghamdi & Reilly, 2013). Social media have become the favourite communication channels

between entrepreneurs and consumers in Saudi Arabia. SWE prosper on these social media applications, where they can market their products and services (Al Ghamdi & Reilly, 2013; Makki & Chang, 2015).

Social media in Saudi Arabia are extremely popular, especially among young people (Makki & Chang, 2015). 18-35 year olds represent 75.7% of the total Saudi Arabian population (Makki & Chang, 2015). Due to a large percentage of young people in Saudi Arabia - as well as the widespread availability and usage of mobile phones and computers, proffered by modern technological advancement in the country - internet and social media usage is comparatively high in relation to other Arab countries (Almosa, 2011). Almost half of Saudi Arabia's population has internet access and as a result social media usage is high (Reyaee & Ahmed, 2015).

In addition, the usage of mobile phones among residents of Saudi Arabia has reached almost 95% (Alsenaidy and Ahmad, 2010). In fact, 87% of children own a mobile phone, increasing to over 80% by the age of 10 (GSMA, 2016). Thus, the availability of smart phones and internet connection combined have resulted in more public engagement on social media websites and applications in Saudi Arabia.

The most popular and widely-used social media platforms in Saudi Arabia are Facebook, Instagram, Twitter and YouTube (Faraj, 2014). A 2015 survey revealed that the average social media user in Saudi Arabia spends more time on social media websites than the average global user, based on data collected from 33 countries (see Figure 4) (Globalwebindex, Saudi Arabia Market Report - Q1, 2015). This study further showed that Facebook is the most widely-used social media platform in Saudi Arabia followed by Twitter, YouTube and Instagram.

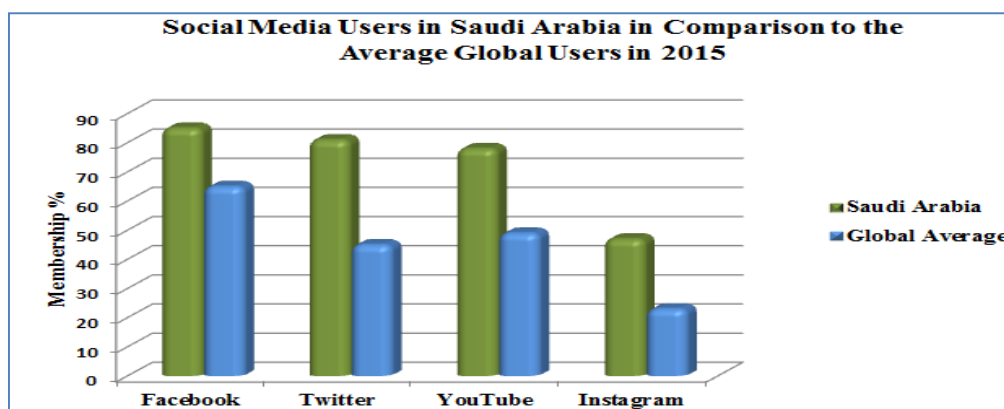


Figure 4: Social Media Users in Saudi Arabia in Comparison to the Average Global Users in 2015 (Globalwebindex, Saudi Arabia Market Report - Q1, 2015).

Social media platforms in Saudi Arabia serve a wide range of purposes. These include connecting with family, relatives, and friends as well as connecting with new friends, communicating, entertaining, obtaining information and marketing products and services (Reyaee & Ahmed, 2015).

In recent times social media platforms are being increasingly used by companies and entrepreneurs to market their products and services in Saudi Arabia (Faraj, 2014). A study conducted by Faraj, on the engagement of food businesses in Saudi Arabia with social media, demonstrated that the main obstacle to using social media platforms for marketing a food business is the lack of marketing strategies related to social media platforms (Faraj, 2014).

In Saudi Arabia, social media are considered by users as the ‘gate to the world’, through which communication with people around the globe is possible ("Social Media in Saudi Arabia Statistics and Trends", 2016). However, many social and culture constraints are associated with the particularities of social media usage in Saudi Arabia. Saudi women are the most affected by these constrains (Naser, Rashid, & Nuseibeh, 2009). Running a business through social media, or the type of business, must be appropriate and accepted by conservative Saudi society. Indeed, Saudi women have felt that social and culture constraints have significantly limited their social media use (Abdou et al., 2012). However, over time they have gradually become accustomed to these constrains and have figured out ways to use social media effectively and profitably for professional purposes.

E-commerce is growing at a rapid pace in the country, facilitating the expansion of entrepreneurial enterprises at various scales (Makki & Chang, 2015). Due to rapidly evolving technology and communication mediums, E-commerce has evolved just as quickly in order to become one of the quickest ways to trade ("Maroof an Initiative to Support E-Commerce in the Kingdom", 2016).

For example, the Ministry of Commerce and Investment has released a free e-service, called “Maroof”. Maroof is an e-platform that enables the owner to register herself, add her social networking accounts and all her contacts onto the “Maroof” website, accessible via a link, which then awards her the “Maroof” logo and endorsement. This e-service gives a clear image of the quality of the e-Store’s services via customer comments, evaluation and purchasing experience. Moreover, this service offers the entrepreneur the opportunity to market her items

and store on Maroof. As a result, this service enhances the trust between buyer and seller and guarantees the data confidentiality of its users ("Maroof an Initiative to Support E-Commerce in the Kingdom", 2016).

There have been few studies done on Small and Medium Enterprises (SME) in the context of the Kingdom of Saudi Arabia. These studies show that Saudi women entrepreneurs (SWE) are constrained and faced with challenges that inhibit the growth of their small businesses. Advantageously, the researcher also happens to be a female entrepreneur who opted to run her business through Instagram in Saudi Arabia. Therefore, the researcher is aware of the many challenges highlighted in the literature review. Yet, she found that some of the challenges were exaggerated, or were portrayed in a way that could influence the reader's view of Saudi Arabian lifestyle particularly negatively. The researcher found that it is necessary to consider the impact of these challenges in Saudi Arabia regarding the development of entrepreneurship amongst Saudi women. The researcher aims to investigate the main challenges that women entrepreneurs face in Saudi Arabia.

However, in today's rapidly globalizing world, social media websites and applications have clearly provided a convenient, efficient and viable way for Saudi women to communicate and achieve a vast array of social and business goals. The Instagram application has attracted huge numbers of users and is one of the fastest growing social media platforms in the world. Thus Instagram, as a tool to market products and services, could enable SWE to overcome challenges which they face in the day to day running of their businesses. While the usefulness of adopting Instagram has been highlighted, there is limited knowledge regarding how SWE can adopt this social media application to overcome the various challenges experienced in their small businesses. No studies, to the author's knowledge, have examined this phenomenon in the Kingdom of Saudi Arabia (KSA). This study, therefore aims to examine how women entrepreneurs in the KSA adopt social media, Instagram in particular, to overcome various challenges in their small businesses. The study uncovers both the advantages and challenges they face when adopting Instagram.

Chapter 3: Theoretical Framework

3.1 Introduction

This chapter reviews relevant literature on the application of the domestication theory of technology, which is composed of the commodification, appropriation and conversion phases. As previously mentioned, the researcher aims to understand how SWE adopt the Instagram application in their businesses, as well as how the tool benefits them. The researcher also seeks to explore the business challenges experienced before and while adopting Instagram for business. Everett Rogers developed the S-curve adoption model, which is used to predict the acceptance of information technologies by users (Deidre, 2007). Nevertheless, the model does not provide sufficient information about the experience of the user during the acceptance process (Deidre, 2007). Thus, the domestication theory was deemed more appropriate to understand the process of adopting the Instagram technology by SWE, their experiences and how they relate to the tool.

3.2 Related Work

A range of studies have examined the domestication of Information and Communication Technologies (ICT), like the internet, mobile phones and television. For example, Lim and Soon (2010) studied the impact of cultural and social factors on mothers' domestication of ICT in China and Korea. ICT are common in homesteads and have a huge effect on family dynamics and parenting. Lim and Soon (2010) determined how mothers integrated ICT into their family routines and used them to fulfil their maternal duties such as managing the family, schedule coordination, encouraging family interaction and supervision of children (Lim & Soon, 2010). Their findings indicated that cultural ideas about motherhood, maternal roles and the society's positive view of technology influenced the use of ICT and the supervision of children when using the technologies. Mothers were creative in using ICT to manage schedules, discipline and monitor children, but found parenting, which is enabled by ICT-mediated connections, difficult (Lim & Soon, 2010).

Habib and Cornford (2001) discussed the domestication of computers including the non-domestic and domestic characteristics of home computers. The non-domestic characteristics included computers being foreign, wild, undomesticated, undisciplined, erratic, opaque and magical. The domestic characteristics of home computers are friendly, liberating, empowering, comfortable, reliable, safe, integrated and familiar (Habib & Cornford, 2001). The

domestication process was key to integrating computer technology into the home environment and seeing it as domestic or non-domestic. Families engaged in ceremonies, rituals and routine practices to ensure the computer technology was less threatening, familiar and normal. They developed rules and norms that influenced how family members conceived the computer technology and related to it by repeating the practices (Habib & Cornford, 2001). Additionally, the computers were moved out of the study room for a certain period to permit family members to carry out activities not related to the computer. Enthusiasm and faith in the computer technology contributed to the domestication process. Some of the family members considered the computer an empowering device and believed the technology would empower them and their children (Habib & Cornford, 2001).

In their study, Chigona, Chigona, Kayongo and Kausa (2010) examined the domestication of ICT in schools in poor communities in South Africa, and noted that teachers and schools appreciated the benefits of ICT in teaching and were willing to adopt the technology. However, various factors impaired the integration of ICT into the learning environment such as the lack of knowledge and skills to adopt the technology. The domestication theory was used because it helps comprehend how people adopt and integrate technologies into their daily lives (Chigona et al., 2010).

These studies deal with the contribution made by domestication theory to the researcher's understanding of ICT in everyday life, especially in the home. The domestication process was pivotal in integrating technologies into the home environment. It helps elucidate how people adopt and integrate technologies into their daily lives. It also provides the researcher with a sense of the diversity of research in this tradition and how this is evolving, as well as more specific applications to the commercial and business fields.

The domestication theory could also be used to study how social media, particularly Instagram, is adopted by women entrepreneurs in the KSA to overcome business-related challenges. Deidre (2007) found that the common models used to explain technology adoption do not offer sufficient explanation of how ICT are integrated into the household. The models ignore the function of the user in the integration process, and assume ICT come into the household as self-contained products with fixed meaning and interpretation (Deidre, 2007). The models overlook the users' role in shaping and reshaping the technologies, and so they are considered passive end users. Technological products are considered "black boxes" and consumers are denied the

need to select, use and experience the products in different ways. Thus, they do not have an active role in the construction of meaning (Deidre, 2007).

In contrast, the domestication process shows the relationship between human beings and technologies, including the construction, maintenance and modification of the relationships. Domestication is sensitive to social factors including gender, class and age as they influence the shaping of technologies (Deidre, 2007). Domestication theory is considered an appropriate alternative to other models of technology adoption as it shows the capability of persons, households, families and institutions to make new technologies and integrate them into their daily lives. Practices and dialectical skills influence meaning construction when using ICT (Deidre, 2007).

However, it was always clear that this was not the only place where meaning was given to ICT and where practices evolved. New developments suggest that the domestication framework considers interactions with wider networks outside the home, and is increasingly discussing 'professional domestication'; for example, through telework and home working (Pierson, 2006).

In his study of SMEs, Pierson (2006) draws attention, as do other domestication studies regarding telework and home work, to the mixed personal and work motives for acquiring and using ICT in home-based work. Like those other studies, he also notes the influence of the context where people are trying to manage boundaries between home and work. Going beyond this, however, Pierson argues for, and illustrates, the study of 'professional domestication', whereby new ICT can be fitted into (or fail to find a place within) existing work arrangements.

Additionally, literature also shows that domestication processes are appropriate for the use of ICT in different cultural contexts; compared to the majority of research that only looks at European cultures. Analysis of domestication theory, applied further afield, is evident in the example of a study of Chinese middle-class households conducted by Pasquier, Buzzi, d'Haeveens and Sjöberg (1998). Their study observed how a particular national one-child policy meant that the lack of sibling interaction around ICT was the norm in this country. This study discussed the, arguably, more distinct traditional division of roles in Chinese families where the father had a stronger disciplinarian role. This had a bearing upon the experience of ICT in a context where father-child distance exists. Meanwhile, the particularly high value placed upon education not only affected the desire for ICTs but also the growth of after-school education, and hence the time structures within which children operated. A final example

relates to the material culture of interest within the consumption literature. The small size of Chinese apartments, and the lack of any bedroom culture as described in some Western studies (Bovill and Livingstone, 2001) can itself have a bearing upon ICT use. In the Chinese study, if children were doing homework in the living room, some parents abstained from TV watching because of the potential noise, preferring to use more silent technologies. Clearly this research begins to illustrate the scope for exploring domestication processes in very different cultural contexts. Therefore, domestication theory was deemed appropriate for the consideration of the use of ICT in KSA.

However, the theory has limitations as it is considered indistinct with regards to how the stages are entered into, as they are blurred when applied to media technologies like the internet and the computer (Deidre, 2007). The researcher intends on overcoming this limitation by attempting to clearly define the different stages and by making them as distinct as possible; even when stages overlap, the research should clearly express this.

3.3 Domestication Theory

It is imperative to understand the physical and social environment of the home to better comprehend the use of ICT within the home life (Habib & Cornford, 2001). Habib and Cornford (2001) used the domestic sphere to refer to the social and emotional aspects of the home environment. The researchers examined the concept of domestication of technology. Domesticating an individual entails disciplining and taming the person, bringing the individual closer to a certain idea of civilization. Domesticating refers to making something suitable for the home life and society. Moreover, domestication involves turning something that is wild into an acknowledged member, or accessory of, life at home (Habib & Cornford, 2001). In line with this definition, the domestication theory was developed to explain the process of domesticating technologies.

Domestication theory originated from the sociology of technology studies, and it was used to describe the acceptance, use and rejection of technology (Rodriguez & Yanez, 2014). The theory was created from the “social shaping of technology” perspective where the user is considered to have a significant role in defining the function, nature and scope of technology. Domestication of technology relates to the process by which users bring products from the public sphere to the private sphere and tame, gain control, shape and give meaning to them (Rodriguez & Yanez, 2014). The domestication concept was also adapted from other fields including anthropology, media studies and consumption studies, and further used to explain

the context in which ICT were experienced by users (Rodriguez & Yanez, 2014). The theory does not only focus on the adoption, usage and benefits of ICT, but determines what the technologies mean to individuals and how they experience them and the roles they play in their lives. Additionally, Habib (1998) examined the adoption and domestication of virtual learning environments in universities using the domestication theory. Rodriguez and Yanez (2014) and Habib (1998) noted that the domestication process has several dimensions or stages including commodification, appropriation and conversion. The appropriation stage consists of two sub-stages, namely objectification and incorporation (Berker, Hartmann, Punie & Ward, 2005). Thus these four stages can be used to understand the processes of domestication; they are detailed in the following sections.

3.4 Stages of Domestication

3.4.1 Commodification Process

Commodification is the first stage of domestication theory, in accordance with Campbell et al., (2014). The stage identifies the user as a visionary or thoughtful person who, before getting or using an artefact, goes into an analytical phase where they examine and scrutinize the benefits of the product by getting maximum information. Giddens (1984) is of the view that people acquire and use relevant technology that resonates with their personal and domestic needs. Thus, the preliminary analysis is based on the user's circumstances and environment, during which the user evaluates the potential benefits and drawbacks of using a particular gadget or technology before actually adopting it.

3.4.2 Appropriation Process

Appropriation entails integrating the technological product into the lives and routines of the user. It involves bringing the technological product from the market into the user's life (Rodriguez & Yanez, 2014). Berker et al. (2015) divided the appropriation dimension into objectification and incorporation.

3.4.2.1 Objectification

Objectification considers how the technological product is physically integrated into the environment of the user (Chigona et al., 2010). The user establishes the role the technology plays in their life and where it is placed and displayed. Objectification does not mean the user accepts the technological product, despite it being a possession of theirs, as some technologies may not be in line with the intentions of the user and fail to fit into her daily routine (Rodriguez

&Yanez, 2014). For example, during the objectification phase, the smartphone technology can be used for communication purposes, text messaging, accessing the internet and playing video games. Thus, users have different reasons as to why he or she purchases a smartphone. The smartphone technology could allow for increased mobility as it is not tied down to access points, unlike telephone landlines. Users can use the technology anywhere, anytime and this improves communication and interaction (Wong, 2014). In the objectification phase, the focus is on how the technological product is given a space in the household.

