

**AN EXPLORATORY STUDY OF ENTREPRENEURIAL STRATEGIES  
EMPLOYED BY AESTHETICS BUSINESSES IN LIMPOPO PROVINCE, SOUTH  
AFRICA**

by

**KHOMANANI FREDRICCA MBHIZA**

MINI-DISSERTATION

Submitted in partial fulfilment of the requirements for the degree of

**MASTER OF BUSINESS ADMINISTRATION**

in the

**FACULTY OF MANAGEMENT AND LAW**

**(Turfloop Graduate School of Leadership)**

at the

**UNIVERSITY OF LIMPOPO**

**SUPERVISOR: Prof. MX Lethoko**

**2025**



## **DEDICATION**

To my kids especially my beloved daughter, Hlengi, whom I carried with me through classes and welcomed into this world just days before my final exams. I am grateful that you are here to witness my hard work and commitment, even while I was expecting you. Thank you for being a constant reminder of my strength and determination. Your presence has made every sacrifice worthwhile.

To my Lord and Savior,

God, thank you for the Alpha and Omega anointing and for bestowing upon me the grace to complete my MBA in record time. Your guidance and support have been my foundation.

## DECLARATION

I declare that AN EXPLORATORY STUDY OF ENTREPRENEURIAL STRATEGIES EMPLOYED BY AESTHETICS BUSINESSES IN LIMPOPO PROVINCE, SOUTH AFRICA is my own work and all the sources that I have used or quoted have been indicated and acknowledged by means of complete references and that this work has not been submitted before for any other degree at any other institution.



Mbhiza, KF (Mrs)

30 April 2025

Date

## ACKNOWLEDGEMENTS

I want to thank the following people for their respective contributions to this dissertation:

- My husband, Dr. Ndabazihle Freeman Mbhiza, for his unconditional love, support, and encouragement.
- My four children, Nsovo Chad, Zinhle Risuna Bianca, Musa Sean, and Hlengi Ndzalo, for their support and understanding.
- My parents, Nimrod and Winny Maluleke and three siblings, Tintswalo, Linda and Shongi, support and assist with the new baby during my studies.
- A special thank you to my supervisor, Professor Mankolo Lethoko, for her guidance, support, and encouragement.
- To Dr Valentine Bilankulu for her constant support and being always available.
- My cousin, Tiyani Baadjie, for her continuous support and encouragement.
- Aesthetics Entrepreneurs in Limpopo Province, the Mopani district and Polokwane, for taking time off their busy schedules to participate in the study and for giving me permission to conduct the study.
- My former MBA syndicate 2023, Nyathikazi Senzo, Dr Marabe Mothiba, Kagiso Ramaphakela, Delight Masoko, Mukondi Nekhwevha, Clifton Maswanganyi and Khutso Mabela.

## **ABSTRACT**

This study investigates the marketing strategies employed by aesthetic entrepreneurs in Limpopo Province, focusing on the innovative approaches they adopt to enhance their market presence. The study employed quantitative research methods within an exploratory framework, semi-structured face-to-face interviews were conducted with participants from the industry. Findings indicate that integrated marketing strategies utilizing social media platforms, such as Instagram and Facebook, along with word-of-mouth referrals and an informative website, are particularly effective. The data suggests that businesses that focus on aesthetics can benefit from these digital marketing avenues by promoting special offers, sharing positive customer testimonials, and actively engaging users through interactive content. Recognizing the unique skincare needs of African women in Limpopo presents a significant opportunity for tailored service offerings. The study highlights the potency of digital marketing in reaching a wide, tech-knowledge audience, thus emphasizing its relevance across various sectors, including aesthetics. The recommendations include expanding feedback mechanisms beyond traditional suggestion boxes to improve visibility and foster deeper connections with clients. This research contributes to the understanding of contemporary marketing practices in expanding the industry, informing both current entrepreneurs and those seeking to enter the aesthetic market.

**Keywords:** Aesthetics entrepreneurs, Aesthetics medicine, none-invasive procedures, marketing strategies.

## **ACRONYMNS**

|                |  |
|----------------|--|
| <b>HCPs</b>    | Healthcare Professionals                   |
| <b>HPCSA</b>   | Health Professions Council of South Africa |
| <b>SMMEs</b>   | Small Medium and Micro Enter prices        |
| <b>RSA</b>     | South Africa                               |
| <b>SDGS</b>    | Sustainable Development Goals              |
| <b>STAS SA</b> | Statistics South Africa                    |

## TABLE OF CONTENTS

### CONTENTS

|  |            |
|--|------------|
| <b>DEDICATION</b> .....                                      | <b>i</b>   |
| <b>DECLARATION</b> .....                                     | <b>ii</b>  |
| <b>ACKNOWLEDGEMENTS</b> .....                                | <b>iii</b> |
| <b>ABSTRACT</b> .....  | <b>iv</b>  |
| <b>ACRONYMNS</b> .....                                       | <b>v</b>   |
| <b>TABLE OF CONTENTS</b> .....                               | <b>vi</b>  |
| <b>LIST OF TABLES</b> .....                                  | <b>xii</b> |
| <b>CHAPTER ONE</b> .....                                     | <b>1</b>   |
| <b>INTRODUCTION AND BACKGROUND</b> .....                     | <b>1</b>   |
| 1.1. INTRODUCTION AND BACKGROUND .....                       | 1          |
| 1.2. PROBLEM STATEMENT .....                                 | 3          |
| 1.3. AIM OF THE STUDY .....                                  | 4          |
| 1.4. OBJECTIVES.....   | 4          |
| 1.5. RESEARCH QUESTIONS .....                                | 5          |
| 1.6. LITERATURE REVIEW.....                                  | 5          |
| 1.7. THEORETICAL FRAMEWORK .....                             | 6          |
| 1.7.1. McClelland's need for achievement theory .....        | 6          |
| 1.8. MARKETING STRATEGIES .....                              | 8          |
| 1.8.1. Innovation Strategies: digital transformation .....   | 8          |
| 1.8.2. Challenges that aesthetics businesses encounter ..... | 9          |
| 1.9. DEFINITION OF CONCEPTS .....                            | 10         |
| 1.9.1. Aesthetics .....                                      | 10         |
| 1.9.2. Medical Aesthetics .....                              | 10         |
| 1.9.3. Non- Invasive Procedures.....                         | 11         |
| 1.9.4. Entrepreneurial Strategies .....                      | 11         |
| 1.10. RESEARCH METHODOLOGY .....                             | 11         |
| 1.10.1. Research Design .....                                | 11         |
| 1.10.2. Research Approach .....                              | 12         |
| 1.10.3. Study Area .....                                     | 12         |
| 1.10.4. Target Population.....                               | 13         |
| 1.10.5. Sampling technique .....                             | 13         |
| 1.10.6. Participant Selection Criteria.....                  | 14         |

|   |           |
|---|-----------|
| 1.10.7. Sampling Procedure .....  | 15        |
| 1.10.8. Sample Size.....  | 15        |
| 1.10.9. Data Collection Methods.....  | 16        |
| 1.10.10. Data Analysis.....   | 16        |
| 1.11. VALIDITY AND RELIABILITY .....  | 16        |
| 1.11.1. Validity .....  | 17        |
| 1.11.2. Reliability .....   | 17        |
| 1.11.3. Bias.....   | 18        |
| 1.12. ETHICAL CONSIDERATIONS.....   | 18        |
| 1.12.1. TREC Application.....   | 18        |
| 1.12.2. Permission to conduct the study.....  | 18        |
| 1.12.3. Signing of consent forms by the participants .....                            | 18        |
| 1.12.4. Confidentiality and anonymity .....   | 19        |
| 1.12.5. Informed consent .....  | 19        |
| 1.12.6. Voluntary participation .....   | 19        |
| 1.12.7. Non-maleficence .....   | 19        |
| 1.12.8. Legal and Regulatory Considerations.....                                      | 19        |
| 1.13. STUDY LIMITATIONS .....   | 20        |
| 1.14. SIGNIFICANCE OF THE STUDY .....   | 20        |
| 1.15. OUTLINE OF THE RESEARCH REPORT.....   | 21        |
| <b>CHAPTER TWO.....</b>   | <b>23</b> |
| <b>LITERATURE REVIEW.....</b>   | <b>23</b> |
| 2.1. INTRODUCTION.....  | 23        |
| 2.2. Challenges .....   | 23        |
| 2.2. CONCEPTUALIZATION OF AESTHETIC PRACTICES AND<br>ENTREPRENEURIAL STRATEGIES ..... | 23        |
| 2.3.1. Theoretical Framework .....  | 25        |
| 2.3.2. McClelland's Needs Hierarchy Theory.....                                       | 26        |
| 2.4. AESTHETIC ENTREPRENEURS AND ENTREPRENEURIAL STRATEGIES<br>.....                  | 27        |
| 2.5. AESTHETIC PRACTICES INTERNATIONALLY.....   | 29        |
| 2.5.1. UNITED STATES OF AMERICA .....   | 29        |
| 2.5.2. INDONESIA .....  | 30        |

|  |           |
|--|-----------|
| 2.5.3. PORTUGAL .....  | 30        |
| 2.5.4. MALAYSIA .....  | 30        |
| 2.5.5. SOUTH KOREA.....  | 31        |
| 2.5.6. SINGAPORE .....   | 31        |
| 2.5.7. TURKEY .....  | 31        |
| 2.6. AESTHETIC ENTREPRENEURSHIP IN AFRICA .....  | 32        |
| 2.6.1. KENYA.....  | 33        |
| 2.6.2. NIGERIA .....   | 33        |
| 2.7. AESTHETIC ENTREPRENEURSHIP IN SOUTH AFRICA.....   | 34        |
| 2.8. SOUTH AFRICAN PROFESSIONAL BODIES FOR AESTHETIC<br>ENTREPRENEURS .....                        | 35        |
| 2.9. INTERNATIONAL LEGISLATIVE ACT ON AESTHETIC PRACTICES.....                                     | 35        |
| 2.9.1. SOUTH KOREA.....  | 36        |
| 2.9.2. SINGAPORE .....   | 36        |
| 2.9.3. UNITED STATES OF AMERICA .....  | 37        |
| 2.9.4. UNITED KINGDOM .....  | 37        |
| 2.10. ENTREPRENEURIAL STRATEGIES FOR AESTHETIC<br>PRACTICES/BUSINESSES/MEDICINE .....              | 37        |
| 2.10.1. Marketing in service industry .....  | 38        |
| 2.11. CHALLENGES FACED BY AESTHETICS ENTREPRENEURS IN<br>LIMPOPO.....                              | 39        |
| <b>2.12. ENTREPRENEURIAL STRATEGIES EMPLOYED BY ENTREPRENEURS<br/>TO OVERCOME CHALLENGES .....</b> | <b>40</b> |
| 2.13. CONCLUSION .....   | 41        |
| <b>CHAPTER THREE .....</b>   | <b>43</b> |
| <b>RESEARCH METHODOLOGY .....</b>  | <b>43</b> |
| 3.1. INTRODUCTION.....   | 43        |
| 3.2. RESEARCH PARADIGM .....   | 43        |
| 3.2.1. Research Design .....   | 44        |
| 3.2.2. Research Approach .....   | 45        |
| 3.3. SAMPLING.....   | 45        |
| 3.3.1. Population.....   | 45        |
| 3.3.2. Study Area .....  | 46        |
| 3.3.3. Sampling.....   | 48        |

|   |           |
|---|-----------|
| 3.3.4. Ethical Issues related to sampling.....                                | 48        |
| 3.4. DATA COLLECTION.....   | 49        |
| 3.4.1. Data collection approach .....   | 49        |
| 3.4.2. Data Collection methods.....   | 49        |
| 3.4.3. Face-to-face semi-structured interviews .....                          | 50        |
| 3.4.4. Data collection procedure .....  | 50        |
| 3.4.5. Development and testing of data collection instruments.....            | 51        |
| 3.4.6. Characteristics of the data collection instrument.....                 | 52        |
| 3.4.7. Data collection process.....   | 52        |
| 3.5. ETHICAL CONSIDERATIONS RELATED TO DATA COLLECTION .....                  | 54        |
| 3.5.1. Permission to conduct the study .....                                  | 54        |
| 3.5.2. Informed consent .....   | 54        |
| 3.5.3. Voluntarily participation.....   | 54        |
| 3.5.4. Confidentiality .....  | 55        |
| 3.5.5. Anonymity.....   | 55        |
| 3.5.6. Avoiding harm.....   | 55        |
| 3.5.7. Right to privacy.....  | 55        |
| 3.6. DATA ANALYSIS .....  | 56        |
| 3.7. INTERNAL AND EXTERNAL VALIDY OF THE STUDY .....                          | 57        |
| 3.7.1 Quality Criteria .....  | 57        |
| 3.7.2. Credibility.....   | 57        |
| 3.7.3. Dependability.....   | 58        |
| 3.7.4. Transferability .....  | 58        |
| 3.7.5. Confirmability .....   | 58        |
| 3.8. CONCLUSION .....   | 59        |
| <b>CHAPTER FOUR.....</b>  | <b>60</b> |
| <b>PRESENTATION OF THE FINDINGS .....</b>                                     | <b>60</b> |
| 4.1. INTRODUCTION.....  | 60        |
| 4.2. SECTION A: DESCRIPTION OF PARTICIPANT’S BIOGRAPHICAL<br>INFORMATION..... | 60        |
| 4.2.2. Educational Qualification .....  | 63        |
| 4.2.3. Position in the Company .....  | 64        |

|  |            |
|--|------------|
| 4.2.4. Main Responsibilities .....   | 65         |
| 4.2.5. Work Experience.....  | 66         |
| 4.3. SECTION B: RESEARCH RESULTS.....  | 67         |
| 4.3.1. Objection 1: To explore marketing strategies utilized by aesthetics<br>businesses in Limpopo Province. ....   | 67         |
| 4.3.2. Objection 2: To explore the innovative strategies implemented by<br>aesthetics entrepreneurs in Limpopo Province. ....  | 74         |
| 4.3.3. Objective 3: To make recommendations regarding the contemporary<br>strategies that entrepreneurs can use to enhance their marketing and innovation<br>strategies in the Limpopo province..... | 87         |
| 4.4. OVERVIEW OF RESEARCH FINDINGS .....   | 99         |
| 4.5. CONCLUSION .....  | 100        |
| <b>CHAPTER FIVE .....</b>  | <b>101</b> |
| <b>RECOMMENDATIONS AND CONCLUSIONS.....</b>  | <b>101</b> |
| 5.1. INTRODUCTION.....   | 101        |
| 5.2. RESEARCH DESIGN AND METHOD.....   | 101        |
| 5.2.1. Research Design .....   | 101        |
| 5.2.2. Data Collection Method .....  | 101        |
| 5.3. INTERPRETATION OF THE RESEARCH FINDINGS .....   | 102        |
| 5.3.1. Findings on Gender .....  | 102        |
| 5.3.2. Findings on Educational Qualification.....  | 102        |
| 5.3.3. Findings on Position in the Company .....   | 102        |
| 5.3.4. Findings on Main Responsibilities.....  | 103        |
| 5.3.5. Findings on Work Experience .....   | 103        |
| 5.4. OBJECTION 1: TO EXPLORE MARKETING STRATEGIES UTILIZED BY<br>.....   | 103        |
| 5.5. OBJECTION 2: TO EXPLORE THE INNOVATIVE STRATEGIES<br>IMPLEMENTED BY AESTHETICS ENTREPRENEURS IN LIMPOPO<br>PROVINCE. ....   | 105        |
| 5.6. OBJECTIVE 3: MAKE RECOMMENDATIONS REGARDING THE<br>CONTEMPORARY STRATEGIES THAT ENTREPRENEURS CAN USE TO<br>ENHANCE THEIR MARKETING AND INNOVATIVE STRATEGIES IN THE<br>LIMPOPO PROVINCE. ....  | 107        |
| 5.7. RECOMMENDATIONS .....   | 109        |