3.4.2.2 Incorporation

Incorporation is the integration of new activities and social practices, with and around the new product, in the user's life. The technology should be actively utilized by the user and given a place in her daily routine (Rodriguez &Yanez, 2014). For example, mobile phones are also used for communication to check the well-being of family members while engaged in business activities (Donner, 2006). Hynes and Rommes (2006) noted that a technology finds a place in the daily schedule of the user during the incorporation stage, in order to become functional. Silverstone, Hirsch and Morley (1992) considered temporal factors as central to this stage. The focus of this integrational stage is temporal through its consideration of when the technology is used and for how long.

Silverstone (1994), cited by Ward (2006), showed that the incorporation and objectification stages are related as there is a close relationship between the use of technology and its display. The phases are indistinct since the organization of rules, routines and the physical arrangement of the house are closely connected to the creation of the physical space that is suited to the needs of the user, according to Ward (2006). Ward (2006) noted that participants confined the use of the computer and internet to a certain room and stated the time for utilization. This led to the establishment of symbolic boundaries in the household. For instance, Jenny and Richard situated the computer upstairs to ensure it did not interfere with the family space in the sitting room (Ward, 2006).

3.4.3 Conversion Process

Conversion is the final stage of domestication and deals with the relationship between the context of technology usage and the public domain (Silverstone et al., 1992; Hynes & Richardson, 2009). According to Hynes and Rommes (2006), the personal meaning that the user attaches to the artefact is conveyed in the conversion stage. The user shows her ownership and capability, both materially and symbolically in public and to individuals. Conversion is

significant in describing how new users acquire their representation of technological products. According to Haddon (2011) the conversion stage considers how these technologies become part of the user's identity and how users present the technology as part of themselves, in the sense that they talk about and display their usage to the public.

3.5 The connection between the domestication process and the study's research questions/objectives

In conclusion, the studies reviewed indicated that domestication theory can be used to understand the adoption of technologies. Thus, the theory will be used to understand the adoption of social media (Instagram) by women entrepreneurs in the KSA to overcome the challenges they face in their business. The study identifies three dimensions of domestication theory: commodification, appropriation and conversion, which will be applied as a lens to understand the adoption of Instagram, to achieve the study objectives.

According to the commodification phase, the technological product should be commodified first before being appropriated. This stage deals with the views and perceptions of SWE concerning Instagram after hearing about it and before using it. Subsequently, business challenges that SWE face will be explored, as well as how this tool evolved for business purposes by understanding the local and personal needs of SWE. It will also consider how Instagram was perceived as a desirable tool to be used to overcome these difficulties, and how SWE perceived that Instagram might be useful to meet their needs.

In the appropriation process, the researcher started with the objectification phase. In the context of this study, this is the stage in which SWE acquired Instagram as a tool to be used for business. The physical space in which the technology is being acquired, the appropriateness of the environment, any restrictions from the community as well as the extent to which the SWE are eager to acquire the technology will be discussed.

Subsequently, the researcher continued with the incorporation phase which is the integration of the technology into the daily lives of SWE, including their entrepreneurship. The appropriation process will also reveal the challenges that SWE face and how they interacted with and used the Instagram application in business in order to overcome these challenges and to reap its benefits.

The conversion process will provide the researcher with insight regarding how the SWE make the public and other individuals aware of their Instagram accounts, and how they "spread the

word” about Instagram to convince others that it is a relevant. Table 1 below shows the connection between the domestication process and the study’s research questions/objectives.

Table 1: The connection between the domestication process and the study’s research questions/objectives

Stages of Dimensions Theory	Research Questions	Research Objectives
Commodification	Q1.How do SWE adopt Instagram to overcome challenges which they face in the day to day running of their businesses?	<ul style="list-style-type: none"> To examine the challenges women entrepreneurs face in their businesses in the KSA.
Stages of Dimensions Theory	Research Questions	Research Objectives
Appropriation (Objectification+ Incorporation)	<p>Q2. What challenges do SWE incur while adopting Instagram for their businesses in the KSA?</p> <p>Q3.What benefits do SWE incur while adopting Instagram for their businesses in the KSA?</p> <p>Q4.How do SWE overcome the challenges faced while adopting Instagram in their businesses in the KSA?</p>	<ul style="list-style-type: none"> To examine how social media, particularly Instagram, can be adopted to overcome the challenges faced by women entrepreneurs in the KSA. To investigate the advantages incurred by women entrepreneurs in the KSA when adopting Instagram, and how it helps them in business. To examine the challenges incurred by women entrepreneurs in the KSA when adopting Instagram.
Stages of Dimensions Theory	Research Questions	Research Objectives
Conversion	Q3. What benefits do SWE incur while adopting Instagram for their businesses in the KSA?	<ul style="list-style-type: none"> To investigate the advantages incurred by women entrepreneurs in the KSA when adopting Instagram, and how it helps them in business.

Chapter 4: Research Design and Methodology

4.1 Introduction

This chapter explains the research design that is applied in this study. As stated by Myers (2009), the research design draws the road map for the researcher. This chapter describes the methodology followed when exploring how SWE promote their businesses on social media, with particular reference to Instagram, and how they overcome various challenges by using this type of social media.

Section 4.2 begins with a discussion of the philosophy behind the choice of particular research methods.

Section 4.3 presents details of the research design which consists of the research plan, rationale for the research, research approach, the sampling method for the study, data collection techniques, data analysis procedures and the time required to generate results.

Section 4.4 presents the ethical aspects of conducting the study and how the confidentiality of data is maintained.

4.2 Research Philosophy

According to Saunders et al. (2009), a research philosophy can be used by a researcher when they are developing an understanding of how data, or the phenomenon under investigation, should be collected and analysed in their study. In addition, Saunders et al. (2009) highlights that a research philosophy relates to the role and nature of the respective phenomenon being researched which can be classified into two categories, namely ontology and epistemology. These two categories are elaborated further in the following section.

4.2.1 Ontology

Ontology is considered to be the relationship that arises out of interactions between humans and objects or machines that exist in our world. (Orlikowski and Baroudi, 1991; Saunders et al., 2009). The world of social media is thus based on the concept of ontology. Saunders et al. (2009) explain that ontology refers to the nature of reality. In addition, ontology enables a researcher to understand the context of the phenomenon which they are researching (Saunders et al., 2009).

There are two distinct ontological types: objectivism and subjectivism (Orlikowski and Baroudi, 1991; Saunders et al., 2009). According to Orlikowski and Baroudi (1991), objectivism assumes that phenomena and their empirical world are independent of a human being's involvement. In contrast, subjectivism assumes that phenomena and their empirical world are dependent on the actions of human beings (Orlikowski & Baroudi, 1991).

This study follows a subjectivist approach. Subjectivism depends on participants' opinions, as well as researchers' analysis and beliefs, whereas objectivism depends on observations, measurable data and facts (Orlikowski and Baroudi, 1991; Saunders et al., 2009). Furthermore, the study is exploratory in nature because the researcher attempts to explore business challenges that SWE face, and understand how Instagram is being adopted as a tool for SWE in order to overcome the business challenges.

4.2.2 Epistemology

Epistemology is the Theory of Knowledge, which focuses on knowledge and how it is obtained and correlates with truth, beliefs and justifications (Orlikowski & Baroudi, 1991). Epistemology refers to the relationship between the researcher and the phenomena that are being researched (Creswell, 2007). It has three stances, which are positivistic, interpretivist and critical realist (Creswell, 2007).

Klein and Myers (1999) explained that positivistic research assumes that reality is objectively given and has measurable properties independent of a researcher. In addition, it relies on quantifiable measures of variables, hypothesis testing, and inferences that are made about a phenomenon from a stated sample of a target population (Klein & Myers, 1999). On the other hand, interpretive research provides insight into a phenomenon and obtains the knowledge through social constructions such as language, artefacts and consciousness (Klein & Myers, 1999). Klein and Myers (1999) mentioned that interpretive research enables a researcher to be submerged within the environment of their respective field of study. Critical research then assumes that people can contribute to and change social and economic situations (Klein & Myers, 1999). This is because the main task of critical research is to critique, thereby helping to improve the world (Klein & Myers, 1999).

The researcher has taken a subjective stance whilst collecting and analysing data. Therefore, interpretivist research is appropriate for the study. The data for this study is analysed interpretatively using domestication theory as a theoretical lens, in order to understand the contribution and value of adopting Instagram for business purposes by SWE. The researcher has adopted interpretive research because it allows for positive outcomes and interpretations, and provides insight into the way SWE run their businesses through Instagram. It allows the researcher to obtain insight through the interpretation of technologies, namely Instagram as a social media platform, and via the way in which SWE communicate to their customers through it. The benefits and challenges of adopting Instagram are also considered.

4.3 Research Methodology

4.3.1 Research Strategy

The researcher followed the strategy of qualitative interviews. Qualitative research methods (i.e. qualitative interviews) are designed to help researchers understand people and the social and cultural contexts within which they live (Myers, 2009), which is appropriate to this study. Klein and Meyers (1999) mentioned that interpretive research examines a phenomenon and obtains insight into understanding human thoughts and actions in social and organisational settings (in real life context). For this study, semi-structured interviews were selected based on research questions and objectives, the availability of resources and time, and the extent of existing knowledge on the subject area to be researched (Saunders et al, 2009).

4.3.2 Purpose of Research

The research purpose can be classified into three dimensions, namely exploratory, descriptive and explanatory (Neuman, 1994). An exploratory study mainly refers to when the phenomenon is not well known and the researcher seeks to obtain new insights via the study (Saunders et al., 2009). Descriptive study describes the data, events or situations surrounding the phenomenon which is being investigating (Robson, 2002). Lastly, explanatory study explains the relationship between the variables and gives an emphasis on studying the problem or situation (Saunders et al., 2009). The research purpose of this study is exploratory in order to explore the business challenges SWE face and how they cope with these challenges while adopting Instagram in their businesses.

4.3.3 Research Approach

The two main research approaches used for building or testing theories are deductive and inductive (Bhattacharjee, 2012). A deductive approach is suitable in terms of domestication theory, and so will be applied and tested in this investigation. Domestication theory primarily allows the researcher to understand the use of media technology in the complex structures of everyday life situations, taking into consideration the interpersonal relationships and the social background of the subjects (Hynes & Richardson, 2009). It is used to identify the point where technologies and people change in order to find a way to harmonize with each other. In this study, the researcher adopted the four stage process of domestication (Chigona, Chigona, Kausa & Kayongo; 2010) which is helpful to the researcher to explore patterns and themes.

In contrast, an inductive approach is considered when building theories and deducing patterns and theoretical concepts from observed data (Bhattacharjee, 2012). Hence, an inductive approach is guided by the data only. An inductive approach is not suitable for this study since it does not use any lens or framework.

4.3.4 Population and Sampling

The sampling process consist of several steps, namely identifying target population, the sampling frame and sampling techniques (Bhattacharjee, 2012). Since the research output relies on collecting data from interviews, the sample that was chosen to participate in the interviews needed to be chosen according to qualitative method guidelines in order for the results to be valid.

4.3.4.1 Identifying Target Population

The target population for this study is Saudi women entrepreneurs who run their businesses through Instagram in the Kingdom of Saudi Arabia (see Figure 5). The target population was chosen based on the fact that the researcher was born and raised in Saudi Arabia. In addition, the researcher is Arab and so her first language is Arabic. Therefore, it is easy for the researcher to engage with the target population, the language and culture.



Figure 5: Map of the Kingdom of Saudi Arabia (Google Maps, 2016)

4.3.4.2 Sampling Frame

In order to have valid results, the sample needs to represent the population without affecting any groups of that population, in order to encourage the generalizability of the research outcome (Bhattacharjee, 2012; Saunders et al., 2009). In qualitative research it is recommended that additional interviews continue to be conducted until the researcher reaches theoretical saturation (Saunders et al., 2009). Normally, in qualitative research 12 interviews should suffice in a relatively homogenous sample (Guest, Bunce & Johnson, 2006). In this case, although the research sample was homogenous, 20 interviews were conducted to increase confidence in the findings.

4.3.4.3 Sampling Technique

Probability strategy is used when a researcher selects a small amount of participants to represent the interests or features of a large population (Neuman, 1994). Probability strategy is used in quantitative research for an efficient study that saves costs and time (Neuman, 1994). In contrast, a non-probability method is often used in qualitative research. The non-probability method strategy is used when a researcher identifies relevant aspects or features in a few cases of the social world (Neuman, 1994). These aspects or features provide the researcher with insight and a clearer understanding of the issues within the social world (Neuman, 1994). Non-probability method strategy was applied in this qualitative study. Under this method, a combination of snowballing and purposive sampling was chosen.

Snowball sampling is used when the sample is difficult to identify. It enables the researcher to make contact with one respondent or few respondents who meet the selection criteria for the study. Referrals from this respondent or few respondents will then help identify further respondents and so on (Neuman, 1994; Saunders et al., 2009; Bhattacharjee, 2012). Purposive sampling enabled the researcher to identify cases that will allow her to answer the research questions and to address the research objectives (Saunders et al., 2009). When using snowballing sampling, the researcher made contact with SWE to participate in the research. The researcher then also adopted purposive sampling because of specific characteristics of the sample (Saunders et al., 2009). These characteristics and criteria used for the sample selection is as follows:

Location: The interviewees should be staying in Saudi Arabia.

Nationality: The interviewees should be Saudi Arabian.

Gender: The interviewees should be female.

Instagram use: The interviewees should have an Instagram account for their businesses.

Status of business: The interviewees should have started running their businesses from home.

4.3.5 Data Collection

Semi-structured interviews were used for the collection of data in this qualitative research study (Saunders et al., 2009). Data collection was initiated after confirming that the research instrument was ready, and after receiving approval from the ethics committee of the University of Cape Town to conduct the research (see Appendix E). Data was then gathered through sending direct messages and asking some friends personally if they would participate in the research. An informative statement containing an introduction on the research was given to all the participants. In addition, a consent form was provided to participants to sign; they were sent a PDF document via the WhatsApp application (see Appendix A). These forms further outlined the research objectives for confidentiality. The researcher sent voice messages through the WhatsApp application to some of the participants, translating the consent forms into Arabic for those who do not understand English. The researcher made instructional diagrams as to how they had to sign the consent form when using the PDF Max application. This application allows users to sign electronically by using their cell phone. The researcher also asked those participants who were struggling to give consent through this application to send just their permission and signature as an image through WhatsApp.

The interview questions were designed to answer the research questions, meet the research objectives and have been guided by domestication theory to generate valid and reliable data from SWE. The strengths and limitations of using qualitative interviews are presented in Table 2 (Creswell, 2007).

Table 2: Qualitative Data Collection Types, Options, Advantages and Limitations (Creswell, 2007)

Data Collection Types	Options Within Types	Advantages of the Type	Limitation of the Type
Interviews	<ul style="list-style-type: none"> • One-on one, in person interviews. • Telephonic interviews. • Focus group interviews. • E-mail interviews. 	<ul style="list-style-type: none"> • Useful when participants cannot be directly observed. • Participants can provide historical information. • Allows researcher control over the line of questioning. 	<ul style="list-style-type: none"> • Provides indirect information filtered through the views of interviewees. • Provides information in a designated place rather than their natural setting. • Researcher's presence may bias responses. • Not all people are equally articulate and perceptive.

In this study, individual interviews were used to decrease influence, interruptions and disturbances from others. The researcher has chosen individual interviews to reduce the risk of other people's views disturbing the respondents' answers. Furthermore, the recorded interviews provide the interviewer the ability to pay attention to the answers again, and hear things that may not have been clearly noted during the first interview.

The researcher contacted 67 SWE to participate in this study. Most SWE rejected the offer due to their tight schedules or for other reasons. Three interviews were found to be ill-suited as samples. One interviewee was running her business in America. The second did not adopt Instagram for business purposes. And another was not Saudi Arabian. Out of politeness the researcher continued these interviews; but later these interviews were discarded.

However, the researcher was able to conduct 20 of the 67 interviews. To establish validity for this study, the researcher investigated their Instagram accounts prior to the interviews, in order to understand the running of their businesses, to avoid having any indirect information passed through the views of the interviewees, and to prevent any bias on behalf of both the

interviewees and the interviewer. The researcher attempted to follow these SWE on Instagram before initial contact was made and before the commencement of the interview. This allowed the researcher to interpret what SWE post and how they share and exchange information, images and messages in order to establish reliability and avoid the pressure of being observed. The main reason for this was to understand their business type and to see if the participants properly met the criteria set for the selection sample.