|  |            |
|--|------------|
| 5.7.1. Recommendations to Explore Marketing Strategies Utilized by Aesthetic businesses in Limpopo Province.....   | 109        |
| 5.7.2. Recommendations to Explore the Innovation Strategies Implemented by Aesthetic Entrepreneurs in Limpopo Province. ....   | 110        |
| 5.7.3. Recommendations Regarding the Contemporary Strategies That Entrepreneurs Can Use to Enhance Their Marketing and Innovation Strategies in the Limpopo Province. .... | 110        |
| 5.7.4. Recommendations from literature.....  | 111        |
| 5.7.5. Recommendations for future research.....  | 111        |
| 5.8. CONTRIBUTION TO THE STUDY.....  | 112        |
| 5.9. LIMITATIONS OF THE STUDY .....  | 113        |
| 5.10. CONCLUSION .....   | 113        |
| 5.10.1. Conclusions from demographic data .....  | 113        |
| 5.10.2. Conclusion from objective ONE.....   | 113        |
| 5.10.3. Conclusion from objective TWO .....  | 114        |
| 5.10.4. Conclusion from objective THREE.....   | 114        |
| <b>CHAPTER SIX .....</b>   | <b>116</b> |
| <b>SUMMARY AND CONCLUSIONS.....</b>  | <b>116</b> |
| 6.1. INTRODUCTION.....   | 116        |
| 6.2. SUMMARY OF FINDINGS.....  | 116        |
| 6.3. SUMMARY OF RESEARCH.....  | 116        |
| 6.3.1. Summary of the most prevalent marketing strategies employed by Limpopo Province’s aesthetic entrepreneurs.....  | 116        |
| 6.3.2. The extent to which Limpopo Province entrepreneurs adopt innovative practices to drive their businesses forward?.....   | 117        |
| 6.3.3. Contemporary marketing and innovative strategies that aesthetics entrepreneurs in Limpopo can use to enhance their businesses?.....                                 | 118        |
| 6.4. SUMMARY OF CHAPTERS .....   | 119        |
| 6.4.1. Chapter ONE: Study Introduction Summary .....   | 119        |
| 6.4.2. Chapter TWO: Literature Review Summary .....  | 120        |
| 6.4.3. Chapter THREE: Research Methodology Summary.....  | 121        |

|   |            |
|---|------------|
| 6.4.4. Chapter FOUR: Discussion, Interpretation, and Analysis of the findings ..... | 122        |
| 6.4.5. Chapter FIVE: Findings and Conclusions Summary.....                          | 123        |
| 6.5. CONCLUSIONS .....  | 124        |
| <b>REFERENCE LIST .....</b>   | <b>125</b> |
| <b>ANNEXURES.....</b>   | <b>149</b> |
| ANNEXURE A: SCHOOL PERMISSION LETTER .....  | 149        |
| ANNEXURE B: A REQUEST LETTER TO UNDERTAKE RESEARCH STUDY ... ..                     | 150        |
| ANNEXURE C: PERMISSION LETTER FROM ORCHIDS MEDICAL AESTHETICS .....                 | 151        |
| ANNEXURE D: CONSENT FORM FOR PARTICIPANTS .....                                     | 152        |
| CONSENT .....   | 153        |
| ANNEXURE E: RESEARCH INTERVIEW SCHEDULE.....  | 154        |
| ANNEXURE F: FACULTY PERMISSION LETTER.....  | 159        |
| ANNEXURE G: ETHICAL CLEARANCE CERTIFICATE .....                                     | 160        |
| ANNEXURE H: LANGUAGE EDITOR'S LETTER .....  | 161        |

**LIST OF TABLES**

|   |    |
|---|----|
| Table 4.1 Description of participant's Biographical information           | 61 |
| Table 4.2 Most prevalent marketing strategies                             | 67 |
| Table 4.3 Successful marketing tactics                                    | 68 |
| Table 4.4. Importance of digital marketing                                | 69 |
| Table 4.5. Utilization of social media platforms                          | 71 |
| Table 4.6. Cultural/religious aspects affecting marketing strategies      | 72 |
| Table 4.7. Motivation to become an aesthetics entrepreneur                | 73 |
| Table 4.8. Unique administrative strategies                               | 75 |
| Table 4.9. Latest trends and innovations                                  | 77 |
| Table 4.10. Networking/collaborations with other aesthetics entrepreneurs | 79 |

|  |    |
|--|----|
| Table 4.11. Innovative strategies aligned with customer preferences  | 80 |
| Table 4.12. Obstacles for aesthetics entrepreneurs                   | 82 |
| Table 4.13. Ongoing professional development strategies              | 83 |
| Table 4.14. Challenges experienced by aesthetics entrepreneurs       | 85 |
| Table 4.15. Strategies to stay motivated                             | 87 |
| Table 4.16. Resistance or criticism from clients                     | 88 |
| Table 4.17. Challenges linked to financial management                | 90 |
| Table 4.18. Past experience and expertise to overcome new challenges | 92 |
| Table 4.19. Strategies to overcome financial challenges              | 94 |



## **CHAPTER ONE**

### **INTRODUCTION AND BACKGROUND**

#### **1.1. INTRODUCTION AND BACKGROUND**

Entrepreneurship is seen as an engine of long-term economic growth as it creates new businesses and jobs (Mehta, Qamruzzaman and Serfraz 2022). Despite initiatives to support entrepreneurship, South Africa faces challenges with low entrepreneurial activity and high unemployment compared to other sub-Saharan countries (Ngcobo and Khumalo, 2022).

The ability of rural traditional Small Medium and Micro Enterprises (SMMEs) to share the potential benefits of the changing environment is being challenged by the changing global business environment (Jooss, Lenz and Burbach, 2023). However, Lammers, Rashid and Voinov (2022) contend that creativity is only found to result in start-ups in urban areas where the environment is both more competitive and supportive. This is not the case in rural areas. The success of the South African economy depends on entrepreneurship which will promote economic expansion, and business diversification reduces poverty and increases employment which leads to the creation of wealth (Gitonga, 2023).

Limpopo Province, with its rich cultural heritage and natural beauty attracts tourists from all over the world. However, rural areas within the province often face economic challenges, with limited access to resources and opportunities. In recent years, there has been growth in the aesthetic industry as entrepreneurship flourishes in these regions. Polokwane – the capital city of Limpopo – serves as a hub for aesthetics in the province, providing residents with various services ranging from hair and nail salons, and wellness spas. Giyani on the other hand, is a town situated further north in the province and serves as an emerging centre for aesthetics businesses. Entrepreneurs in both Polokwane and Giyani have recognised the potential growth

of the aesthetics market, making efforts to create unique, culturally influenced experiences for customers. Therefore, this study focused on these two areas within the Limpopo Province.

In terms of legislative requirements, the aesthetics industry must align itself to the legal requirements discussed in this paragraph. The Healthcare Professionals (HCPs) in South Africa, registered with the Health Professions Council of South Africa (HPCSA), are required to adhere to the legal mandates outlined in several acts including the Health Professions Act No 56 of 1974 (as amended), National Health Act No 61 of 2003, the Medicines and Related Substances Act 101 of 1965 (as amended, and other pertinent health legislation. Registration with HPCSA also necessitates compliance with the HPCSA Ethical Rules, which are detailed in a series of booklets covering a variety of topics. In addition to this, like all other sectors, health professionals are expected to align their practices with the Sustainable Development Goals (SDGs), a universal framework addressing key social, economic, and environmental challenges. For this study, relevant SDGs include the following:

- Goal one which is about “No poverty” which links to the fact that entrepreneurship is another way of eradicating poverty since the business owners will get an income from their business venture.
- Goal two which is about “No hunger” which links to the fact that the business owners can be able to make money and feed their families.
- Goal three – “Good health and well-being” which links to the fact that aesthetics is another type of medicine, and the practitioners must ensure that they secure the good health and well-being of the customers.
- Goal four – “Decent work and economic growth”- the aesthetic practices can provide jobs to communities where they are located and that has an influence economic growth.