Presently, the researcher is studying in South Africa. Due to the lack of financial assistance, as well as time constraints (Saunders et al., 2009) for travelling to Saudi Arabia, the answers to the interview questions were obtained by telephonic interviews and the interviews lasted between 30 and 44 minutes. It is important to note that telephonic interviews were deemed the most appropriate means of gathering the data given the Saudi Arabian cultural context; Saudi society is considered conservative and extremely private especially concerning women. All interviews were conducted in Arabic. The calls were placed using Line, an application which allows its users to have telephonic calls using Wi-Fi. As a result, the researcher avoided fees normally charged for international calls.

Interviews were audio recorded using smart cell phones (iPhone 6 and Nexus), and were then uploaded to Drive so that the researcher could keep the audio recordings in a safe place and share it with the supervisor. The researcher intended to observe how the SWE adopt Instagram (after having interviewed them) to see if what they said in the interviews is evident in practice.

4.3.5.1 Research Instrument

The interview procedure and interview questions are presented in appendices B and C. The questions were also pilot-tested in order to detect ambiguities in them, and to add or remove questions where necessary (Saunders et al., 2009). In order to gain the participants' trust and confidence, and in accordance with Arab culture, the researcher spent a minute to ask about participants' health and families. The interviewees were asked to share some general information about themselves and their business activities before being posed the interview questions. The interview questions are based on domestication theory, with the interview schedule being divided into four stages.

Stage 1 covers the challenges that SWE face, including the type of challenges they face in their businesses, how they "imagined" the adoption of Instagram and the level of their understanding of Instagram. Stage 2 explores the public acceptance and social considerations for adopting

Instagram by the communities of SWE. It also considers the appropriation of the space in which the SWE work. Stage 3 then proceeds to investigate the effectiveness of Instagram in promoting their businesses, the length of operation and the time spent using Instagram, exploring the challenges they face while adopting Instagram and overcoming these challenges. Finally, Stage 4 covers communication issues that they faced while adopting Instagram to communicate with the outside world, how they handle these issues and how they developed their businesses.

4.3.5.2 Reliability and Validity of Research Instrument

According to Patton (2002) validity in qualitative studies refers to the scope of plausibility, accuracy and reliability of data for a given study, which varies significantly from quantitative studies. Validity refers to whether the findings are in fact what they appear to be about or imply (Saunders et al., 2009). Reliability refers to the stability of the research findings which were yielded by data collection techniques or analysis procedures (Saunders et al., 2009).

One of the most potent obstructions to validity, accuracy and reliability is the observer effect (Saunders et al., 2009). The researcher followed SWE on Instagram before initial contact was made and before the commencement of the interview, in order to avoid the pressure of being observed. Through the development of an amiable relationship with the interviewees prior to the interview, the researcher was able to control the observer effect and to establish validity for this study. The researcher continued to observe how SWE used Instagram, after being interviewed, to corroborate whether what they said during the interviews was evident in practice and to avoid bias in their answers. The researcher used her own private account, as a customer, that did not reveal her identity, to follow her interviewees and ensure validity and reliability.

In addition, the pilot tests were conducted with a women entrepreneur since Saunders et al. stated (2009) that the validity and reliability of the data collected and the response rate depend on pilot testing, as well as the strategic design of questions. In order to establish reliability for this study, the researcher used a combination of sample techniques, namely snowball sampling and purposive sampling. Furthermore, running the preliminary analysis using thematic analysis ensures that the data collected enables the researcher to identify themes and patterns on how SWE run their businesses through Instagram. As Aronson (1994) claimed, thematic analysis focuses on identifiable themes and patterns of living and behaviour. Once the themes were identified and the literature was considered, the researcher gained information that allowed her to make inferences from the interviews (Aronson, 1994). Advantageously, the researcher also

happens to be a female entrepreneur who opted to run her business through Instagram. Therefore, the researcher is aware of the occurrence of bias or error data collection and what interviewees were trying to say.

4.3.6 Data Analysis Techniques

Once collected, the researcher then analysed the data (Myers, 2009). The data generated in this study is qualitative data that does not require statistical analysis. There are many methods used to analyse qualitative data, namely grounded theory, phenomenology, narrative analysis and thematic analysis (Braun & Clarke, 2006; Myers, 2009).

A thematic analysis has been adopted in terms of conducting the qualitative data analysis for this study (Braun & Clarke, 2006). Thematic analysis, also known as interpretive thematic analysis, is widely used (Laimputtong, 2009; Braun & Clarke, 2006). Braun and Clarke (2006) claim that it is not a complex method and offers a flexible approach that can be used across a range of epistemologies and research questions. It differs to other analytic methods that seek to describe patterns across qualitative data (Braun & Clarke, 2006). Grounded theory is broadly similar to thematic analysis in seeking patterns in the data, with the main difference being that grounded theory includes theoretical sampling whereas thematic analysis does not (Laimputtong, 2009; Braun & Clarke, 2006). The researcher chose thematic analysis as it is useful to summarize key features of a large body of data, and offers a ‘thick description’ of the data set. It also highlights similarities and differences across the data set (Braun & Clarke, 2006). In order to conduct this method appropriately and adequately, the guidelines suggested by Braun and Clarke (2006) were followed as presented in Table 3.

Table 3: Six Steps of Thematic Analysis Adapted from Braun and Clarke (2006)

Phase	Description of Phase
1. Familiarising oneself with the data	Transcribe and read over data
2. Generating initial codes	Generate codebook after re-reading data
3. Searching for themes	Combine codes into potential themes
4. Reviewing themes	Compare themes against each other and the entire data set
4. Defining and naming themes	Name themes so as to create a story effect
6. Producing the report	Produce a succinct and interesting report of results, which are related back to research questions and literature

Braun and Clarke (2006) states that thematic analysis involves six steps in the analysis of qualitative data, which is as follows:

Familiarisation with data: The first step involves the act of transcribing data, becoming familiar with the data, and finding patterns that aid the creation of meaning.

Generating initial codes: This step involves noting interesting features and appropriate data that are categorised into important groups.

Searching for themes: Here different codes are organised into possible themes. In addition, the appropriate coded data extracts within the identified themes are organised.

Reviewing themes: Next, candidate themes are refined, coherent patterns are established to form a thematic map, and themes and coded extracts are examined to see if they are related.

Defining and naming themes: In this step the essence of the theme is identified, and the aspect of data that each theme is about is captured.

Producing report: Lastly a concise, coherent and logical final analysis, with data extracts that demonstrate the commonness of the theme, are combined into an argument that relates to the research question. A report is then produced.

The answers to the interview questions were audio recorded then typed up and stored in an office (MS) document, which was in Arabic. The researcher first read through each transcript and then extracted the most important information from the gathered qualitative data (interview answers), which was then further classified into patterns. These patterns were assigned to interview extracts in order to discern the most relevant data to the research (Laimputtong, 2009). These different patterns were then organised into possible themes, after which the appropriate patterns of data extracts were organised within the identified themes.

These themes were translated from Arabic to English by the researcher. As a result, the researcher later obtained support from a native English speaker to check all questions, and themes which were extracted for greater accuracy and reliability. Table 4 below shows an example of the actual analysis of some of the interviews. The researcher translated this table from Arabic to English to showcase an example of how this analysis was done, how patterns were identified and how the themes emerged from these patterns. Due to Arabic being an extremely rich language, and that the analysis was done in Arabic, the researcher felt that translating the analysis process to English would affect the accuracy of the findings and not be

a sufficient means of expressing the process. The researcher thus only chose to share the example of one theme, which best retained its meaning after translation.

Table 4: below shows an example of the actual analysis of data interview.

Theme: Judgement by Society	
Patterns	Examples
Feeling Shameful	<p>X5 said, “... <i>I don’t want to run the business like a flea-market or something like this; you know how our society will look at me! It is difficult!</i>”</p> <p>X17 said, “<i>If they hear that a woman has a business on Instagram then they think that she is poor and in need, and they pity her... They eventually found out accidentally, but I told them that there is no shame in working.</i>”</p>
Being anonymous	<p>X2 said, “<i>I advertise my business to the public but not in my community... I don’t spread my name and I am known by my business’ name...</i>”</p> <p>X16 has not told her relatives about her business. She said, “<i>I told them that I am helping my friend with her business, so they buy without knowing that I am the only one who is running the business. I am trying to be anonymous.</i>”</p>
Culture norm	<p>X2 “<i>if we as women have common jobs such as teachers it is considered appropriate but once we start a cooking business it is frowned upon by society.</i>”</p> <p>X4 “<i>women are only allowed to work in governmental jobs, they should only work in a same sex environment, so Instagram helped me in this respect as I am able to work from home.</i>”</p>

The interviewees were asked to give a short description of the type of businesses they run on Instagram. Table 5 below shows the profile of the interviewees referenced in this section.

Table 5: The Profile of the Interviewees Running their Businesses through Instagram

Interviewee	Marital Status	Occupation (Other than Instagram)	Age of Businesses	Qualification	Type of Business
X1	Married	A teacher	6 months	University degree	Dressmaking
X2	Married	House wife	1 year	University degree	Catering
X3	Single	A student at University	2 years	High school certificate	Makes balloon arrangements
X4	Married	House wife	9 months	Elementary school certificate	Catering
X5	Married	House wife	2 years	High school certificate	Catering
X6	Single	unemployed	11 months	High school certificate	Does online shopping for customers
X7	Married	House wife	2 years	University degree	Catering
X8	Married	House wife	1 year and 6 months	High school certificate	Catering
X9	Single	unemployed	1 year and 6 months	University Degree	Does online shopping for customers
X10	Married	House wife	No answer	University degree	Does décor for special events and occasions
X11	Single	A student at University	2 years	High school certificate	Makes knitted garments
X12	Single	A teacher	3 years	University degree	Does graphic design
X13	Single	unemployed	7 months	High school certificate	Does graphic design
X14	Married	House wife	2 years and 6 months	High school certificate	Does online shopping for customers
X15	Single	Digital marketer	1 year	University degree	Makes personalised stationery and offers a printing service
X16	Married	House wife	1 year	University degree	Makes floral headpieces for special events
X17	Married	House wife	3 years	University degree	Does online shopping for customers, specialising in high-end handbags
X18	Divorced	unemployed	1 year and 6 months	University degree	Catering, specialising in burgers
X19	Married	House wife	1 year and 6 months	University degree	Makes floral headpieces for special events
X20	Single	unemployed	6 years	University degree	Catering, specialising in cakes and desserts

4.3.7 Timeframe

The research was conducted using a cross-sectional time horizon which refers to the collection of data within a particular period of time, which normally does not exceed months. In contrast, longitudinal time refers to collecting data over a longer period of time in order to study a phenomenon in a normal manner (Sekaran, 2003). Cross-sectional time is appropriate for this study because the time required for the collection of the data took approximately a month for completion. Hence, the timeline to collect data will be a cross-sectional time dimension in accordance with the time frame allowed for the master's program (Saunders et al., 2009).

4.4 Ethics and Confidentiality

The study involved personal information from SWE who run businesses on Instagram. Therefore, the researcher had to consider ethics issues. The researcher managed to obtain a permission letter from King Abdullah Institute for Research & Consulting Studies that allowed the researcher to commence with the study (see in Appendix D).

To ensure the confidentiality of the information collected and to protect the privacy of participants, the researcher was aware of ethics concerns, hence a cover letter (see Appendix A) co-signed by the researcher and the supervisor of this study is attached. The cover letter was drawn up to explain the objectives of the study, and that the interviewees would not be in any way coerced to complete the interview if they no longer desired to. Furthermore, the names of the participants will not be released or identified and kept anonymous. In this way, the data collected is preserved and considered valid.

The questions for the interviews were also designed in an ethical manner to avoid offending the interviewees. All the data collected from the interviews were treated in accordance with the ethical standards of conducting interviews. The data collected was treated in a confidential way in which the participants cannot be recognized or identified. The data collected was stored in a protected place (Drive), with a password to access it.

The ethics application form, and the research instrument (Interview Questions) used in this research, were sent to the ethics committee of the University of Cape Town (UCT) to review the eligibility of the questions from an ethical point of view. The researcher received the approval letter which allowed her to conduct her study (see Appendix E).

In addition, the researcher socialized with the interviewees in an attempt to obtain their trust and to ensure convenience for them, prior to the interviewing process. The interviewer is experienced in Arab culture, which aided the process of the interviews and the subsequent interaction with the interviewees.

Chapter 5: Findings

5.1 Introduction

This chapter presents the research findings derived from the analysis of the semi structured interviews that investigated the challenges which SWE face in their businesses in the Kingdom of Saudi Arabia, and how SWE adopted Instagram to overcome these challenges. It also presents the advantages of adopting Instagram from the perspective of the SWE. The chapter also discusses the challenges which SWE face while adopting Instagram for their businesses and how they mitigate these challenges. The analysis was done through the use of the thematic analysis technique (as discussed earlier in chapter 3). The guidelines proposed by Braun and Clarke (2006) for carrying out thematic analysis were followed to analyse the responses to the questions. Table 6 below presents the themes that emerged from the analysis.

Table 6: Themes were emerged from the analysis

Themes
Lack of business experience
Registration Stringent Requirements for Business Registration
Financial Constraints
Poor Communication & Access to customers
Judgement by Society
The Need for Privacy and Security in Saudi Society
Advertising and Promoting
Sharing Followers
Endorsement
Participating in Bazaars
Couriers
Restrictions by the Community
Lack of Time to Answer all Enquiries
Cancellation of Orders
Lack of Business Rights and Protection
Trust Issues
Using Instagram as a Marketing Space
Flexibility in Daily Life When adopting Instagram

Domestication theory has been used as a framework for this study. Domestication theory specifically looks at how people adopt technologies and integrate them into the activities and relationships in their daily lives. Through the lens of the domestication stages, the researcher analysed what the interviewees perceive and experience regarding the adoption and integration

of Instagram in their businesses. The data collected from interviews was analysed and categorised in line with the stages of domestication theory, namely ‘Commodification’, ‘Appropriation’ (i.e. ‘Objectification’ and ‘Incorporation’) and ‘Conversion’.

5.2 Commodification Process

The commodification process deals with SWE’s views and perceived adoption of Instagram after hearing about it and before adopting it. During this stage, SWE consider the challenges they face in their businesses, and how adopting Instagram as a business tool might help to overcome these difficulties.

The analysis shows that 17 of 20 participants achieved the commodification stage regarding the adoption of Instagram for their businesses, because they already had personal accounts on the platform. As a result, they had an existing understanding of Instagram and how it works. This in turn, shaped their vision of how the tool can be used in their businesses. This is illustrated in some of the comments made by participants:

“When I first started, I used Instagram only for personal posts. I used to post images of my products but without any commercial purposes.” X11

“Initially, Instagram used to be for sharing memories and images of everyday moments. There never used to be stores, but then a lot of businesses popped up on Instagram.” X15

“I’ve been using Instagram since I was in high school. I was passionate about using Instagram, and I used to share my designs on it with my friends...” X13

“I used to see Instagram as an application for posting images. For example, people post images of their trips and experiences. It never crossed my mind that it would be adopted for business...” X19

However, X1, X3 and X5 did not have any prior knowledge of Instagram and they just started adopting the tool to run their businesses. The comments made by these participants are stated below:

“I swear I had no idea about Instagram. I just installed it for running my business. I only knew that Instagram was for professional photographers and that is not me, I don’t have the skills to take professional photos” X1

“I had no idea what it was for. So my first attempt was adopting Instagram for my business...” X3

“I had no idea about Instagram. When I started using Instagram, I had fears that I would come across bad people that would have negative comments” X5

Upon asking those without prior knowledge of Instagram how they heard about the tool, a number of participants reported that they were encouraged to use it by their friends and family. The media and different social groups portrayed the platform as a way to share photos and memories. As a result, SWE initially thought Instagram was an application used only for professional photos, daily activities and memories. Comments made by participants are stated below:

“I heard from some girls that there is an application that we can post photos on and then I thought why don't I try it. After that, I especially liked that we can type comments under the pictures that we like...” X4

“I was talking with my friend who was having a tough time, just like me. We were chatting on WhatsApp when she asked me what I think of standing with her, and helping each other by adopting Instagram for business. Then I asked my husband and then he rejected the idea to start the business with her by saying it will be difficult with her, and so on. Then he said he doesn't mind if I start the business by myself” X5

The commodification stage revealed a number of challenges experienced by women entrepreneurs in the KSA while starting up their small businesses. Due to their existing understanding and views of Instagram and from encouragement of family and friends to acquire the tool, SWE imagined that Instagram would help them overcome these challenges. The challenges faced were: ‘Lack of Business Experience’, ‘Restrictions Related to Business Registration’, ‘Financial Restrictions’, ‘Poor Communication and Access to Customers’, ‘Judgement by Society’ and ‘The Need for Privacy and Security in Saudi Society’.

Lack of Business Experience

Some participants reported that they did not initially have business experience and had little or no knowledge as to how a business is run, how to deal with finances and how to take calculated risks.