The owners of aesthetic practices are also expected to abide by laws such as the Protection of Personal Information Act No 4 of 2013, the Promotion of Access to

Information Act No 2 of 2000, and the Consumer Protection Act no 68 of 2008. Therefore, the objective of this study is to investigate entrepreneurial strategies utilized by aesthetics businesses in Limpopo Province to grow their businesses and remain sustainable.

## **1.2. PROBLEM STATEMENT**

Entrepreneurship is one of the leading solutions to reduce South Africa's unemployment problem. According to Afawubo, and Noglo (2022), South Africa has lower rates of entrepreneurship than other developing nations especially in relation to aesthetic practices. According to Laurens (2022) the aesthetic medicine market was worth USD 99.1 billion globally in 2021. The demand for cosmetic procedures has increased in recent years due to the development of new beauty equipment by manufacturers. A recent development in medicine is aesthetic medicine. It is the use of medical techniques to enhance patients' outward appearance to their satisfaction. The cosmetic procedures used are non-invasive or minimally invasive (Duncan, Chilukuri, Kent, Hoffman and Tingsong, 2022). The aesthetic industry, surrounding beauty salons, hair studios and wellness centres, among others, have emerged as an important contributor to rural economies.

However, urban aesthetic entrepreneurs appear to have more progeny than rural ones. The aesthetic industry in Limpopo province is a substantial contributor to the local economy, given its potential as a source of employment and revenue generation. However, there is a lack of comprehensive research and studies on the entrepreneurial strategies employed by aesthetic businesses in the region. This knowledge gap presents a significant problem as it hinders the development and growth of the industry. The entrepreneurial strategies employed by aesthetics businesses have the potential to determine their success and sustainability. The study will focus in particular on marketing and innovation strategies which the entrepreneurs could use in order to grow their businesses.

Understanding these strategies can provide valuable awareness for entrepreneurs, policymakers, and industry practitioners to optimize their business models, enhance competitiveness, and foster innovation in the aesthetics sector (Castro, Alarcón and Bustos, 2023). Additionally, Limpopo province presents unique challenges and opportunities for aesthetics businesses, primarily due to its geographic location, cultural diversity, and socio-economic characteristics.

Furthermore, according to the researcher's personal experience, Limpopo aesthetic practices are having trouble due to the perception of skin lightening and cosmetics rather than the benefits that aesthetic medicine can improve. Aesthetics treatment has become popular with social media and celebrity influencers having treatments and posting on social media has become the norm, which made aesthetics practice popular as an entrepreneurial venture (Ten and Patrão, 2021). There is also literature by (Wu, Alleva, Broers and Mulken, 2022) on attitudes towards cosmetic surgery among women in China and the Netherlands, which found that the majority of the 3,200 respondents were likely to describe their appearance as natural or average and found themselves reluctant to describe themselves as beautiful. As a result, there is a need to conduct research into the challenges, strategies, and methods used by rural aesthetic entrepreneurs. Therefore, an exploratory study focusing on entrepreneurial strategies such as marketing and innovation which will be employed by aesthetics businesses in Limpopo province is essential to bridge the knowledge gap and address the scarcity of empirical research in this area.

### **1.3. AIM OF THE STUDY**

The study aims to explore the entrepreneurial strategies employed by aesthetics businesses in Limpopo Province to grow the businesses and ensure sustainability of the practices.

### **1.4. OBJECTIVES**

The objectives of the study were:

- I. To explore marketing strategies utilized by aesthetics businesses in Limpopo Province.
- II. To investigate the innovation strategies implemented by aesthetics entrepreneurs in Limpopo Province in order to grow their businesses.
- III. To make recommendations regarding the contemporary strategies that entrepreneurs can use to enhance their marketing and innovation strategies in the Limpopo province.

### **1.5. RESEARCH QUESTIONS**

- I. What marketing strategies are currently employed Limpopo Province's aesthetic entrepreneurs?
- II. Which innovative strategies do aesthetics entrepreneurs in Limpopo province implement to grow their businesses?
- III. What are contemporary marketing and innovation strategies that aesthetics entrepreneurs in Limpopo can use to enhance their businesses?

### **1.6. LITERATURE REVIEW**

This section will discuss the existing literature of entrepreneurial strategies used by entrepreneurs in the aesthetics industry. The theoretical framework will also provide a unique lens through which to analyse and understand the entrepreneurial strategies employed by aesthetics businesses, shedding light on the underlying dynamics and motivations that drive their success. According to Lu, Di and Nie, (2023) the theoretical framework recognizes fundamental human need for exploration and power, as well as the role of aesthetics businesses in fulfilling this need. This section will present the literature related to three objectives: marketing strategies of aesthetics businesses in Limpopo Province, innovation strategies implemented by aesthetics entrepreneurs, and the strategies employed by entrepreneurs to overcome challenges. The information gathered can be used effectively to implement these strategies, and aesthetics businesses can position themselves as trusted providers of high-quality services and ensure long-term success. Sandberg, and Alvesson, (2021) indicate that a theory is an organized body

of concepts and principles intended to explain a particular phenomenon and innovation strategies.

## **1.7. THEORETICAL FRAMEWORK**

Sandberg, and Alvesson, (2021) indicate that a theoretical framework serves as a foundational structure guiding research and scholarly inquiry. It consists of a coherent set of concepts, theories, and propositions that inform and support the analysis of a research problem. Therefore, theory provides systematically formulating and organizing ideas to the phenomenon, so it interconnects the ideas which emerge the process (Tavallaei and Abu Talib 2010). This study used McClelland's need for achievement theory.

### **1.7.1. McClelland's need for achievement theory**

Psychological theories such as those developed by McClelland pay attention to personal traits, motivation, and incentives of an individual and conclude that entrepreneurs have a strong need for achievement (Virtanen, 2000; Pramudita, 2021). Entrepreneurs have been defined by numerous authors as individuals who are relentlessly focused on identifying opportunities either a new or existing business. They seek to create something worthwhile considering the foreseeable risk and rewards associated with the effort (Olsson, and Bernhard, 2021). From this definition it is clear that entrepreneurs are individuals with a high level of need for achievement. To every individual who exerts his/her energy towards accomplishing a particular task, we often say "This individual is motivated" (Osemeke, and Adegboyega, 2017), therefore this analogy is applicable to entrepreneurs as they are individuals who are likely to display the following five leading attributes of entrepreneurs:

- Locus of control
- Need for autonomy
- Risk taking

McClelland's Need for Achievement theory provides a valuable framework for understanding the dynamics of entrepreneurial strategies in aesthetics businesses in Limpopo. According to McClelland (2021), individuals with a high need for power are driven by a desire to excel and are often motivated by specific goals. This theoretical lens is particularly relevant to the aesthetics industry, where entrepreneurs are consistently challenged to create distinct value propositions and establish competitive advantages in a rapidly evolving market (Pramudita, 2021). In Limpopo, aesthetic entrepreneurs frequently navigate landscapes characterized by limited resources and fluctuating consumer preferences. Those with a pronounced Need for Achievement are likely to adopt innovative strategies that emphasize quality, customer satisfaction, and branding, enabling them to differentiate their offerings. The need for power, another of McClelland's dimensions, influences entrepreneurs to wield influence over their organizations and the markets they operate in, ensuring that their vision is realized and sustained.

Entrepreneurs, often characterized by their drive for success and ambition, demonstrate a tough desire to set and accomplish challenging goals. This basic motivation propels them to innovate and undertake risks that lead to the establishment and growth of businesses. The achievement-oriented entrepreneur frequently seeks to surpass standards and obtain measurable success, thereby fostering a culture of continuous improvement within their enterprises. This encourages the identification of market gaps, the development of unique value propositions, and the strategic pursuit of competitive advantage (Chandrasekaran, 2025).