X5 said, “I like to start step by step, I don't like moving too fast.”

X19 said, “I don't have the courage to open up a shop without a business plan...”

These participants identified positive reasons to adopt Instagram and how it would help them to overcome challenges such as renting a shop, dealing with business expenditures, getting a business permit and various other business requirements necessary for obtaining business premises. They realised that Instagram would be a safer means to starting a small business. If the business failed, the financial implications and damages to the SWE's reputations would not be as severe.

X4 said, "Firstly, everybody has internet so Instagram is one of the applications that we don't really spend money on. But If I open a shop...it will be expensive and there are a lot of obstacles but Instagram doesn't have these obstacles."

X2 said, "it is costly... how will I acquire a business permit...nobody will help me to register my business", "...There are obstacles to opening a shop. The first one is the expense of registration if we compare it to working at home"

X1 said, "Instagram is very easy, if we like running the business on Instagram it is easy and if we don't we can just quit! I might open a shop if my business is successful but I won't open one now because I am not an expert..."

Stringent Requirements for Business Registration

SWE would ideally like to officially register their businesses in order to ensure its safety and settle fears of having their unregistered businesses being closed down. However, it is very difficult for SWE to register since the industry is very much male orientated. The process is very long and drawn out with many difficulties, requirements and a lot of paperwork. In addition, SWE are wary of registering their businesses because it means that they will no longer be able to get a government job, which is extremely coveted due to consistently higher salaries. As a result, SWE consider Instagram to be a solution to these problems because it does not require business registration with the government, instead it only asks for users to give their email addresses.

X2 said, "I heard that we are not allowed to run a business at home without registration, I am running my business illegally. The government is not strict because we are small businesses."

X19 "I don't want my business to be registered because then I can't get a job with the government... The employees who work for the government who also have businesses, they register their business with a relative's name..."

Financial Constraints (for starting a business)

Many of the challenges faced by the SWE when they consider starting a business are financially-related. The costs to rent business premises are high, which increases the risks related to starting a business. A business also brings with it many other expenses such as specific safety features that the Saudi government stipulates. In order to acquire a business premises, SWE would also need to register their businesses which brings an additional cost. Formal businesses then need employees that need to be paid, and travel expenditures to and from work that need to be considered. Instagram was perceived as a desirable tool to avoid these challenges. This is primarily because Instagram is a free application. Furthermore, since the internet is widely available and used in homes in the KSA, it was a convenient choice.

X16 said, *“Instagram creates the opportunity for me to show the world my business without having to pay rent or any expenses.”*

X17 said, *“Instagram doesn’t ask you for capital...”*

X19 said, *“First I need to put a lot of time and effort into my business [via Instagram] so that I can generate more income which will then allow me to open a shop.”*

In the KSA there are private organisations that offer comprehensive and financial assistance to small businesses and start-ups. When SWE go to these private organisations for assistance, they are faced with strict requirements that make it difficult for them to start-up their businesses. In order to qualify for their assistance, the SWE are asked to have high qualifications, a male guardian with a certain salary specification and the business must be outside of the home. As a result, women avoid these organisations and instead consider running their businesses through Instagram. Some evidence and comments are given below.

X4 complained, *“I was told that they won’t provide me with funding unless I have high qualifications, and it is compulsory that if I want a certain amount of funding I must run my business from outside my home...I must have a guardian whose salary is no less than ASR 9000...and the guardian must be a man...I am a person who doesn’t want to work outside my home!!”*

X11 said *“for example Bab Rezek Jameel. Companies such as this support small businesses, but they take a commission which is an extra expense for me...”*

Judgement by Society

One reason why SWE opted for the adoption of Instagram for their businesses is to avoid judgement by society. In Saudi Arabia, people are segregated by money. If one is doing things to earn money, which goes against the cultural norm, then one's reputation will suffer, regardless of whether these speculations are true or not. Families of high standing cannot have female entrepreneurs trading or selling items for profit as the societal norm dictates that the male has to be the sole provider. If females start working for themselves, their whole family will be looked down upon, because it will seem to their peers as if the men are not providing enough.

X2 said, "They will look down upon my husband thinking that I was forced to cook and sell my products because that means that he doesn't provide enough for me and in my culture that is very shameful.... if we as women have common jobs such as teachers it is considered appropriate but once we start a cooking business it is frowned upon by society."

X4 said, "I am from a group in our society who is strict concerning the rights of women. Women can't go out of their homes, women are only allowed to work in governmental jobs, they should only work in a same sex environment, so Instagram helped me in this respect as I am able to work from home."

X5 said, "... I don't want to run the business like a flea-market or something like this; you know how our society will look at me! It is difficult!"

X11 said "some people believe that when you run a business that you are poor. They don't see it as if you are doing commercial trading, but that you are suffering and in need."

Some of the participants indicated that they thought that Instagram would be a good way of helping them hide their businesses from society, to overcome the challenges related to societal judgement and the need to abide by specific cultural standards. They could create business names that retained their own anonymity to ensure the smooth running of their businesses through Instagram, and thereby allowing them to contact customers even though their true

identity remains a mystery. They prefer to keep their business activities private, particularly from the extended family, since it ensures the smooth running of the business without judgement and cultural stigmas.

X2 said, “I advertise my business to the public but not in my community... I don’t spread my name and I am known by my business’ name...”

X7 said, “When I began my business, I used to put the orders in my sister’s salon because my family is well known...”

X16 who makes floral headpieces said “I haven’t told my extended family about my business, because they wouldn’t encourage me if I did. And if I tell them, then they will take advantage of me. For example, they’ll say that they are my relative or my cousin so I should give it to them for free.”

X16 has not told her relatives about her business. She said, “When my relatives come to me and say that they want a headpiece, they don’t know that it is my business. I told them that I am helping my friend with her business, so they buy without knowing that I am the only one who is running the business. I am trying to be anonymous.”

X17 said, “I didn’t tell my extended family that I have a business, because I knew what they would think. If they hear that a woman has a business on Instagram then they think that she is poor and in need, and they pity her... They eventually found out accidentally, but I told them that there is no shame in working.”

The Need for Privacy and Security in Saudi Society

Saudi society greatly values privacy. Since SWE’s businesses are run from home, they do not want strange customers coming into their homes and disrupting their lifestyles. They do not think it is safe for strangers to come into their homes or know where they live. They prefer to maintain strict personal privacy and do not want their businesses to interrupt their everyday routines. As previously mentioned, the SWE prefer to stay anonymous to avoid culturally informed repercussions and judgement. Customers also value privacy, and trust that SWE will also keep their personal information private and confidential.

X6 said, *“I don’t allow people to come to my house, because I don’t know them personally and I can’t trust them”*

X12 said *“Female customers are more confident speaking to me about personal matters. My customers feel comfortable enough to describe their size, height and to ask for advice as to what better suits a woman.”*

SWE considered Instagram a suitable platform to maintain anonymity. They thought that it would offer them a platform to display their products, services, prices and a means of communication that does not require them to meet formally. They saw that they would be able to continue their everyday routines without having to leave their homes, interrupt what they are doing or allow customers into their private lives.

X1 said, *“As a Saudi woman who is married I can’t let my customers come into my house. It is difficult when people come in and people go out! With Instagram they don’t need to know who I am, if the customer likes this outfit and the price then we can deliver it to her...so, Instagram helps me with this aspect”*.

Poor Communication and Access to Customers

Another challenge faced by SWE was that they found it difficult to communicate with and access potential customers. As mentioned before, men predominantly run the business world in the KSA, which means that women have very little business influence or connections and rely a lot on men. In addition, since family is a priority for SWE, it is much more convenient for them to run their businesses from home where it is easier to juggle their other responsibilities such as managing a household and still have flexible working hours. The challenge is that since they are at home, it is difficult for the SWE to communicate with potential customers and carry out business transactions.

X10 said, *“It is difficult for us to do things without men, because everything we do relies on men, whether we go or come. And our men aren’t always available. So it is easier to do things at home. So if we run a business from home, how will people know about our businesses or us? Instagram is the most suitable for Saudi women.”*

X4 said, *“I got a lot of jobs to sell perfumes, makeup and ladies clothes at markets but I am a homely person so if I am out of my home for more than two hours I feel I uncomfortable...”*

The main reason provided by SWE in the sample for acquiring Instagram to mitigate communication-related issues, is the functionalities provided by the tool to help them reach out to more customers. Some SWE thought that adopting Instagram would help them open up their businesses to a global array of customers. They saw the potential of the platform to make them and their businesses more recognised. Many also figured that Instagram could help them expand their already developed customer base. The common appeal to all SWE was the thought that Instagram would allow them to connect to people, be contacted and share their products and services while working from home.

X1 said, *“my main purpose of adopting Instagram is to reach more potential customers, including from the north, west and south and everywhere else, and there are people from America who order some products from Saudi Arabia as well ...”*

X2 said, *“how can we reach the public and let them know that we have a business, how will they know about our businesses ...I am able to contact my costumers, my costumers know me through Instagram, the first step of my business was successful due to Instagram.”*

X6 said, *“Instagram is a base to reach and develop existing target markets...”*

X19 said, *“If I ran my business without Instagram, it would only rotate around my circle of family and friends. With Instagram my business reaches further than my immediate social circle or my relatives, and allows me to reach outside of Saudi Arabia.”*

X18 said, *“My main aim was customers; Instagram is the best to expand and reach customers.”*

5.3 Objectification Process

The objectification process is the first phase of the appropriation stage. The objectification process deals with the physical space in which the technology is being acquired. The objectification process considers how SWE acquire Instagram and how Instagram is physically integrated in the environment of the SWE. The appropriation of Instagram as a platform for business dealings is an indication of this process. The researcher has identified three codes that relate to the objectification process, namely the ‘Adoption of Instagram’, ‘Appropriation into the Environment’ and ‘Restrictions by the Community’.

Adoption of Instagram

The SWE reached the objectification stage when they acquired Instagram. The researcher found that 17 of the 20 participants noted that they registered on Instagram after their friends and family encouraged them to adopt the tool as a platform through which to run their businesses. The findings also revealed that another 3 participants acquired Instagram purely for business purposes, without knowing about it or adopting it before. Their eagerness to adopt the tool encouraged them to ask their family and friends to teach them how to use the tool. In contrast, the other 17 participants already had Instagram accounts for personal use. They acquired their business accounts on Instagram by converting their personal accounts into commercial accounts, or by opening new accounts strictly for business purposes.

“Out of my family and friends I was one of the last to have an Instagram account. I downloaded the Instagram application 2 years ago. I just signed up for my business.” X3

"Instagram wasn't new for me, I understood Instagram since they released it. I had a personal account which I used to post pictures of my daily life...but now I have a business account for my business" X2

"I asked my son to install Instagram for me. It was funny when I had to write down the instructions he gave me and when I tried to implement them later.” X10

Appropriation into the Environment

Instagram being an online platform might not, upon adoption, inherently necessitate any physical changes to the environment of the user. However, given the purpose for which the tool was adopted, specific changes were required in the case of SWE. In particular, the SWE mentioned that once they adopted Instagram for their businesses, they made physical changes to their homes to adapt their space to the needs of their businesses. The findings show that SWE did not make any immediate changes necessary after the adoption of the technology itself. They did not buy new PCs, smartphones or cameras, and instead installed Instagram directly onto their existing devices. The changes that did occur did not necessarily relate directly to the adoption of the tool, but instead to the purpose for which the tool was initially adopted. The additional changes occurred due to the nature of their businesses. Some SWE appropriated rooms in their homes into studios, or built additional kitchens or storage areas on their property to accommodate for their business needs. Many of the environmental changes are much smaller, often taking the form of an extra stove or other small adjustments to storage. Comments made by participants are stated below.

“I separate the groceries into different drawers, one for business and one for household use. The division extends into the freezer storage, where I have divided the groceries in terms of household use and business use as well.” X2

“I added more shelves and more store rooms for my supplies. The supply rooms are air-conditioned...I was forced to buy some fridges and more electronic ovens.” X4

“I made a studio just for shooting images of my product ...and I changed the whole kitchen since I started, all praise to God.” X5

“I have a small store room in my house to put the products, which are most loved by customers. I sell them quickly...” X6

“I have a room for my work, where I store all my stuff; I don't want anything to get moved from place to place and then get lost...” X19

X11 who does knitting said, *“My room became cluttered because of all the tools and materials. I used to replace the clothes in my cupboard with my knitting materials and tools. I bought new shelves but I didn't make any big changes to my home...”*

X14 said, *“I have reserved a corner in my home for my work stuff and products”*

Restrictions by the Community

Initially it was difficult for some SWE when family members did not appreciate changes brought on by their businesses, and due to the fact that they ran them from home. The SWE did not stop adopting the tool, but instead avoided advertising their businesses when in the company of those family members that disagreed with them. Many continued to adopt Instagram despite backlash because they were encouraged by other family members, some of whom helped them to run their businesses; often the older children. All participants who faced discouragement, however, continued with their business ventures. After incessant usage, their success, insistence and seeing their self-fulfilment, their families accepted their Instagram-run businesses. Only three participants were faced with constant discouragement by particular family members who either did not understand the technology or felt that there would be judgment by society. It is important to note that many SWE did not face any opposition when starting and continuing their Instagram-run businesses.

X5 who has a catering business said, *"sometimes I get a big number of orders and I can't reject my customers...my husband asks me why I am working under such pressure for other people! I feel sorry for my costumers if they have unexpected visitors so I prepare simple and easy dishes for them ...but thank god! Now my husband understands if he sees that I am busy."*, *"Only my husband and my sisters are encouraging and supporting me"*.

X4 said, *"In my culture and community, they are strict. Women can't go out excessively, she has to work in a government job and not for a private company, and she has to work where men and women are separate. According to the views of my community if I am working at home I am okay. If I am dealing with my customers through this application, then it's fine because I'm home."*

5.4 Incorporation Process

The incorporation process deals with how the technology is integrated in the users' daily life, and how it affects their routines and lifestyle. It also looks at how it changes their schedules in relation to when and for how long it is used daily. Codes are identified as to how the SWE incorporate Instagram into their daily lives, and how they adapt their lifestyle and manage their time to include the adoption of the technology. This section describes how Instagram is being adopted by SWE and in the process also highlights the challenges and benefits experienced whilst adopting the tool. This includes the social and cultural issues which affect its usage. This is in line with Haig-Smith and Tanner (2016) who state that the usability aspects of the technology should also be covered during the incorporation phase.

In order to better answer the research questions, the codes identified have been labelled according to the benefits and challenges experienced while adopting Instagram. The section will provide a description of how Instagram is being adopted, in line with the theoretical framework requirements. The advantages include: 'Adopting Instagram as a Marketing Space' and 'Flexibility in Daily Life when Adopting Instagram'.

Advantages:

Adopting Instagram as a Marketing Space

SWE adopt Instagram for advertising purposes and because the tool's features are easily adapted to that purpose. On their Instagram profiles, SWE display images of their products or services, as well as descriptions of the type of business they run and the name of their business. They also add their WhatsApp numbers to their Instagram bios for formal communication, with regards to orders and further inquiries. In addition, SWE make concerted efforts to produce quality images of their products or services to gain increased exposure. They use the camera effects provided by Instagram to enhance the quality of their images. The effects vary from themed filters to editing tools such as cropping or light contrasting. Other ways of producing high quality images include capturing images with high resolution cameras like DSLR (digital single lens reflex cameras), or focusing on the composition of the actual image.

Instagram in the KSA is commonly accepted as a market space, more than any other social media platform. As such, all of the respondents stated that they adopt Instagram as a 'marketing space'. When people realize they want to buy a product they immediately look on Instagram as it is filled with business accounts. Customers also have Instagram accounts that they use specifically to purchase items from the SWE. These accounts do not have any followers or posts but are instead used entirely for following entrepreneurs, purchasing items and keeping up to date with new products. Most of the personal accounts have moved to another social media platform called Snapchat. So when customers look for goods or services, they use Instagram.

X3 said, *"I think if anyone has an Instagram account for personal use, they don't post pictures on it, they just follow the business accounts in case they need to purchase anything from the various businesses. If they have events, they will look, browse and order! So, they just use Instagram for ordering from businesses on Instagram."*

X6 said, *"...Instagram became an appropriate environment enabling customers to shop. Instagram has changed from a personal platform for sharing daily routines to a shopping space"*

242 X8 said, *"I have customers following my account who don't post anything, and who don't have any followers, they just follow business accounts."*

83 X15 said, *"Instagram was turned into a commercial tool by Gulf society..."*

SWE do not use Facebook because their target market is not on Facebook. One participant reported that, *"If I found any application that my target market is using, I will follow my target market. Facebook serves the same purpose as Instagram. But do target customers use it? Are there a lot? More than on Instagram?"* **X6**

X11 added, *"I love Facebook, I like all applications but Facebook is the best. It is so rich; I like the page layout a lot. But I don't see Saudis using Facebook often compared to other nationalities."*

Some participants in the sample compared Instagram to Twitter. They found that Twitter is used for sharing ideas and information, and not for business purposes.