McClelland's Need for Theory offers valuable insights for entrepreneurs in the field of aesthetic medicine. This theory posits that individuals are driven by a desire to excel and succeed in their endeavours. According to Skiba (2025), the context of aesthetic medicine, the need for achievement manifests in various ways, influencing both business operations and patient interactions. The need for affiliation can guide entrepreneurs in forming strategic partnerships and cultivating networks that are

essential for business success, by understanding these motivations, entrepreneurs can better align their strategies with their inherent drives, optimizing their potential for achievement and ensuring sustained organizational growth.

## **1.8. MARKETING STRATEGIES**

According to Dopytalska, Sobolewski, Mikucka-Wituszyńska, Gnatowski, Szymańska and Walecka (2021), aesthetic medicine, also known as cosmetic medicine or cosmetic dermatology, is a branch of health care which seeks to improve an individual's appearance and enhance their self-esteem and confidence (Draelos, 2021). It covers a variety of procedures that aim to enhance the natural appearance of people through other methods, such as non-invasive or minimally invasive interventions. (Ramirez, Scherz, and Smith, 2021). Technological advances and widespread use of social media have increased awareness of diverse standards of beauty and aesthetic outcomes, ultimately broadening definitions of beauty and attractiveness as well as consciousness of treatment goals (Treacy, 2022).

Digital technology is increasingly important in achieving business goals, and its pervasive effects have resulted in the radical restructuring of entire industries (Klietz, Kaiser, Machens and Aitzetmüller, 2020). Recent research has illustrated how digital technologies give rise to a vast potential for product and service innovation that is difficult to control and predict. Therefore, firms need dynamic tools to support themselves in managing the new types of digital innovation processes that emerge. The nature of these processes forces firms to challenge prior assumptions about their product and service portfolio, their digital environment, and ways of organizing innovation work. Presence on Instagram, Facebook, or Twitter allows aesthetic practitioners to directly address a huge collective of patients at much lower cost than conservative advertising.

### **1.8.1. Innovation Strategies: digital transformation**

To maintain a competitive edge in a world of perpetual change, where goods, procedures, and services are continuously changing to better meet consumer

expectations and market values, producers and service providers must strengthen their capacity for innovation. (Alkhatib and Valeri, 2022). In a moderated mediation model, the integration of big data analytics and service innovation highlights the notion of entrepreneurial sites being dynamic and entrepreneurship as a spatial practice. Innovation can be defined as a set of ideas, actions, or products that one individual or a group of people considers to be revolutionary. This involves exploring the extent to which these businesses introduce new services, technologies, or business models to differentiate themselves from competitors and drive growth; by investigating their innovative approaches, valuable insights can be gained regarding the things that aid in their success and how other businesses can learn from their experiences. The use of technology by an organization to create cutting-edge procedures, policies, software, systems, gadgets, or services is referred to as innovation capabilities (Zhang, Sangsawang, and Vipahasna, 2023). Through encouraging the creation, evaluation, and development of innovative and practical goods, services, and procedures, innovation helps businesses operate better by adding value for both internal and external stakeholders and producing new revenue streams. (Yasser, 2023).

### **1.8.2. Challenges that aesthetics businesses encounter**

As aesthetic medicine evolves, there are certain limitations in the legal framework at a global level, which directly affects the human right to protection of health, including psycho-emotional health. The rights of those who desire or receive aesthetic medicine services are adversely affected by the continued uncertainty around the real and legal status of aesthetic medicine. (Khetpal, Lopez, Redett and Steinbacher, 2021).

New guidelines and choices are needed for aesthetic medicine. Thus, from the public's point of view, it is challenging to establish any kind of general rule. Pospisil (2023) highlights the challenges faced by the aesthetics industry, and it is suggested that the most difficulty is overcoming patient stigmas and anxieties surrounding skincare. Media reports of failed treatments that some patients have had with poorly

trained individuals practicing in aesthetics business and suboptimal equipment have had adverse outcomes for the field and have resulted in a negative stigma associated with practitioners of aesthetics who lack competence.

The reports of carelessness can be the consequence of a lack of regulations requiring medical aestheticians' competencies to be defined and implemented with all relevant parties, including educational institutions. Kudeikina, Palkova and Loseviča (2022) questions who exactly provides the relevant service, that is, whether it is performed by a medical practitioner, whose actions are regulated by the HPCSA. – is aesthetics a medical treatment or should it be regarded as a service provided by an aesthetics entrepreneur? Due to the absence of regulations, the market is open to everyone, with no restrictions on training or credentials, allowing anyone to provide aesthetic treatments. Therefore, this study's objective was to make recommendations regarding the contemporary strategies that entrepreneurs can use to enhance their marketing

## **1.9. DEFINITION OF CONCEPTS**

### **1.9.1. Aesthetics**

Aesthetics refers a field of medicine that aims to enhance a person's looks and boost consumer confidence (Okhovati, Shamsi Meymandi, Shamsi Meymandi and Saljoghian, 2023). It primarily finds resonance within philosophical discussions concerning beauty and the quality of artistic expression.

### **1.9.2. Medical Aesthetics**

The term "medical aesthetics" refers to a field of study that treats diseases like cellulite, excess fat, scars, wrinkles, moles, liver spots, and spider veins with the goal of enhancing cosmetic appearance. Aesthetic medicine is described as a group of non-surgical therapeutic procedures aimed at rejuvenating the skin and reversing the indications of aging (Baohua and Samizadeh, 2022).

### **1.9.3. Non- Invasive Procedures**

Non-Invasive procedures refer to medical therapies that do not need opening the body. non-invasive aesthetics procedures provide individuals with safe and effective solutions to enhance their appearance without the risks associated with invasive surgeries procedures (Buck II, 2023).

### **1.9.4. Entrepreneurial Strategies**

Entrepreneurial strategies refer to the intricate, interrelated components that an entrepreneurial business uses to produce and extract value. Each component has the potential to grow in the future. (Miller, O'Mahony and Cohen, 2023). When developing their strategies, entrepreneurs must consider market segments, products, and the resources required to carry out their plans. Businesses investigate alternative components and make choices from them in a conscious (Wright, 2023).

## **1.10. RESEARCH METHODOLOGY**

### **1.10.1. Research Design**

This study utilised an exploratory research design. Exploratory research is a methodology approach that investigates research questions that have not previously been studied in depth. Exploratory research is often qualitative and primary in nature According to Sallam (2023), an exploratory research design is a method of systematically collecting data to explain a phenomenon, situation, or population. This study was guided McClelland's Theory of Needs, which emphasizes the roles of achievement, affiliation, and power in motivating human behavior (Rodjanatham and Badir, 2025). This psychological framework significantly informs the design of exploratory research approaches, especially within the context of entrepreneurial behavior. integrating McClelland's theory, researchers can create more nuanced research questions and hypotheses that specifically address these diverse motivations, thereby enriching the data collection and analysis phases, through exploratory research methods such as interviews, the researcher can gather rich qualitative data that highlight the unique challenges and opportunities faced by these

entrepreneurs. This flexibility enables researchers to identify emerging themes, consumer behaviors, and potential gaps in the market that traditional research methods may overlook.

### **1.10.2. Research Approach**

The current research employed qualitative research methodology. According to Haven and Van Grootel (2019), qualitative research attempts to answer 'how', 'why' and 'what' questions about phenomena. Qualitative research often uses language as data, whether written or spoken, but photographs, videos, or other behavioural recordings can also be used. Interviews, focus groups (structured group discussions), and observation are common methods for collecting qualitative data (Islam and Aldaihani, 2022).

Li and Zhang (2022) contend that qualitative research methods include "small-group discussions" for examining beliefs, attitudes, and concepts of normative behaviour; "semi-structured interviews" to solicit opinions on a specific subject or, with key informants, for background information or an institutional perspective; an "in-depth interview" to understand a condition, experience, or event from a personal perspective and "Text and Document Analysis" (Sung and Paik, 2022). This approach fosters a deeper understanding of evolving landscape on aesthetics, allowing entrepreneurs to adapt to the dynamic nature of customer expectations.

### **1.10.3. Study Area**

The study was conducted in two local municipalities of Limpopo Province, namely: Greater Giyani Local Municipality and Polokwane Local Municipality. Giyani, while smaller, has demonstrated significant economic growth and an increasing interest in beauty and wellness services. Researching this area allows for an exploration of how entrepreneurs adapt their marketing strategies to appeal to local cultural values and aspirations. The Greater Giyani local municipality occupies the northeast part of Limpopo province, which consists of five Townships. Polokwane, as the provincial capital, serves as a hub for business activities and innovation. The city's growing

middle class, coupled with a diverse demographic, offers a rich environment for aesthetic entrepreneurs to develop and implement varied marketing strategies tailored to local preferences. This has been driven mainly by people coming to seek employment and business opportunities. According to Stats SA, the population of Polokwane Local Municipality was approximately 227 407 in 2011 and rose to over 463 000 in the census conducted in 2022; the population more than doubling in a period of ten years (Polokwane Integrated Development Plan, 2022-2023).

#### **1.10.4. Target Population**

The Giyani Local municipality has of the 48 065 economically active people in the municipality, 53% are employed, and 47% are unemployed (Wernecke, Mathee, Kunene, Balakrishna, Kapwata, Mogotsi, Sweijd, Minakawa and Wright, 2021). Polokwane Local Municipality, also known as Pietersburg, is a city and the capital of the Limpopo Province. The municipality serves as the economic centre of Limpopo, which comprises of the central business district, industrial area, and a well-established formal urban area servicing the more affluent residents of Polokwane. The population of 628 999, and estimated 407 591 economically active people in the municipality, 64,2% are employed, and 32,4% are unemployed (Ngobeni and Kekana, 2023). Giyani Local municipality has one aesthetic practice, whilst Polokwane has ten aesthetic practices in total. Both regions are characterized by a blend of traditional beliefs and modern influences, providing a unique context for evaluating the efficacy of various marketing techniques.

#### **1.10.5. Sampling technique**

According to Lakens, (2022), the sample size needs to be carefully chosen to be sufficient for drawing reliable generalizations. Specific details about the issues being investigated in the population being studied are needed to determine the appropriate sample size. A sample is a subset of the participants in the investigation. Generalizability is the degree to which the results of the study can be applied to the population that is of interest.

Purposive sampling is a non-probability sampling technique in which the researcher picks only people who meet the study's objectives based on their convictions. It is a sampling approach in which the researcher uses his discretion to select participants from the study population. It is often used in qualitative research, where the researcher wants to gain detailed knowledge about a specific phenomenon rather than make statistical inferences, or where the population is very small and specific (Obilor, 2023).

This study used a purposive sampling technique to select participants who are most relevant to the research objectives. According to (Makwana, Engineer, Dabhi, and Chudasama, 2023) Purposive sampling is chosen because it allows for the deliberate selection of individuals with specific characteristics or experiences that are essential for exploring the research question in depth. This approach is particularly suitable for qualitative research, where the aim is to gain rich, detailed insights rather than to generalise findings to a broader population (Scârneci-Domnispru, 2024).

#### **1.10.6. Participant Selection Criteria**

Participants were selected based on the following criteria:

- a. Experience: To participate, individuals need at least five years of experience in aesthetic practice. This requirement ensures that participants have the necessary experience to offer valuable insights into how aesthetics intersect with their fields.
- b. Location: Participants were drawn from two different geographical locations, one rural and the other semi-urban, to explore how cultural and regional factors influence aesthetic practices. This helped to understand the contextual nuances that may affect the application and perception of aesthetics (Power, and Williams, 2020).

### **1.10.7. Sampling Procedure**

The researcher identified potential participants through professional networks, industry associations, and academic institutions specialising in aesthetic disciplines. Once identified, participants were contacted via email or phone, provided with an overview of the study, and invited to participate (Tomás, and Bidet, 2024).

To ensure a diverse and representative sample within the constraints of purposive sampling, the researcher included a mix of genders, ages, and cultural backgrounds among the participants. This diversity is intended to enrich the data and provide a more comprehensive understanding of the research problem (Hirose, and Creswell, 2023).

### **1.10.8. Sample Size**

According to Bai, Herforth and Masters (2022), the population is the total number of units or items that may be included in the study. According to Nikesh (2020), the target population is the total population from which the sample could be taken. The study involved respondents from ten aesthetic practices in Giyani in Polokwane Local municipality.

The semi-structured interviews were held with the owners of the practices. For this study, a targeted sample size of 11 participants was determined, with careful consideration given to geographical diversity within the sample. Specifically, one participant was recruited from Giyani, where there is only one practice, ensuring representation from this unique setting. This inclusion is crucial to understanding specific dynamics that might be present in areas with limited options for the practice under study. The remaining ten participants were drawn from Polokwane, recognizing its larger population base and potential for a broader range of experiences and perspectives relevant to the research objectives. This strategic distribution aims to capture a comprehensive overview of the subject matter, reflecting both the diversity and commonalities across different locales to ensure that the data collected is rich and fully representative of the studied phenomenon.

#### **1.10.9. Data Collection Methods**

In qualitative research, interviews are the most popular method for gathering data, and semi-structured interviewing is the format that is used the most frequently (Naz, Gulab and Aslam, 2022). Semi-structured interviews were used in research to gather information from participants about the investigation of entrepreneurial strategies for an aesthetic practice in rural Limpopo. One of the main advantages is that the semi-structured interview method is more effective because there is interaction between the interviewer and the participant (Dolczewski, 2022), allowing the interviewer to improvise and ask additional questions based on the participant's responses.

The researcher used face-to-face semi-structured interviews to gather the data from participants on company, location, and the local market. The researcher conducted an interview with study participants in which they were asked open-ended questions, allowing them to freely respond to the questions while the researcher records and makes notes. By asking open-ended questions, participants can delve deeply into their own beliefs, thoughts, feelings, and opinions.

#### **1.10.10. Data Analysis**

Data analysis, according to Calzon (2021), is the procedure of gathering, modelling, and analysing data to draw conclusions that support decision-making. There are many techniques and methods for conducting analysis, depending on the subject and purpose of the investigation. In the study, thematic content analysis was used. According to Morgan (2022), thematic analysis refers to a particular section of the entire corpus, which can include an entire novel or a collection of stories that need to be examined. To be more precise, the data sets might be the result of a focused interest in a subject.

#### **1.11. VALIDITY AND RELIABILITY**

To ensure validity, the researcher acknowledge the various existing realities, outlines personal experiences and perspectives that may have contributed to methodological bias. It presents the participant's point of view adequately and clearly. In qualitative

research, validity refers to the "appropriateness" of tools, processes, and data (Coleman, 2022). The researcher reached similar or comparable conclusions to ensure reliability. When the study has considered truth value, consistency, and applicability, neutrality or confirmability is attained.

According to Cohenmiller, Saban and Bayeta (2022), the accuracy of qualitative research adheres to the concepts of reliability and validity, which are all necessary elements of quality. Numerous terms are used to describe the idea of validity in qualitative studies. This idea is not singular, fixed, or universal, but rather a contingent structure that is inevitably fixed to the processes and intentions of particular research methodologies and projects". Even though some qualitative researchers contend that the term validity does not apply to qualitative research, they have also come to realize the necessity of some sort of qualifying check or measure for their work.

#### **1.11.1. Validity**

In qualitative research, validity refers to the "appropriateness" of tools, processes, and data (Coleman, 2022). To ensure validity, the researcher I acknowledged the various existing realities, outlines personal experiences and perspectives that may have contributed to methodological bias. It presents the participant's point of view adequately and clearly.

#### **1.11.2. Reliability**

The 'trustworthiness' of the methods used is related to reliability, for this reason, researchers need to record a "decision trail" and make clear and transparent decisions (Adler, 2022). Therefore, the researcher reached similar or comparable conclusions to ensure reliability. When the study has considered truth value, consistency, and applicability, neutrality or confirmability will be attained. Once more, the researcher must recognize the difficulty of maintaining participant engagement and that the methods and results used are intrinsically tied to the researcher's

philosophical positions, experiences, and perspectives. These should be considered and separated from the participant's account.