X11 who does knitting stated, *"Twitter is used for sharing ideas; you share your ideas and your style. I feel it is used for writing and sharing information more than for sharing photos. Although Twitter allows users to post images, this is not its main function."*

X16 said, *“I have an account with Facebook and with Twitter, but I don’t use either of them.”*

X14 said, *“Twitter is used more for social, political and educational purpose, and not for businesses.”*

Only X15 adopted Instagram in conjunction with another social media platform (i.e. Twitter); she uses Twitter and Instagram to run her business. She markets her products through Instagram and Twitter so customers can interact with either. This is because she believes that Instagram is a temporary platform compared to Twitter, which she imagines will last longer.

X15 said, *“Instagram users have diminished in number because of Snapchat. That is why I focus on Twitter, which I believe will last longer.”*

Flexibility in Daily Life when Adopting Instagram

Instagram is easily incorporated in the lives of SWE as it allows for flexible time management, aligned with households and entrepreneurial duties. Instagram is flexible, allowing SWE to work on their businesses at any relevant time, and to postpone taking orders if they are busy at home, have familial priorities or are studying. SWE also adopt Instagram to multitask and manage their time according to their lifestyles. Some of the responses of participants relating to the flexibility introduced by Instagram are given below.

X5 said, *“It is easy for me, it is not difficult at all.”*

X1 said, *“My husband convinced me to use Instagram for my business by saying that I am home and I just have to get followers...”. She added, “I use Instagram because I am a teacher with kids and I don’t have a domestic worker, so I don’t have a lot of time.”*

X2 who is a caterer said, *“it depends on my day if I have orders, or if I don’t have orders. I concentrate on my prep work so that in the future when the orders pile up, I can relieve some of the pressure...when I have a lot of orders I don’t cook for my family. I cook for my customers and then we order food from a restaurant!”*

X3 who is studying at university said, *“I am busy studying. So, my working at home depends on my availability... If I have an exam, I stop receiving orders”*

X6 said, *"Instagram is flexible, if I had a shop I would be forced to go every day from this time to that time. Then I need to go out so I need a lift to go to work and so on. But with Instagram I am home, when I am available I will look into my Instagram to reply or serve them. If I am busy I will at least post a photo..."*

SWE in the sample compared Instagram to other social media platforms and praised it for its flexibility and unique display of pictures. They contrasted it to Snapchat, which only allows users to post live footage and images for a maximum of 24 hours. As a result,

X2 said, *"I have Twitter and Snapchat accounts but they are not like Instagram! ...the images on Instagram remain on the account..."*

X5 said, *"I feel it is difficult... I tried using Snapchat but I didn't like it!"*

X6 said, *"Instagram is our main base, it is our reference. I can't leave it. You know, with Snapchat if we post something it will disappear. But Instagram keeps records of my business."*

X7 said, *"Instagram is just like a photo album that enables everybody to browse it."*

Some participants found that Snapchat is difficult to use. They appropriate it for personal use but they found that it is not good for marketing. Because it only allows images to stay online for a short period of time, users need to constantly update their accounts in order for followers to stay interested and for the account to appear active. Daily posts require a lot of effort from the SWE, which is why they prefer Instagram which allows them to include their business in their already busy schedules.

X1 said, *"Instagram is unique because it specialises in displaying photos. In my opinion Snapchat is used for personal communication..."*

X4 said, *"I didn't like it. For example, when I am busy, Snapchat requires me to post live photos, but I can't take a photo and save it and then post it later when I am done and finished all my orders...and not all my followers are available on the day that I post on Snapchat, am I right?!"*

X3 said, *“My business is based on Instagram, I have a Snapchat account as well. But I have more followers on Instagram than on Snapchat. My Snapchat followers aren’t more than 50 including my family and friends. I advertised on my Instagram account that I have Snapchat but I didn’t get a lot of followers for it.”*

X8 said who is a caterer, *“I was told that Instagram is dying out and people are moving to Snapchat. But I don’t cook every day, which means that I can’t post photos and videos on Snapchat every day. Snapchat is useful for people who have lots of things to post daily.”*

X15 who has a printing service, *“I adopted Snapchat as a tool for branding my business. I use it to chat with, to tell stories and share useful tips. I don’t post my products on Snapchat because people will stop following you if you post products. Usually people look to Snapchat for chatting, stories and daily images.”*

X13 said, *“Snapchat requires daily updates. This puts a lot of pressure on me...”*

There was a time when the popularity of Facebook peaked in the KSA and everybody was signing up. Afterwards the trend took a downhill turn and users stopped using Facebook or were closing their accounts. Facebook became a foreign application especially for SWE; they either have an account that they do not use or they are unfamiliar with the way it works. Some participants found the layout of Facebook to be too detailed compared to the simplicity of Instagram.

X3 said, *“I used to use Facebook for my personal posts, but never thought to use it for my business...I feel using Instagram is much easier than Facebook “*

X4 said, *“I don’t have a Facebook account, I won’t even sign up on it. I don’t know, I am generally not a person who looks for complex applications”*

While incorporating Instagram into their lives, SWE also face some challenges. The challenges include: ‘Restrictions by the Community’, ‘Lack of Time to Answer all Enquiries’, ‘Cancellation of Orders’, ‘Lack of Business Rights and Protection’ and ‘Trust’.

Challenges:

Lack of Time to Answer All Inquiries

A challenge faced by many of the SWE while adopting Instagram is that they have to constantly be available online to answer queries. They are often faced with large amounts of inquiries on Instagram, which they could not possibly fulfil while still maintaining their daily routines. Because they do not have enough time to answer all of these inquiries, the SWE adapt their business hours according to their personal schedules, limit their internet access or announce the closing of their business for certain periods of time.

X3 said, *“Answering the inquiries takes up more of my time than actually preparing the order. When I have an order I know when the deadline is so I can prepare for it. Some Instagram accounts only open for specific hours for customer inquiries. But I reply to my customers instantly and consistently, because I want to be close to them so that they feel that I care about them.”*

X6 said, *“If I have chores at home, I switch the Wi-Fi off the evening before. So, when I wake up the next morning the Wi-Fi is off. I completely finish all my domestic chores and then switch the Wi-Fi back on to receive orders and run the business until 10 at night. Then I stop working...”*

X16 said, *“Sometimes, I stop taking orders for a short time so that I can handle my household chores. When I’m done with my chores, I’ll start taking orders again. That’s how I manage my time...”*

X19 said, *“I work during the day from 7:00 am to 4:00 pm, while my husband is at work. The hours after 4:00 pm are reserved for family. So I respond to enquiries in the evening...”*

Cancellation of Orders

Many of the SWE complained about customers who cancel their orders at the last minute or fail to notify them when they no longer need or want their product. This is the case because Instagram is not an order management tool but just an online social media platform which has been adapted for business use. When confronting customers about cancellations the SWE find that customers avoid them, do not answer their calls or block them on WhatsApp. These

encounters cost the SWE a lot of time, money and effort. Some of them have managed to overcome this obstacle by introducing the condition that customers pay a portion of the total before they start preparing the order. This is effective for some with the sales of clothing, creative designs, cosmetics and buffets, but not for caterers with small orders.

X1 who is a fashion designer and dress maker said, *“If she orders, I will do it after she transfers the money so that there is a guarantee that she is serious....”*

The Need for Uniqueness

SWE are faced with the challenge of having to stand out and differentiate themselves from other similar businesses on Instagram. Since running a business via Instagram has become easy and accessible, there has been an increase in the number of accounts being opened for that purpose. As a result of this steep influx, SWE have to ensure that their businesses are advertised in a unique way in comparison to others who offer the same product or service online through Instagram. This requires that they constantly update and improve their products and services for added value.

X12 said, *“There are a lot of similarities between the businesses on Instagram. To run your business through Instagram you need to be different. You need to consider the quality of the product and service. You need to display the full details for the customer regarding the quality. If the customer is happy with the quality, then the price will be set. They either accept it or not. If the customer wants a cheaper price, then the quality will also be cheaper...”*

Lack of Business Rights and Protection

Due to the current lack of business rights and protection from Instagram, some participants proposed that the tool should include commercial liberties for entrepreneurs, with added features specifically tailored to resolve some of the challenges faced by those who adopt Instagram as their primary business account. The researcher found this to be one of the more problematic challenges faced by SWE when incorporating Instagram into their businesses. These are described in the two subsections, namely ‘Attack on Reputation’ and ‘Plagiarism’.

1. Attack on Reputation:

Participants have reported that the lack of protection of business owners’ rights when adopting Instagram, has at times led to their business accounts’ reputation being attacked and defaced. Participants mentioned that they sometimes deal with followers who type negative comments and have their accounts hacked. This ultimately affects the reputation of their businesses and diminishes their customers’ trust in them.

X2 said, “We face a lot of problems on Instagram, we get negative comments... For example, some comments are sarcastic. They say my food is burnt, or that I buy from restaurants for SAR10 and then I sell it to them for SAR40...”

Some participants have managed to overcome one of the challenges. X2 said she simply deletes and ignores the negative comments she receives on her account, *“when I began my business I used to get upset...Now I just delete the comments and rather keep quiet because if I reply to them they will reply harshly.”*

X18 who makes gourmet burgers supported X2’s claim, “There was a child who requested a free meal! Then I didn’t respond to the request. You could say that I ditched her. This child replied badly to all my customers’ comments on Instagram. Then later she sent me a message saying that she will hack my account. To protect my business reputation, I didn’t reply to her at all, and I deleted all her comments on my Instagram account.”

Another example can be seen from X17, who sells high end handbags. She complained that Instagram blocked her account for four months. During this period, she lost a potential SAR50 000. When she contacted Instagram they said that the Saudi Ministry of Commerce and Investment had reported her for selling counterfeit bags. Since the claim was invalid, she contacted the Ministry. Although they unblocked her account, she could no longer use it because the false accusation lost her the trust of her followers. Her business reputation was badly affected and so she had to resolve the issue by buying a different account, which already had followers.

X17 said, “Instagram suspended my account for four months. They said that I’m selling fake bags. So I sent them the receipts and evidence. I followed up for four months, so they eventually reactivated my account. But of course I paid SAR 8 0000 for a new account that already had 230 000 followers, because it is difficult to regain trust from followers.”

Many of the participants fear that their accounts will be hacked, which happens often to well-known Instagram accounts in the KSA. If this happens, they do not know of any way in which

to deal with the hacker, or of recovering any of their information. Similarly, Instagram has no means of backing up information, which could be problematic for SWE and their businesses. Findings show that participants are not well enough informed as to how they can properly protect their accounts or how to report any incidents to Instagram.

X7 who managed to overcome this challenge said, “*When I developed a nice business reputation with between 6000 and 7000 followers, my account was hacked. I opened a new account; because people know my name I could start up again easily...But now I depend on my niece who opened up the new account for me. Now I am more cautious, I wrote the username and the password down and I linked my email to my account in case it gets hacked so that I will still be able to open it.*”

2. Plagiarism:

Some participants also noted that their accounts had been plagiarised, but that they could not do anything about it since there are no formal legislations regarding these matters. Participants mentioned that their photos and ideas are sometimes plagiarised when they adopt Instagram for their businesses. For example, *X3* complained that somebody had stolen her business idea and were using the same name. But she cannot do anything about it because there are no clauses protecting her business on Instagram.

X3 said, “*My problem is an impostor selling their products under my name. She sells the same products as me, lives in the same city, and advertises on Instagram. I looked at her account and found that she only started it four days ago. I talked to her in good faith and asked if she would at least change the business name, considering we are from the same city. But she refused and continued with her business. This caused a lot of confusion for our customers.*”

Trust Issues

Trust issues is one of the biggest challenges that SWE face when they run their businesses from Instagram. Trust is important to both the entrepreneurs and their customers, and is particularly relevant when large sums of money is involved. Customers are often afraid that accounts may be fraudulent or running a scam. While SWE consider that having their customers’ details and location is essential to building trust and confirming the legitimacy of their customers. Knowing that they have given their contact details and location proves that they are real customers with serious orders. The researcher identified two methods to overcome trust issues,

namely ‘Techniques to Promote Trust in SWE’ and ‘Techniques to Promote Trust in Customers’.

1. Techniques to Promote Trust in SWE:

One of the tactics SWE adopt to overcome challenges related to trust is the use of hashtags. SWE post pictures of their previous orders on Instagram and then hashtag the images. This allows new customers to check previous orders and be assured that they were successful and genuine. Similarly, SWE post images on their accounts of receipts from previous orders, which further builds trust with their customers.

X6 said, “I post receipts of money transfers for other customers on Instagram. It shows that we get the money and thank them for their trust. Other followers are getting excited to order and pay.”

X9 who is an online shopper said, “In the beginning I purchased the order and then couriered the items bought and an image of the receipt to the customer, to prove the purchase and to gain their trust. After some time, I gained their trust. Now people come to me and ask me to send the items before they transfer the money, but I refuse because I am known and have steady followers.”

X9 who is an online shopper said, “One challenge that I face is having cheap prices for my items. SWE and other competing online shoppers sell items for something like SAR120 but I sell the same thing for SAR50. I only make between SAR15 and 20 profits. They hike up the price which means that people doubt my services and think that I am selling fake items, and that they are selling the originals. I didn’t change the price because eventually my successful sales will bring new customers.

X16 who makes floral headpieces said “Sometimes you get a customer that doesn’t trust you, but they still place big orders. I’ve learnt from my earlier mistakes. Now I’ll make a small sample and send a photo of it to the customer. If she likes it then she needs to pay a deposit in order for me to continue with the rest of the order. If she is not happy then I’ll cancel the order. Why should I make an effort for orders that they end up cancelling!”

X19 said, “When I’m finished with an order, I take a photo of my work and send to the customer to let them know I’m done. I gain the customer’s trust before they pay me.”

Some SWE are registered with a site called Maroof, which allows digital small-business owners to register their personal identification and business details. They then get a link to their online Maroof certification, which they make available on their Instagram bios so that customers can know that their services are genuine and recognised. The service in general is used for building trust with customers.

X7 said, "I read about Maroof but I didn't register yet, Maroof will help me to make my business name trustworthy."

X19 said, "Maroof is a service that protects the consumer. Because this service is reputable, it makes your account trustworthy and so customers will order from you."

X15 said, "The Ministry of Commerce and Investment have recently released the Maroof service. This means that I don't need to be registered or have a website to run my business. If you register with Maroof, customers will trust you because you applied openly. It shows that you are confident in your business and not trying to trick your customers."

SWE also display their WhatsApp numbers on their Instagram bios to instil trust in their customers. This overcomes the limitations related to the anonymous aspect of Instagram which does not allow their customers to know who the SWE are unless they actually place an order and speak to them.

X4 said, "I receive orders from Instagram but I only confirm these orders on WhatsApp because WhatsApp displays the number. For example, when you begin to run your business on Instagram and you don't display your number, no one will order from you because you are mysterious. If Instagram displayed numbers, we would get rid of WhatsApp."

2. Techniques to promote Trust in Customers:

The majority of participating SWE are using WhatsApp in conjunction with Instagram for orders and requests from their customers. They prefer WhatsApp for serious dealings and sales because WhatsApp shows the customer's number, which helps them identify and communicate by texting or phoning. They cannot adopt Instagram alone, because it does not cater for this type of communication. Many of the women clearly stipulate on their profiles that they only

take orders via WhatsApp. In addition, WhatsApp provides a location service which helps SWE to deliver the goods to their customers, whereas Instagram does not provide this feature. Many hope that Instagram and WhatsApp will combine their services, which would be ideal for their businesses. SWE consider having their customers' WhatsApp details and location essential since it builds trust and confirms the legitimacy of their clients. Knowing that they have given their contact details and location proves that they are real customers with serious orders.

X3 said, "I only receive orders from WhatsApp. Some of my customers rush to call me; I answer them if I am available. If I don't answer their calls, I save their number and I tell them to contact me on WhatsApp as I indicate on Instagram ...any order coming from Instagram is not confirmed. I ask them to contact me via WhatsApp, because WhatsApp allows me to have their numbers to contact them."

X6 said, "If Instagram had a location option, it would be perfect. If Instagram and WhatsApp merge together, the service will be perfect."

X3 said, "If Instagram could show numbers! That would help me with my customers' orders."

X12 said, "When a customer comes to me via Instagram, I ask them to contact me on WhatsApp to get more details. This way they won't be able to run away after their request."