### **1.11.3. Bias**

April, Dharani, and April, (2023) define bias as a tendency or prejudice toward or against an individual or group, particularly in directions deemed unfair, a focus on particular areas or subjects of interest, and the systematic distribution of statistical results due to factors that have not been considered. Selection bias affects both the recruitment process and study inclusion criteria. In this regard, the importance of this study was to explore entrepreneurial strategies employed by aesthetic businesses, and to eliminate bias in the study.

## **1.12. ETHICAL CONSIDERATIONS**

### **1.12.1. TREC Application**

The researcher applied for Ethical Clearance from the Turfloop Research Ethics Committee (TREC) before data was collected from the participants of the study. When Ethical clearance was obtained, the researcher collected data.

### **1.12.2. Permission to conduct the study**

Before data was collected, permission to conduct a study from the owners of the aesthetics practices was obtained. The researcher obtained permission from where the study took place (Annexure B).

### **1.12.3. Signing of consent forms by the participants**

The goals and reasons for conducting the research; what they as respondents must do; and the fact that their participation is voluntary. To ensure that all participants understand all ethical principles, an information sheet, and a consent form was made available at the start of the interview.

#### **1.12.4. Confidentiality and anonymity**

The researcher will convey confidentiality information to participant's verbally and in writing (Farrugia, 2019). Individuals were able to grow in confidence and be more willing to express their genuine emotions as a result. The researcher made participants' aware of their anonymity. Respondents' real names are not used, instead, pseudo names were given.

#### **1.12.5. Informed consent**

Participants agreed to participate freely and fairly. They were also made aware that they can withdraw participation at any point with no adverse effect, participants should also verbally consent to the interviewer. Additionally, Consent is required so that participants understand that they are not obligated to participate and cannot be pressured to answer uncomfortable questions (Wendler, 2022). Participants in the study signed a consent form.

#### **1.12.6. Voluntary participation**

The researcher also made it clear to participants that participation in the interview process is voluntary, and participants can decline participation at any time. The researcher respected the participants' privacy and keep their names anonymous.

#### **1.12.7. Non-maleficence**

According to the principle of non-maleficence, the researcher must ensure that the participants are not harmed or exposed to any harm (Ajemba and Arene, 2022). The researcher ensured that the study or interview procedures are carried out without endangering the participants.

#### **1.12.8. Legal and Regulatory Considerations**

According to Alkalay, (2024) In compliance with the Protection of Personal Information Act (POPIA) of South Africa, the following measures will be implemented to ensure the protection of personal information gathered during the study. These steps include:

- Safeguarding personal information in strict compliance with POPIA guidelines.
- Ensuring the confidentiality of the data, preventing unauthorised access or disclosure. Electric data will be password protected, and physical data will be kept in a safe place which is always locked.
- Securing storage solutions that are robust and reliable, protecting against data breaches or loss.
- Limiting access to this information exclusively to individuals who have been expressly authorized, thereby minimising the risk of data misuse or unauthorized sharing.

These measures are designed not only to comply with legal obligations but also to maintain participants' trust by guaranteeing the highest standards of privacy and data protection.

### **1.13. STUDY LIMITATIONS**

Limitations are matters and occurrences that arose in the study which are out of the researcher's control (Mu and Antwi-Afari, 2024). This study is subject to some limitations, the participants are not perfectly controlled. Qualitative research design is adopted in this study. In the future, different studies can be conducted in different contexts (space, time, etc.), and this study can be supported by using quantitative research.

There were limitations that the researcher came across during conducting the research. Some respondents were hesitant to express their views on the research freely, and some respondents were not able to sit for the interview during the scheduled appointment and it was challenging to wait for all of them to collect the data timeously as anticipated.

### **1.14. SIGNIFICANCE OF THE STUDY**

In recent years, the entrepreneurial landscape has witnessed a noticeable increase in aesthetics businesses, especially in Limpopo Province, with the growing demand

for aesthetic treatments and procedures. This study presents an opportunity to explore into the details of this unique sector, offering valuable insights for practitioners, entrepreneurs, and investors alike.

This study holds significant importance in directing aesthetics businesses towards formulating effective strategies to navigate an increasingly competitive market, by exploratory successful entrepreneurial approaches, such as identifying target markets, leveraging technology, and implementing customer-centric approaches. This research provides a roadmap for achieving sustainable growth and profitability. It provides vital guidance for aesthetics practitioners and aesthetics entrepreneurs collaboration and knowledge transfer between the fields of healthcare and entrepreneurship. According to Bednář, Danko and Smékalová, (2023) collaboration can lead to the development of innovative healthcare models and business practices that benefit both patients and the industry. This research has the potential to shape the future of aesthetics, transforming it into a dynamic and thriving industry.

Exploring the specific entrepreneurial strategies employed by aesthetics businesses in Limpopo province will not only provide localised insights but also contribute to the broader entrepreneurship literature by enriching the understanding of the contextual factors influencing business development in the aesthetics industry (Mishra and Deshpande, 2023). By investigating key aspects such as business models, marketing strategies, financing options, and networking practices, this study aims to uncover the underlying elements that support the achievement or failure of aesthetics businesses in the region (Cavallo, Cosenz and Noto, 2023). Ultimately, the findings can guide entrepreneurs and policymakers in formulating effective strategies to support the growth and development of the aesthetics industry to attract more customers to their businesses in Limpopo province.

#### **1.15. OUTLINE OF THE RESEARCH REPORT**

The study consisted of six chapters: Introduction, literature review, research methodology, findings and recommendations, and conclusion.

## **Chapter 1: Introduction and background**

This chapter shall outline a clear understanding of the research background, research problem, aim and objectives of the study, research questions, significance of the study and definition concepts.

## **Chapter 2: Literature Review**

This section presents a review of the existing literature on the entrepreneurial strategies employed by aesthetics businesses, highlighting the gaps in the current knowledge and supporting the need for the study. The review will focus on literature such as marketing strategies, innovation strategies: digital transformation, and contemporary strategies challenges that aesthetics entrepreneurs encounter.

## **Chapter 3: Research Methodology**

This chapter outlines the research design, data collection methods, sample and sampling technique, sample size, data collection, data analysis, validity and reliability of the study; and ethical considerations.

## **Chapter 4: Discussion/ presentation/ interpretation of Findings**

This section interprets the findings and relates them to the research objectives. It highlights the findings and discusses their significance in the context of existing knowledge.

## **Chapter 5: Recommendations and Conclusion**

This chapter reports conclusions of the research questions asked, as well as suggestion areas for future research.

## **Chapter 6: Summary and Conclusion**

This chapter reports the summary of the chapters in the thesis and conclusion of the research in relation to the research questions asked and the problem statement.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. INTRODUCTION**

This chapter examines previous research on the exploration of entrepreneurial strategies for aesthetic practices. In the skincare and health sectors, aesthetics constitutes a significant profit centre. Since consumers pay for aesthetic surgery out of their own pockets, the market for cosmetic surgery is subject to the same economic forces as any other for-profit service sector and is therefore subject to the standard rules of economics. So, this chapter will first conceptualize aesthetics and medicine; then focus on the discussion on aesthetic entrepreneurs, global aesthetic practitioners' experiences, aesthetic practice in Africa, aesthetic entrepreneurship in South Africa, South African professional bodies on aesthetics, and the Health and Care Act 2022 (Guy and McHale, 2023). The following sections will discuss the definition of terms that are relevant for the study.

#### **2.2. Challenges**

Defined as obstacles or difficulties that necessitate problem-solving and adaptation, challenges can manifest in various forms, including physical, emotional, social, and intellectual. They compel individuals to confront their limitations, reassess their goals, and cultivate resilience (Movahed, Movahed, and Nozari, 2024).

#### **2.2. CONCEPTUALIZATION OF AESTHETIC PRACTICES**

Aesthetic medicine is a phrase used by medical practitioners to describe surgical operations that are aesthetic/cosmetic, non-invasive and medicinal therapies that aim to improve an individual's physical appearance or subjective well-being. It is, in fact, a form of "medicalized" beauty therapy. In a world where beauty is becoming increasingly recognized as a fundamental component of health (Dimitrov, and Kroumpouzou, 2023) more doctors are offering aesthetic therapies as part of their

medical practice. The distinction between traditional and aesthetic medicine is becoming increasingly blurred as more individuals recognize aesthetic medicine as a branch of medical study.