5.5 Conversion Process

The conversion process looks at how the technology can be seen as part of the user's identity, and consequently how they present it to others by talking about it and displaying it. Users convey their ownership and capabilities with the technology to both the public and to individuals. The conversion process is achieved when the SWE advertise their businesses, products and services to their online audience. SWE use marketing strategies to promote their Instagram accounts, and share their adoption of Instagram with their customers and peers. However, while SWE are trying to promote their businesses, they indirectly promote Instagram. SWE have adapted their use of Instagram so as to better advertise their businesses by using marketing strategies. The codes identified as part of the conversion process are 'Advertising and Promoting', 'Sharing Followers', 'Endorsement', 'Participating in Bazaars' and 'Couriers'.

Advertising and Promoting

One of the marketing strategies related to the conversion process is the advertisement of Instagram accounts via other social media platforms such as WhatsApp. SWE will send short messages stating their service or products to their contacts, including their Instagram handle, and then hopefully those contacts will share it further. Even though the aim is to market their businesses, an unintended consequence is that Instagram is also being marketed as a useful tool for doing business. As a result, people are also inclined to start adopting Instagram for their own businesses. Hence, through their marketing techniques and the general successful adoption of Instagram, SWE have often inspired and encouraged other Saudi women to start up their own businesses through Instagram.

X4, a participant, who was inspired by other SWE said, "I got the idea to be a caterer from a friend of mine who began a business for her uncle's wife. It was a great idea especially because there is a school next to my house, so I advertise that I can make breakfast for the teachers." Then she added that, "Instagram was like a mother who embraced her child. This application serves lots of people and improves lots of projects..." She continued, "When I began running my business I used to advertise my Instagram account to my neighbours, hoping that they spread the word at school. I shared my Instagram account details with my neighbours via WhatsApp. They would in turn broadcast it to their WhatsApp groups. Later I made a logo and business cards."

Sharing Followers

SWE have adapted their use of Instagram so as to better advertise each other's businesses in order to further share followers, and to avoid paying for advertising. Swapping advertisements between SWE through Instagram is one of the popular strategies to help them promote their businesses. People turn to Instagram when they are looking to buy specific products because they know there are plenty of business accounts available online. As a result, it convinces customers to also maintain Instagram accounts that they use specifically to purchase items from SWE.

X4 said, "I advertise her product on my business account and she advertises mine on her account without payment for the ad. We have more or less the same amount of followers and after advertising each other's accounts, our followers increase. The more followers I have, the more orders I get. I have my regular customers, but they don't order every day. It depends if they have a function."

Endorsement

Many advertise by commenting on popular Instagram accounts with many followers and by liking their content. This practice in turn advertises their own Instagram accounts. SWE try to promote their businesses by sending their products as gifts to celebrities or popular account holders, because people are always curious to know the products celebrities use. These famous people then chat to their audiences, sharing the products they like and from which SWE they got them from. They often post the details of the SWE, including their Instagram accounts, on their social media platforms. Some SWE realised that they should first consider the target audience of the celebrity or popular account holder. It is necessary for their target audiences to coincide so that they actually capture the interest of their mutual customers. Celebrities and popular account holders often share SWE's Instagram account-content on other social media platforms, such as Snapchat, which in turn encourages their followers to start or to maintain Instagram accounts.

X7 said, "...I select some accounts that have large numbers of followers and I offer them one of my products as a gift, and then they advertise that product and how they liked it to their followers..."

X15 said, "I used to approach any celebrity who has a lot of followers and has a reasonable price for advertising. I would pay them to advertise my product. But I didn't

get any customers! I discovered it wasn't successful! And I learnt that I should consider who my target group is. I found that there are other people who maybe aren't as famous and who have only around 4000 or 5000 followers, but advertising with them has positive repercussions for my business. This is because my target group has the same interests as their followers."

Participating in Bazaars

Participating in bazaars is another strategy that SWE use to market their adoption of Instagram in their businesses. Bazaars help them to make the public aware of what they have to offer on Instagram. SWE rent a space at bazaars and sell some of their products. They often attach business cards or price lists so that customers are able to place more orders through Instagram. They use the bazaars as a space to display their products and spread word of their Instagram businesses. Again, by promoting their Instagram accounts, SWE indirectly also promote Instagram as a tool in general because people see the relevance and benefits of Instagram for business purposes. Participating in a bazaar is more for advertising than for selling.

X1 said, *"They see some of my pieces at the bazaar and then they ask me how they can look through my designs, so I give them business cards with my Instagram handle on it."*

X3 said, *"I participated in several bazaars for marketing where I distributed my business cards which have my Instagram handle on it... the purpose of participating in the bazaar is to market and display my products, and the profit just covered only the rent."*

However, participants also noted that marketing at bazaars can sometimes be problematic since they are very costly, temporary and it is difficult to isolate their target group. They prefer to participate in schools' open days, which are free and the target groups are already specified. Some comments are presented below.

Participating in schools are free, all praises to Allah. It was so active, yes it was only one hour but the turnout and enthusiasm of the students was excellent." *X3*

“For example, we asked, ‘how much for the corner, per day’? They answered SAR1000 a day. Okay, 3 days cost SAR3000. Will I make SAR3000 in these 3 days? How much profit will I make if I sell an item for SAR5? So, I didn’t advertise at bazaars because it is really expensive. It should be SAR150 per day. They always host the bazaars at hotels and wedding halls”X4

“Instagram is popular because you can order continuously, at any time. Compared to bazaars that are open only for a limited time...” X19

“It is difficult to reach your specific target audience when working at a bazaar...”

X13

Couriers

Instagram has helped women in the KSA, and SWE in particular, overcome obstacles of mobility by encouraging the use of chauffeurs and couriers, which is now considered the norm. Women are not allowed to drive in the KSA, which is an obstacle for SWE when gathering supplies for their businesses or delivering the orders to their customers. Similarly, cultural stigmas insist on women needing a male guardian, which ultimately stems from religious law. In this situation, SWE will use their male relatives to handle logistics. Unfortunately, the men are not always available since they have their own occupational obligations. As a result, SWE have turned to couriers to do their deliveries for them, which means they no longer have to rely on relatives who might be busy.

X3, who sells balloons for parties, stated that, “I used to struggle getting the helium gas, especially when I can’t find anybody to get it for me...sometimes I used to stop the business until I got the helium gas... Carrying this is so heavy so I used to ask my brothers to help me, or the chauffeur to deliver... My mother doesn’t allow me to deliver the orders with the chauffeur; she said I must ask my brother to go with me. Sometimes she doesn’t allow me to deliver at all; she keeps saying I can’t go to people if I don’t know them.”

X4 stated that, “My husband was annoyed that customers came to fetch their orders from our house and he said that he didn’t want to see anyone in front of the door. I

agreed and stopped having orders collected from my house. A lot of customers attempted to collect the orders themselves, but I insisted on delivery that costs SAR20.”

X3 stated, "The delivery price is paid by the customer. When I get the location the courier tells me the price and then I ask the customer if they agree or not. If they are happy with everything then they can pay the delivery fee when they get their order.”

X6 stated, "My brother used to deliver for me, and my customers didn't know that he is my brother. They thought he was a courier. Now that he has a job, he is looking for another courier for me. Although, I have some fears about dealing with a stranger!"

Most of the SWE deliver their orders to their customers by using couriers who are university students or who are unemployed. Couriers collect the orders from SWE, along with all information that is necessary for a successful delivery. The fee owed to the Courier is paid by the customer. As a result of the increased usage of courier services, many couriers have started their own Instagram accounts to support SWE and help ease their unique situation. In this case, existing businesses running through Instagram has spurred the emergence of another business which is also run through Instagram. Comments are presented below.

X5 said, "My husband used to deliver for me and it was difficult when he hardly had any time...if I have lots of work I ask couriers to deliver the order, and then get them outside in no time.”

X2 stated, "I deal with a Saudi courier who has a lot of employees. Some are local and some are foreigners. They cover the entire Riyadh area, as he said. When I need a courier I just text him, and then I provide him with all the delivery information of the customer. Most of the couriers are students who could do with the extra income, so it's beneficial for all of us.” She added that *“The couriers have Instagram accounts for delivering for SWE...”*

Table7 below presents the themes that emerged from the analysis, with fitting them into the domestication theory frame.

Table 7: Summary of the themes of domestication processes

Commodification Process
Business challenges :
Lack of business experience
Registration Stringent Requirements for Business Registration
Financial Constraints
Poor Communication & Access to customers
Judgement by Society
The Need for Privacy and Security in Saudi Society
Appropriation Process (Objectification and Incorporation)
Instagram challenges :
Restrictions by the Community
Lack of Time to Answer all Enquiries
Cancellation of Orders
Lack of Business Rights and Protection
Trust Issues
Benefits :
Using Instagram as a Marketing Space
Flexibility in Daily Life When adopting Instagram
Easy to Use
Conversion Process
Benefits :
Advertising and Promoting
Sharing Followers
Endorsement
Participating in Bazaars
Couriers

Chapter 6: Discussion

This chapter discusses the research findings in light of the research objectives. The findings are compared to related literature in order to highlight any new contributions and findings that would support claims made.

6.1 Challenges Faced by SWE in their Businesses

Lack of Business Experience

The study revealed that the lack of business experience was a major challenge faced by SWE. They lack business knowledge on how to rent a shop, deal with business expenditures, obtain a business permit, and various other business requirements necessary for acquiring business premises. This challenge was supported by Kelley et al. (2010) and Al Lily (2011), who also identified that one of the challenges that discourage entrepreneurs from investing in a country was the entrepreneurs' lack of business knowledge and expertise. However, one of the more recent studies conducted to identify the sources of knowledge and support for SWE, revealed that they receive business knowledge through education and work experience (Welsh et al., 2014). The researcher found that Instagram becomes relevant for women who do not have business education or experience. Instagram is particularly appealing to novices and SWE who want to start up their businesses confidently.

Stringent Requirements for Business Registration

The findings revealed that SWE would ideally prefer to officially register their businesses, in order to settle fears of having their unregistered businesses closed down and to ensure their safety. However, the process is very long and drawn out with many difficulties, requirements and a lot of paperwork. Despite the Saudi Arabian government's attempts to make business opportunities for women easier, studies show that business registration processes are still tedious, elaborate, require too much paperwork and still pose problems for business women (Saudi Gazette, 2016). Bureaucratic procedures are necessary for the operating of a business; these include common documentation relevant to founding a business such as business licencing (Kelley, et al., 2010; Al Lily, 2011; Ahmad, 2011). In addition, the strict requirements that work in conjunction with these procedures, as well as the fact that the industry is predominantly male orientated, discourages SWE from registering and taking their businesses beyond the home. Living in a society with a bias that favours males means that there are limited freedoms afforded to SWE when dealing with government procedures and officials (Ahmad

2011). According to Aziz (2015), SWE in the KSA also face social constraints and gender stereotyping when starting or running a business under these factors. However, Fallatah (2012) found that one of the strategies adopted by some successful SWE is the establishing of partnerships with local male investors in order to facilitate the running of their businesses and to deal with the different government officials in a male dominated society.

The findings also showed that SWE reported that they would not be able to get a government job if they registered their businesses. Government jobs are extremely coveted due to consistently higher paying salaries. As a result, they continue running their businesses informally. According to Nieva (2015), some women who were employable were scared of starting a private business for fear of not being employed in the government or public sectors, areas that paid more for services rendered.

15 of the 20 participants who took part in the study are self-employed and do not have a job in the government or public sectors. Due to the lack of jobs, SWE have elected to earn money informally, by means of self-employment. McMillan & Woodruff (2002) supported this result when they said that the main social problem for most countries are high unemployment rates that cannot be solved without creating new businesses. They argued that entrepreneurship is a solution that can help solve many socio-economic problems (McMillan & Woodruff, 2002).

The researcher found that, based on these many challenges, there are ways for SWE to avoid obstacles to starting up their businesses confidently by adopting social media, such as Instagram, as a means of running and developing their businesses. As their businesses grow and expand, they could establish partnerships with male-relative investors to take over the long registration processes in Saudi's male orientated society, so that they still have a chance to get a job and keep the personal business as an extra income.

Financial Constraints (for starting a business)

The findings shed more light on issues related to accessibility of financial support from the KSA, especially when male collaboration is not an option. SWE have complained about financial restrictions as a challenge to starting a business, often due to high costs of renting business premises. In addition, having a business brings with it many other expenses such as the required safety features that the Saudi government stipulates, employees that need to be paid, and travel expenditures to and from work that need to be considered. When SWE go to private organisations that offer comprehensive and financial assistance to small businesses and start-ups, they are faced with strict requirements that make it difficult for them to start-up their businesses. In order to qualify for their assistance, the SWE are asked to have high qualifications, a male guardian with a certain salary specification and the business must be outside of the home. Kelley et al. (2010) and Al Lily (2011) reported that one of the challenges that women entrepreneurs face when starting a business is a lack of financial support. A study by Aziz (2015) stated that women use money from private savings to start their own businesses. However, Welsh et al. (2014) added that women entrepreneurs now receive more family support encouraging them to succeed in their businesses. In contrast, Fallatah (2012) reported that the KSA government is increasingly supporting Saudi women who lack funding, to open businesses by providing financial assistance through a program called The Centennial Fund. In addition, studies also revealed that Instagram is an important platform for business opportunities that makes it possible for entrepreneurs to reduce the costs of advertising, transportation, and renting business premises (Al-Daraiseh et al., 2014).

This shows that the availability of financial support is not enough for SWE who do not have a male guardian or high qualifications, or those who are not willing to take their businesses beyond the home. Given these financially restricting challenges, SWE avoid these organisations and instead turn to other solutions such as Instagram.

Poor Communication and Access to Customers

Another challenge faced by SWE was that it is difficult to communicate with and access new customers. Since they run their businesses from home, it is difficult for them to communicate with potential customers and carry out transactions. A study by Al Lily (2011) explained that Saudi society follows the Islamic religion, which holds that free interaction between genders can lead to fornication and the consequent disintegration of moral values and propriety. As a

result, it is more convenient for SWE to run their businesses from home, so that communication with the opposite sex is kept to a minimum.

SWE consider Instagram a solution to communicating with customers, while they are at home. They also found that Instagram is much easier to juggle with their other responsibilities, such as managing a household, and still have flexible working hours. In contrast, a study stated that using ICT in small businesses run from home is a challenge to separating the business and home spheres (Berker, Hartmann, Punie & Ward, 2006). The study also reported that in this way ICT is used to bring the home to work.

The researcher concludes that since they are home, Instagram is a convenient means of communicating and accessing customers, but that they are still challenged with keeping their business and private lives separate.

Judgement by Society

According to the findings, families of high standing in the KSA were not supportive of women entrepreneurs in their family trading or selling items for profit since their societal norms dictate that the male has to be the sole provider. O'Neil (2008) explained that gender roles, or the set of behaviours or attitudes expected of a particular sex, is what compels men to be the sole provider of a family. The female participants in the study revealed that when they started working for themselves, their whole community was held in contempt by others who assumed that the men were not providing for them. Nieva (2015) and McKenna (2009), reiterate that it is difficult for women in the KSA to start and run their own businesses when many people do not understand why they would work with the intention of making money, since the responsibility to provide for the family rests solely with men. Al Lily (2016) further explained that gender roles in Saudi Arabia is divided into the domestic and public domains. According to him, the domestic domain is associated with women who have duties such as cooking for the family and decorating the house. Contrastingly, the public domain is associated with men, who reserve duties such as buying home supplies and groceries.

The sample of SWE prefer to keep their business activities private, particularly from extended family, and consider Instagram a useful means of running their businesses smoothly without judgement or cultural stigmas. Nieva (2015) adds that Instagram is adopted by these women who have strict families and who fear cultural scrutiny, but who still wish to join the business

sphere and share their creativity, as a tool to sell and market their products and services online. Istvanova (2014) explained that Instagram, and other similar tools, provides these women with anonymity and the necessary customer connectivity that would otherwise be a challenge to achieve.

These realities informed the researcher of the heavy impact gender roles, constructs and family dynamics have on SWE and their businesses. The researcher also found that Instagram as a tool helps women to overcome judgement and cultural stigmas, which enables SWE to run their businesses anonymously.

The Need for Privacy and Security in Saudi Society

One of the challenges that SWE face is the need for privacy and security in Saudi society. Saudi society greatly values privacy; they prefer to maintain strict personal privacy and do not want their businesses to interrupt their everyday routines. As previously mentioned, the SWE prefer to stay anonymous to avoid culturally informed repercussions and judgement. Customers also value privacy, and trust that SWE will also keep their personal information private and confidential. This challenge affects women's ability to start and run a business for fear of being known by outside sources (Saudi Gazette, 2016). Families in the KSA tend to value their privacy and hence want to keep their family matters out of the lime light (Saudi Gazette, 2016). A study by Layli (2011) reiterates the need for privacy within Saudi society. He explained that this need has permeated into the structure design of homes, evident in the standard of having high barrier walls. Keegan and Green (2011) mentioned that the KSA adheres to the rulings of the Islamic religion, which plays an important role in the Arab culture in terms of determining what is considered culturally acceptable and culturally forbidden. By operating their businesses on Instagram, a virtual barrier is created which maintains the required level of privacy as dictated by Saudi society.

6.2 Adopting Instagram to Overcome Challenges

It is evident in the findings that SWE did not make any immediate changes required immediately after the adoption of the technology itself. They did not buy new PCs or smartphones, and instead carried on using their existing PCs, smartphones and cameras by simply installing Instagram onto those devices. The changes did not necessarily relate directly to the adoption of the tool, but instead related to the purpose for which the tool was adopted. The additional changes required were due to the specific nature of their businesses. As Pierson

(2006) demonstrated in his theory of “professional domestication”, the adoption of the tool via existing ICT will be sufficient and will not require further spatial adjustments until the need for expansion for increased development arises.

The findings also showed that Instagram in the KSA is commonly accepted as a market space, more than any other social media platform. As such, all of the respondents stated that they adopted Instagram as a ‘marketing space’. So when people realize they want to buy a product they immediately look on Instagram as it is filled with business accounts. According to Hanna et al. (2011), social media applications have transformed marketing, advertising, public relations and a wide range of other commercial procedures. Klie (2015) stated that, the staggering number of Instagram users following businesses have exceeded other social media applications.

The findings reported that adopting Instagram also enables the women to easily connect with their customers on a regular basis. For example, they can easily log into their accounts at intervals to check on new orders and even add their new products as images without having to travel long distances to make the sale. Istvanova (2014) supported that the success of a business relies on the need for the entrepreneurs to effectively and continuously communicate with their customers. Therefore, Saudi Arabian women adopt Instagram to help them communicate easily with their customers. Ease of communication is effected due to the fact that SWE and their customers can access the site through smart phones which is easily available to them.

Furthermore, Instagram allows SWE to create business names that retain their own anonymity to ensure the smooth running of their businesses via the platform, and thereby allowing them to contact customers even though their true identity remains concealed. They prefer to keep their business activities private, particularly from extended family, since it ensures the smooth running of business without judgement and cultural stigmas. On the same note Ruhman (2015) stated that SWE can adopt this tool to sell their products anonymously, they can use different names and other aliases to sell their products and merchandise online. According to Alzaharani (2012), Instagram supplies an easy means for customers and business owners to conduct their transactions such as displaying their products through pictures, making purchases and having the goods delivered on time, without raising an alarm in a culture that is only just beginning to fully accept women entrepreneurs.

However, McKenna (2009) pointed out that other Saudi women do not support SWE succeeding in business, they act to the detriment of SWE by instead supporting enterprises that are operated by men. However, the findings of this study challenged this statement when the researcher found that SWE have often inspired and encouraged other Saudi women to start up their own businesses through Instagram and to adopt it as an advertising tool. SWE encourage other entrepreneurs to advertise their Instagram accounts via other social media platforms, endorse other business accounts and even share followers. Swapping advertisements between SWE through Instagram is one of the more popular strategies that help them to promote their businesses. They advertise each other's businesses in order to share followers, but also to avoid paying for advertising. In addition, since women are not allowed to drive in the KSA, SWE use couriers to do their deliveries for them. Al Lily (2011) supported that women rely completely on chauffeured vehicles for transport because they are not allowed to drive. As a result, many couriers have started their own Instagram accounts to support SWE and help ease their unique situation. Since SWE are running businesses on Instagram, couriers are using the situation to their advantage by creating agreements with SWE to deliver their products to customers.

In addition, a relationship exists between Instagram and the WhatsApp application. This has stemmed from the anonymous aspect of Instagram creating a limitation where customers do not know who the SWE are unless they actually place an order and speak to them, and vice versa. The majority of participants in this study are using WhatsApp in conjunction with Instagram for orders and requests from their customers. They prefer WhatsApp for serious dealings and sales because WhatsApp shows the customer's number, which helps them identify and communicate by texting or phoning. They cannot adopt Instagram alone because it does not cater for this type of communication. Ruhman (2015) mentions that to better promote online businesses through Instagram, the Saudi Arabian women can utilize the ability to combine Instagram with other social media platforms such as Facebook, Twitter, and WhatsApp. This will help solve some of the issues regarding trust, such as customers' fears that business accounts may be fraudulent or running a scam. It will also help aid SWE who consider having their customers' details and location essential to building trust and confirming the legitimacy of their customers. Knowing that they have given their contact details and location proves that they are real customers with serious orders. Therefore, SWE have combined Instagram with other social media such as WhatsApp. In order to instil trust and confidence in their customers, SWE display their WhatsApp numbers and Maroof certification on their Instagram bios. The Maroof service in general is used for building trust with customers.

The Ministry of Commerce and Investment encourages online business owners to register themselves and add their social networking accounts and all of their contacts onto the “Maroof” website, the free e-service they are offering (“Maroof an Initiative to Support E-Commerce in the Kingdom”, 2016). Once business owners have uploaded all of their information, they are then awarded the “Maroof” logo, and everything is made accessible to their customers via a link. This e-service creates a platform on which customers can share their comments, evaluations and purchasing experiences regarding the quality of the SWE-run e-Stores. Moreover, Maroof affords the SWE the opportunity to market their stores, goods or services (“Maroof an Initiative to Support E-Commerce in the Kingdom”, 2016). Around 88% of consumers rely on online reviews (Hinz, 2016). This means that SWE can ask previous clients to send them feedback and allow potential clients to read them. Charlton (2015) suggested that there are great benefits to applying for symbols or awards that confirm the excellence of their services or products.

Furthermore, the appearance of the Instagram page may also influence the trust of the customers (Suresh, 2015). The researcher found that making the Instagram page look professional, in addition to displaying a WhatsApp number and Maroof logo, may make customers assume reliability. As a result, trust between customers and the SWE are enhancing which guarantees the data confidentiality of its users.

6.3 Advantages of Adopting Instagram

SWE adopt Instagram for advertising and because its features are easy to use. SWE are able to display images of their products or services, as well as the name and description of their businesses. They can also add their WhatsApp numbers on their Instagram bios for formal communication regarding orders and further inquiries. In addition, SWE make efforts to produce quality images of their products or services that consider image composition, in order to gain increased exposure. Wally and Koshy (2014) added that Instagram is a photo sharing application that gives products and services more than 25% engagement compared to other social media. It has roughly 70% female users and 30% male users. 50% of the top brands use Instagram as a platform for marketing which in turn popularizes it for marketing businesses online in general. Together with the growth of the visual web and social media usage by businesses in the KSA, having a significant influence on brand reputation and being an entirely

visual and mobile platform, Instagram has become a market place for displaying, advertising and purchasing items (Faraj, 2014). This makes it easier to brand and advertise products through referrals from one Instagram user to another, as social media becomes the emerging voice of brands. An exploratory study done by Wally & Koshy (2014) analysed the motivations of Emirati women who selected Instagram to advertise their businesses. The study considered nine successful entrepreneurs who market their businesses through Instagram. The study found that Instagram was effectively utilized by Emirati women (from United Arab Emirate), specifically for home-based businesses. Studies also revealed that Instagram is an important platform for business opportunities that makes it possible for entrepreneurs to reduce the costs of advertising, transportation, and renting a business premises (Al-Daraiseh et al., 2014).

The SWE in the study compared Instagram to other social media platforms and praised it for its flexibility and unique display of pictures. Malin (2014) and Klie (2015) explained how photos can be uploaded quickly and directly from picture galleries or folders on devices, and also taken using a camera function on Instagram itself. The photo filter is Instagram's most unique feature in which a digital layer is added to an original photo, providing the image with a professional appearance, as if taken by an expert photographer.

Other key advantages of adopting Instagram is there being no time restrictions regarding when they can use it. The findings show that Instagram allows for flexible time management, aligned with household and entrepreneurial duties. Instagram is flexible, allowing SWE to work on their businesses at any relevant time, and to postpone taking orders if they are busy at home, have familial priorities or are studying. Instagram allows them to multitask and manage their time according to their lifestyle. For example, women can do their household duties such as taking care of their children and husbands, and promoting their businesses at the same time from the comfort of their homes. This however, requires effective planning and execution (Pinkham, 2015). The findings suggest that the use of Snapchat is difficult for marketing, and instead has been appropriated for personal use. Piwek and Joinson (2016) explain that users have to upload short video clips or post a photo of their daily lives that is then refreshed every 24 hours. For this reason, SWE found Snapchat difficult because daily posts require a lot of effort. Instead, they prefer Instagram which allows them to include their businesses in their already busy schedules. Piwek and Joinson (2016) also note that Snapchat is more common amongst adolescents, and groups of close friends and family, since it provides a more amusing and entertaining means of messaging compared with many other applications. As a result, SWE

adopt Instagram as a platform to post and display their goods and services, with the timeline serving as a type of database for their products.

6.4 Challenges of Adopting Instagram

Lack of Time to Answer All Inquiries

SWE reported that they are often faced with large amounts of inquiries which they cannot possibly fulfil while still maintaining their daily routines. As mentioned before, Instagram is flexible, allowing SWE to work on their businesses at any relevant time and to postpone taking orders if they are busy at home, have familial priorities or are studying. The researcher found that Instagram can be adopted at any time and this could be seen as an advantage. But it also means that customers can post queries at any time, which results in SWE not having enough time to answer all of them. Singh (2013) considered social responsibilities a challenge to the families of women entrepreneurs who are married and have children. Lack of time is still a challenge that SWE face even after adopting Instagram. In response, SWE adapt their business hours according to their personal schedules, limit their internet access or announce the closing of their business for certain periods of time.

The Need for Uniqueness

SWE are faced with the challenge of having to stand out and differentiate themselves from other similar businesses on Instagram. Since running a business via Instagram has become easy and accessible, there has been an increase in the number of accounts being opened for that purpose. As a result of this steep influx, SWE have to ensure that their businesses are advertised in a unique way in comparison to others who offer the same product or service online via Instagram. This requires that they constantly update and improve their products and services for added value. Miles (2013) stated that it is the job of the marketer to develop unique selling propositions, diverse and impressive enough that customers can easily see what your business is offering that others do not have. According to Abu-Saifan (2012) Theodore Levitt, a senior professor at Harvard Business School, also stated that product differentiation is one of the most significant strategic and tactical areas where companies are expected to persistently engage. So in order to stand out in a crowded market place, it is imperative that the business has a characteristic that is easy to remember.

As a result, customers may have difficulty deciding which offer on the market deserves their valuable time, money and trust. The process of product selection can be a challenging task for

customers that lack the experience of differentiating the products of one competitor from another. Therefore, SWE should focus on the quality of their products and services for business growth.

Cancellation of Orders

Many of the SWE complained about customers who cancel their orders at the last minute or fail to notify them that they no longer need or want their product. However, Consumer Rights (2016) stated that consumers, in general, have the right to forfeit or cancel their orders. This does not only apply to physical shops, but also to online shopping businesses that are localized on Instagram or WhatsApp. Consumers also have the responsibility of making the business entrepreneurs aware of any cancellation through mail or by writing (Spang, 2014). The findings showed that when SWE confront customers about cancellations, customers avoid them, do not answer their calls or block them on WhatsApp. Some of them have managed to overcome this obstacle by introducing the condition that customers pay a portion of the total fee before they start preparing the order. This is effective for some with the sales of clothing, creative designs, cosmetics and buffets. However, this has proven to be ineffective for some, especially for small scale caterers. As such, it would be better to evaluate their business strategies closer and reconsider possible solutions. According to Luk (2013), people may cancel their order if they do not realize the value of their purchase. This, can also be referred to as buyer's remorse. This issue can likewise be addressed by solidifying the sales, by asking the customers why they are purchasing the products or services. This will lead them to have a better understanding of the value of the purchase (Anderson, 2013).

The researcher found that cancellation of orders is both a right and responsibility that needs to be communicated between SWE and their customers. SWE also need to communicate the value of purchases to their customers, in order to offer the customer the opportunity to cancel their order if they are no longer interested. It is best for SWE to avoid these situations if possible, because the repercussions could cost them a lot of time, money and effort. Yet, it is still the responsibility of the customer to indicate to the SWE any cancellation, where SWE have made efforts to reach them.

Lack of Business Rights and Protection

According to the study, some participants proposed that Instagram should include commercial liberties for entrepreneurs, with added features specifically tailored to resolve some of the challenges faced by those who adopt Instagram as their primary business account. The researcher found this to be one of the more problematic challenges faced by SWE, namely attack on reputation and plagiarism. Participants complained that they are annoyed at followers who type negative comments and at having their accounts hacked, which ultimately affects the reputation of their businesses and diminishes their customers' trust in them. Many of the participants fear having their accounts hacked. If this happens, they do not know how to deal with the hacker, or how to recovering any of their information. Similarly, Instagram has no means of backing up information, which could be problematic for SWE and their businesses. The researcher attempted to follow Instagram's protocol by simulating having a hacked Instagram account and following the steps to regain access. She found that one simply has to wait for the Instagram company to analyse the situation and report back if the account has indeed been hacked or not ("Instagram Help Centre", 2016).

In addition, participants mentioned that they are annoyed at the plagiarism of their photos and ideas, which occur since there are no formal legislations regarding these matters. Stelzner (2012) mentioned that the significance of intellectual property for a business cannot be underestimated; this assures customers that the products or services they are purchasing are of high-quality standards.

Some participant SWE are not well enough informed as to how they can properly protect their accounts or how to report any incidents to the Instagram company. The researcher found that Instagram was not intended to be a tool for business, but people have adapted it to their own needs in online businesses and marketing. And as a result, it does not have all the required features, a challenge which is felt in practice.

Chapter 7: Conclusion

This chapter concludes the study, by re-stating the objectives and what was achieved in each one. Recommendations and the limitations are then stated.

7.1 Summary of Research Problem and Purpose of the study

Many Saudi women have the financial power and mobility to operate their own businesses, but few are entrepreneurs. This is due to there being many challenges to Saudi women entrepreneurship that discourage women entrepreneurs from investing in the Kingdom of Saudi Arabia. Many of them are aiming to start their own businesses and are ready to overcome the obstacles and restrictions imposed on them. Research concerning women entrepreneurship is being increasingly conducted by economists and other social scientists due to the steadily emerging influence of such entrepreneurship around the world. However, there continues to be a paucity of research on the business strategies of women entrepreneurs and the business-related obstacles they encounter. In addition, the presence of research data involving Arab women entrepreneurs, and especially Saudi women entrepreneurs, are very limited. Therefore, the target population for this study are Saudi women entrepreneurs who run their businesses through Instagram in the Kingdom of Saudi Arabia.

In addition, most research papers are focused on quantitative approaches for collecting data. For this reason, the researcher intends to adopt a qualitative approach in this study. Qualitative interviews have been conducted for this study. It helps researchers understand people and the social and cultural contexts within which they live, which was appropriate to this study. The data of this study was gathered through semi-structured interviews, with a sample of 20 SWE; interviewees were drawn using snowball and purposive sampling techniques.

Since social media platforms in the KSA serve a wide range of purposes, many social and culture constraints are associated with the particularities of social media usage in Saudi Arabia. Various challenges influence marketing and advertising on social media, among businesses. These include social and culture challenges, online security concerns and the verity of information regarding services and products being marketed on social media, all of which need to be taken into account when marketing products and services on social media. Saudi women are the most affected by these constrains. Indeed, Saudi women have felt that social and culture challenges have significantly limited their social media adoption. However, there are many examples of these women who have created their own businesses, whose focus varies from fashion and cosmetics to cuisine and catering enterprises. They adopt social media platforms,

like Instagram, to market their businesses. Instagram has attracted huge numbers of users and is one of the fastest growing social media platforms in the world. 50 million users were generated in less than two years, which later increased to 150 million users in September of 2013.

The research approach of this study was deductive in terms of the domestication theory which primarily allowed the researcher to understand the adoption of media technology in the complex structures of everyday life situations, while taking into consideration the interpersonal relationships and the social background of the subjects. The domestication theory is essential to understanding the process of domesticating technologies, users' experiences and how they relate to those technologies and use them.

7.2 Summary of Research Objectives

Instagram is viewed as a powerful tool to overcome social, culture and economic challenges.

The research objectives of the study were:

- To examine the challenges women entrepreneurs face in their businesses in the KSA
- To examine how social media, Instagram in particular, can be adopted to overcome the challenges faced by women entrepreneurs in the KSA.
- To investigate the advantages incurred by women entrepreneurs in the KSA from adopting Instagram and how it helps in business.
- To examine the challenges incurred by women entrepreneurs in the KSA after adopting Instagram.

7.3 Summary of Methodology

This study follows a subjectivist approach. Subjectivism depends on participants' opinions as well as researchers' analysis and beliefs, whereas objectivism depends on observations, measurable data and facts. The study is exploratory in nature because the researcher attempted to explore business challenges that SWE face, and understand how Instagram is being adopted as a tool by them in order to overcome business challenges. This research was interpretive and qualitative. The research strategy used semi-structured interviews of women entrepreneurs in the Kingdom of Saudi Arabia. Thematic analysis was used for analysing the data collected in order to extract codes and configurations of business challenges. The research was conducted using a cross-sectional time horizon which refers to the collection of data within a particular period of time, which normally does not exceed one month.

7.4 Summary of Findings

Table 8: Summary of the Findings

Commodification Process	
Q1	How do SWE adopt Instagram to overcome challenges which they face in the day to day running of the business?
Objective	<ul style="list-style-type: none"> To examine the challenges SWE face in their business in the KSA
Business challenges :	
Lack of business experience	
Registration Stringent Requirements for Business Registration	
Financial Constraints	
Poor Communication & Access to customers	
Judgement by Society	
The Need for Privacy and Security in Saudi Society	
Appropriation Process (Objectification and Incorporation)	
Q2	What challenges do SWE incur while adopting Instagram for their business in the KSA?
Q3	What benefits do SWE incur while adopting Instagram for their business in the KSA?
Q4	How do SWE overcome the challenges faced while adopting Instagram in their business in the KSA?
Objectives	<ul style="list-style-type: none"> To examine how social media, in particular, Instagram, can be adopted to overcome the challenges faced by women entrepreneurs in the KSA. To investigate the advantages incurred by women entrepreneurs in the KSA from adopting Instagram and how it helps in business. To examine the challenges incurred by women entrepreneurs in the KSA from adopting Instagram.
Instagram challenges :	
Restrictions by the Community	
Lack of Time to Answer all Enquiries	
Cancellation of Orders	
Lack of Business Rights and Protection	
Trust Issues	
Benefits :	
Using Instagram as a Marketing Space	
Flexibility in Daily Life When adopting Instagram	
Conversion Process	
Q3	What benefits do SWE incur while adopting Instagram for their business in the KSA?
Objectives	<ul style="list-style-type: none"> To investigate the advantages incurred by women entrepreneurs in the KSA from adopting Instagram and how it helps in business.
Benefits :	
Advertising and Promoting	
Sharing Followers	
Endorsement	
Participating in Bazaars	
Couriers	

7.5 Recommendations

7.5.1 Policy and Practice

The research study has provided many findings, and the researcher has linked the evidence to themes that emerge from the analysis. The following section describes how the contributions are beneficial for SWE, Instagram developers and researchers.

Social media has become one of the most valuable marketing assets, specifically for SWE. Not only do SWE benefit by reaching their audience in a new and interactive way, they can also list their products and adopt the social media platform as a database that their clients can easily reference. It also helps to navigate through certain challenges which are unique to SWE, and helps to make the business process more stream-lined. It keeps entrepreneurs up-to-date with the Saudi market. Therefore, business development service providers, government initiatives and other support initiatives in KSA should emphasise how valuable the adoption of social media is and how women entrepreneurs can leverage these technologies to do business and navigate through business challenges that they face. These service providers and initiatives should also support women entrepreneurs and reduce the difficulties of gaining loans which can help SWE start up or improve their businesses.

This study has provided a view of the benefits of the adoption of Instagram in business. SWE need to be active on Instagram to interact with followers, keep the followers updated and work hard to create quality images. They should take lots of pictures, while considering composition and lighting. SWE should add a competitive advantage to their businesses before rushing to create an Instagram account, because there a lot of competitors and similarities between the kind of businesses.

SWE should also be well informed of other social media benefits. They should keep up-to-date with free digital marketing tools which can impact their businesses, and follow up on the most popular and latest social media platforms Saudi Arabians are using. SWE should also rethink who their target audiences are, which type of social media to use to reach their audiences, what excites their audiences and what are the best ways to market goods and service through social media. It could be stories narrated, the quality of photos which they post, sharing their experiences, posting lifestyle images, or posting inspirational images that captures their audiences.

Instagram provides businesses with many useful tools. Yet, these business tools could be improved to support SMEs, such as offering Arabic language support to help SWE better understand and use these tools to improve their businesses. This research study showed many challenges with regards to Instagram which caused the researcher to have concerns. Although, the researcher admires the rapid improvements made by the developers of Instagram, which suggests that some of the issues facing businesses on Instagram could potentially have already been solved since the last update. For this reason, SWE should become familiar with and constantly check for the latest Instagram updates which could be relevant to their businesses.

Moreover, the use of domestication theory in this study can be considered imprecise and indistinct with regards to how the stages are entered into, as they are blurred when applied to Instagram; for example, research question 3 was answered in both the appropriation and conversion stages. Additionally, in many previous studies domestication theory was applied to tangible technologies. So, it was quite difficult to apply domestication theory to an intangible technology (Instagram). For example, in the objectification stage, the user establishes the role the technology plays in their life and where it is placed and displayed. However, given the purpose for which the technology was adopted, specific changes were required in the case of SWE. SWE made physical changes to their homes to adapt their space to the needs of their businesses. So, the changes that did occur did not necessarily relate directly to the adoption of the technology, but instead to the purpose for which the technology was initially adopted.

7.5.2 Future Research

In July of this year, 2016, Instagram made a great advancement, with promise for its future possibilities, when it launched business profiles ("Instagram", 2016). This enables users to convert their current Instagram account profiles into business accounts. It has special features which would be useful for entrepreneurs such as adding contact information, viewing insights about posts and followers and promoting posts from within the Instagram application ("Instagram Business Tools", 2016). Therefore, future research may expand the study, by looking in depth at business profiles on Instagram. It would enable women entrepreneurs to gauge the competency of Instagram. Researchers are advised to adopt qualitative methods to be able to capture more scrupulously the opinions of SWE. The findings from such a study will yield interesting insights.

In addition, studies by Dacin, Dacin, and Tracey (2011) who examine theoretical foundations that can be used in research on social media in the context of international advertising research,

could have also enriched this study. The researcher recommends that other academic researchers conducting further studies that look at Saudi culture and society should take into consideration its conservative and private nature. Especially with regards to the status and of Saudi women, it is recommended that the researcher conducting interviews should also be female and should contact them telephonically.

7.6 Limitations of the Study

The first limitation of this study would be that the sample size was taken mostly from eastern cities in the Kingdom of Saudi Arabia; hence caution should be taken in generalising the findings of this study. Any future study should be carried out from an Arab native researcher to ensure they are familiar with the culture, language and for ease of data collection from Saudis.

In addition, the cross-sectional timeline of this study should also be taken into consideration. The study was conducted based on the Instagram application (last update: June 2016), and the current situation and state of SWE. Therefore, the challenges regarding the businesses and Instagram are expected to show change over time.

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Appendices

Appendix A: Consent Form



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15 March 2016

Request to conduct research and interview participation consent form

Dear Madam,

In terms of the requirements for completing a Master Degree in Information Systems at the University of Cape Town a research study is required.

The researcher, in this case Nawal Al-Haidari, has chosen to conduct a research entitled '*The Use of Social Media in Business by Women Entrepreneurs in KSA: The case of Instagram*'.

The researcher would like to request your consent to participate in this study. The research objectives of this study are to:

- To examine the challenges women entrepreneurs face in their business in KSA
- To examine how social media, in particular Instagram, can be used to overcome the challenges faced by women entrepreneurs in KSA.
- To investigate the advantages incurred by women entrepreneurs in KSA from using Instagram and how it helps in business.
- To examine the challenges incurred by women entrepreneurs in KSA from using Instagram.

Your participation in this research is voluntary. All information will be treated in a confidential manner and used exclusively for the purpose of this study. No individual names will be recorded or published. You will not be requested to supply any identifiable information, ensuring anonymity of your responses. You can choose to withdraw from the research at any time for whatever reason, in accordance with ethical research requirements.

Interviews which will be conducted through tele communication or calls through social media. The interviews will last 45 minutes. If you are willing to participate in this study, kindly sign the attached form and return to me at your earliest convenience.

Should you have any questions regarding this research, please feel free to contact me on +966539202280 or email: alhnaw001@myuct.ac.za

Your participation in this study would be greatly appreciated, but is entirely voluntary.

Sincerely,

Nawal Al-Haidari
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Email: mc.tanner@uct.ac.za

Research Participant Consent Form

I, _____, consent to participate in the research on *The Use of Social Media in Business by Women Entrepreneurs in the KSA: The case of Instagram*'. I am aware that participation is voluntary and that I may choose to withdraw from this study at any time, should I choose to do so.

Signature _____

Date

Appendix B: Interview Procedure

1	STEPS FOR CONDUCTING THE INTERVIEWS
	<ul style="list-style-type: none"> 1.1 Greet the participants and introduce self 1.2 Request permission to conduct interview 1.3 Obtain consent from the participant 1.4 Describe the interview process 1.5 Ask permission to record and confirm consent 1.6 Ask the questions as per guide and ask follow up questions 1.7 Make observations 1.8 Write notes / answers / observations where possible 1.9 Allow participant to ask questions 1.10 Summarise and verify key points with participant 1.11 Thank the participant for their time
2	AFTER THE INTERVIEW
	<ul style="list-style-type: none"> 2.1 Reconcile notes / observations with recordings. 2.2 Transcribe recordings 2.3 Keep the data in a secure place

Appendix C: The Interview Questions

Demographic Information

1. What is your role in the family and marital status?
6. What is your level of education /qualification?
7. What is the name of your business?
8. Can you tell me about your business; what goods and/or service do you offer?

Stages of Dimensions Theory	Interviews Questions	Objectives Research
Commodification	<ol style="list-style-type: none"> 1. What was your view of Instagram before running your business via Instagram? 2. How did you hear about it? 3. How well did you understand Instagram before using it in your business? 4. What challenges (culturally, economically, politically) would you face if run your business before adopting Instagram? 5. What objectives did you want to achieve for your business before adopting Instagram? 	1

Stages of Dimensions Theory	Interviews Questions	Objectives Research
Objectification	<ol style="list-style-type: none"> 6. Did your business start before adopting Instagram? 7. If yes, what were the changes made to your business processes and management after the adoption of Instagram? 8. If no, how did you start your business with the adoption of Instagram? 9. How long have you been using Instagram for your business? 10. What were the spatial changes to your home after the adoption of Instagram for your business? 11. Does Instagram help you to overcome any challenges? How? 	2, 3,4

Stages of Dimensions Theory	Interviews Questions	Objectives Research
Incorporation	<ol style="list-style-type: none"> 12. How do you adopt Instagram in the day to day running of your business? 13. How do you use Instagram in your formal and/or informal routine? 14. How would you compare Instagram to other social media platforms? And what makes Instagram unique in terms of its usability for entrepreneurs? Why? 15. Do you encounter any socially and culturally sensitive issues when adopting Instagram for your business? 16. What social considerations encourage and/or limit the growth of Instagram usage amongst SWE? 17. How do you think Instagram affects customer or client engagement with women entrepreneurs in KSA? 18. Do you face any challenges when adopting Instagram other than the above mentioned? 19. How do you communicate with your customers and expand your market via Instagram? 20. What customer related challenges have you faced regarding your business use of Instagram and how have you overcome them? 21. To what extent does the Saudi Arabian public encourage women entrepreneurs to adopt Instagram for their businesses? 22. If you could change a few features of Instagram, what would they be? 23. Do you face any challenges when adopting Instagram for marketing your goods or service? 	2, 3, 4

Stages of Dimensions Theory	Interviews Questions	Objectives Research
Conversion	<ol style="list-style-type: none"> 24. Do encourage your customers and other SWE to adopt Instagram application? 25. Has Instagram positively contributed to the success of your business? How so? 26. How do you tell people about the benefits of Instagram? 27. How do you promote the fact that you use Instagram for your business? 	3

Appendix D: Translated approval form King Abdullah Institute for Research & Consulting Studies in the Kingdom of Saudi Arabia

1



OFFICE OF THE CHIEF JUSTICE
REPUBLIC OF SOUTH AFRICA

REGISTRAR OF THE WESTERN CAPE HIGH COURT:

CAPE TOWN

GRIFFIER VAN DIE WESKAAP HOË HOF: KAAPSTAD

*Private Bag X 9020, CAPE TOWN, 8000 · 35 Keerom Street, CAPE TOWN
Tel (021) 480 2411, Fax (021) 423 0412*

ENQUIRIES: MR. M. MIA DATE: 05FEBRUARY 2016 REF: - 1/3/2

AUTHENTICATION OF SIGNATURES

I, MOEGAMAT MIA acting in the capacity of **REGISTRAR** at the **WESTERN CAPE HIGH COURT; CAPE TOWN**; do hereby certify that

ABDALLA BASHIER

Whose signature appears on the document(s) hereto is an **SWORN TRANSLATOR** practicing as such at the **WESTERN CAPE HIGH COURT, CAPE TOWN, WESTERN CAPE SOUTH AFRICA; REPUBLIC OF SOUTH AFRICA.**

GIVEN UNDER MY HAND and **SEAL OF OFFICE** at **CAPE TOWN**, in the Province of the Western Cape on this **05TH** day of **FEBRUARY** in the year Two Thousand and Sixteen (**2016**).

124/2016

**REGISTRAR: HIGH COURT
CAPE TOWN: SOUTH AFRICA**

RE	COURT
2016 -02- 05	
CAPE TOWN/KAAPSTAD	
GRIFFIER: HOOGGEREGSHOF	

THE HIGH COURT OF SOUTH AFRICA, WESTERN CAPE
DIVISION OF CAPE TOWN
ABDALLA BASHIR - SWORN TRANSLATOR

Practice No: 4450/13
Cell phone: 071-136 3835
Tel: (021) 461-3126
E-mail: abdallambashir@gmail.com

King Abdullah Institute for Research & Consulting Studies
King Saud University

To Whom It May Concern

University of Cape Town

We have informed about your letter dated 25/11/2015, which includes the permission to conduct personal interviews with business women in Saudi Arabia. In order to enable the student **Nawal Nasser Omar Al Haidari**, passport number (04148963) and an academic number (ALHNAW001) to complete her research project to obtain a **Master in Information Systems**.

We inform you that King Abdullah Institute for Research & Consulting Studies is aware of the importance of this study. This permit and approval were given based on her request.

Good luck

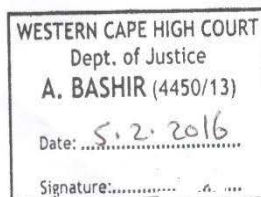
Signed by:

Dean of Institution

Prof and Dr. Saeed Ben Fayez Al Saeed

Certified by Official Seal of:

King Abdullah Institute for
Research & Consulting Studies





معهد الملك عبد الله للبحوث والدراسات الاستشارية
King Abdullah Institute For Research & Consulting Studies
جامعة الملك سعود King Saud University

إلى من يهمه الأمر في جامعة كيب تاون

اطلعنا على خطابكم المؤرخ في ٢٥/١١/٢٠١٥ والذي يحتوي على طلب إذن بإجراء مقابلات شخصية مع سيدات الأعمال في المملكة العربية السعودية.

و لكي تتمكن الطالبة / نوال بنت ناصر الهيدري حاملة جواز رقم ٠٤١٤٨٩٦٣ و الرقم الأكاديمي ALHNAW001 من إكمال بحثها العلمي لدرجة الماجستير في نظم المعلومات نفيدكم بأن معهد الملك عبد الله للبحوث والدراسات الاستشارية يعي أهمية هذا الموضوع ، وبناءً على طلبها أُعطي هذا التصريح والموافقة .

والله الموفق ،،

عميد المعهد

أ.د. سعيد بن فايز السعيد

الختم



Appendix E: Approved ethics application



Faculty of Commerce

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 E-mail: com-faculty@uct.ac.za
 Internet: www.uct.ac.za



@Commerce_UCT



UCT Commerce Faculty Office

24 June 2016

Ref:1805201601

Nawal Al-Hladari

Project title: The Use of Social Media in Business by Women entrepreneurs in KSA: The case of Instagram

Dear Researcher,

This letter serves to confirm that this project as described in your submitted protocol has been approved.

Please note that if you make any substantial change in your research procedure that could affect the experiences of the participants, you must submit a revised protocol to the Committee for approval.

Regards,

Ms. Samantha Alexander
 Administrative Assistant
 University of Cape Town
 Commerce Faculty Office
 Room 2.24 | Leslie Commerce Building

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