Historically, medical interventions aiming at aesthetics (beauty) began and developed as a sub-discipline of plastic and reconstructive surgery (Yücel, Cenger, Arinci, and Tüzün, 2024). Although they had been employed since ancient times, these forms of medical interventions had mostly emerged during the first and second world wars, with procedures undertaken to correct the deformities, tissue, and organ losses of individuals injured in these wars. This initial practice has resulted in an increase in the number of aesthetic surgeons, as well as the widespread usage of aesthetic procedures, with costs reducing because of technical developments (Yücel, Cenger, Arinci, and Tüzün, 2024). In recent years, there has been a surge of interest in aesthetic normativity: the norms, justifications, and duties that the aesthetic domain generates. According to Kubala (2021), everyone believes that the aesthetics is an area of worth.

The recognition of brand identity and positioning in aesthetic businesses is very critical. Aesthetics businesses cultivate a unique aesthetic that differentiates them in a saturated market. This is often achieved through storytelling, where the brand narrative aligns with the values and aspirations of the target demographic. According to Ikenga, and Egbule, (2024) engaging in comprehensive market research enables entrepreneurs to identify niche segments, allowing for tailored offerings that enhance customer loyalty.

According to Kotwal (2025) aesthetics businesses leverage social media and e-commerce to reach broader audiences, employing visual storytelling to showcase products and services. Adopting sustainability practices that attract environmentally-conscious consumers, thereby enhancing brand equity.

Previous research has demonstrated a fundamental connection between results-driven skin care, health, and appeal. This has led to the development of an interprofessional partnership where medical professionals and aestheticians collaborate to achieve optimal results (Harrison, White, and Hotta, 2020.). One factor driving the effectiveness of sophisticated medical procedures has been aestheticians' ongoing interest in improving the treatments they provide in the clinic or salon.

Craddock, Spotswood, Rumsey, and Diedrichs, (2022) review that skin care specialists with a strong sense of motivation have pursued additional training and knowledge to help to shape the rising position of aestheticians in medical practices. The services and treatments aestheticians offered, such as facials, pre- and post-operative skin care, and makeup application, complemented the procedures carried out by medical professionals and added value to the medical practices, even as aestheticians started referring clients/patients to physicians.

### **2.3.1. Theoretical Framework**

The theoretical framework of needs for this study was rooted in McClelland's Achievement Motivational Theory. Achievement Motivation Theory endeavoured to clarify and foresee conduct and execution dependent on an individual's requirement for accomplishment, power, and alliance during an individual's lifetime (Umoren and Umoren, 2023).

The study highlights the significance of collaboration, as many aestheticians actively refer clients to medical professionals, thereby establishing a robust network that supports their business model, this strategy of forming collaboration with medical professionals improves patient safety and satisfaction, allowing aesthetics entrepreneurs to focus on providing high quality services while physicians manage medical risks (Wathanakom, Sranrom, and Juicharoen, 2023). Leveraging local cultural insights and educational initiatives, these entrepreneurs are expanding their market reach and enhancing brand loyalty. In the end, the strategic decisions made by aesthetics businesses in Limpopo exemplify innovative approaches to

entrepreneurship that capitalize on the interdependencies between beauty and healthcare sectors. According to Regmi, Zhang, and Zhang, (2023), entrepreneurial strategies play a crucial role in the establishment and sustainability of new ventures, these strategies involve analyzing the specific environments in which entrepreneurs operate, acknowledging that external factor such as economic conditions, cultural dynamics, competitive landscapes, and regulatory framework, significantly influence decision-making processes.

Aesthetic practices are deeply rooted in the cultural, social, and historical contexts within which they emerge. These practices are not merely expressions of beauty or artistic intent; rather, they encapsulate the values, beliefs, and experiences of a given society (Marins, Davel, and Parsley, 2023).

### **2.3.2. McClelland's Needs Hierarchy Theory**

David McClelland's Theory of Needs in the early 1960s, also known as David McClelland's Three Needs Theory or as The Learned Needs Theory (Hall, 2023) which was adopted in this study. Individual wants, according to McClelland, develop through time and are formed by one's life experiences. Everyone has three motivating motors, regardless of gender, culture, or age, and one of these will be the dominant motivating driver. This primary motivator is heavily influenced by one's culture and life experiences. Achievements, association, and power are the three motivators.

- a. **Needs for achievement:** Drive to excel. Achieve in relation to a set of standards and strive to succeed.
- b. **Need for power:** To control others, and to get desired things done.
- c. **Need for affiliation:** Friendship, good relationship.

This theory suggests that human motivations are organized in a pyramid, ranging from need for achievement to need for affiliation. Aesthetics businesses in Limpopo strategically align their offerings to address these needs. Services such as skincare treatments and wellness therapies target individuals seeking to achieve the best standards they set for themselves, appealing to their desire for power and acquiring

desired things they set for themselves (Birnbaum, Kanat-Maymon, Zholtack, Avidan, and Reis, 2025).

#### **2.4. AESTHETIC ENTREPRENEURS AND ENTREPRENEURIAL STRATEGIES**

According to Wiratno and Callula (2024) an aesthetic entrepreneur is a business visionary who strategically combines artistic awareness with entrepreneurial acumen to create compelling brands and experiences. This type of entrepreneur recognizes the value of aesthetics—defined as the appreciation of beauty and artistic expression—in driving consumer engagement and loyalty.

For all humans, the pursuit of beauty is an essential and fundamental need. Recently, there has been a rise in the desire for eternal youth and beauty, but this reasoning is not inherently flawed. Research has shown that people are becoming more and more interested in maintaining their aesthetic appeal in addition to their health. Due in part to this, aesthetic medical practice has become a new medical modality in recent years. Worldwide, the prevalence of this technique is growing, and it is becoming more well-known in many regions (Danylova, 2020).

The media is highlighting the growing significance of body image in our "consuming" society by raising ethical concerns about plastic surgeons and other providers of operations for body image enhancement (Atiyeh, Rubeiz, and Hayek, 2020). Aesthetic surgery is currently experiencing both a severe ethical conundrum and an identity crisis. A more thorough examination from an ethical perspective reveals that a surgeon who performs aesthetic procedures faces numerous ethical dilemmas related to the physician's role as a healer.

A range of non-surgical procedures are included in the medical specialty of aesthetic/cosmetic medicine, which is practiced by licensed medical professionals. By combining medical and cosmetic treatments, these procedures modify, enhance, treat, or change the colour, texture, structure, or location of the skin, subcutaneous tissues, or related structures. According to the American Society of Aesthetic Plastic Surgery (2013), light-based therapies (such as laser treatments and hair removal)

are the mainstays of aesthetic or cosmetic medicine. According to Drury (2022) a Somatologist is a professional who specializes in the study of the body's structure and function, emphasizing the relationship between physical well-being and aesthetic appearance. A Skin Care Therapists is a licensed professional specializing in the assessment and treatment of skin conditions, and includes aesthetic enhancement and therapeutic intervention (Liu, Zeng, Gao, Zeng, and Lu, 2023).

In terms of strategies, Krishnan and Barani (2020) state that the aesthetic industry continues to be a quickly expanding sector where, because of increased competition, most businesses are becoming more and more competitive. Vendors in the aesthetic and personal care industries are always searching for methods to increase their revenue. As a means of achieving such objectives, online advertising has grown in popularity and is now an essential component of all contemporary sectors (Wuisan and Handra, 2023). Business strategies employed by aesthetic entrepreneurs include a strong emphasis on marketing strategies, innovation strategies implemented by aesthetics entrepreneurs, and the strategies employed by entrepreneurs to overcome challenges.

According to Rostamzadeh and Rahimi (2025) existing literature mainly addresses global and national marketing strategies, overlooking the unique socio-economic and cultural distinctions that characterize Limpopo. As a result, local businesses may struggle to implement effective marketing strategies that resonate with their target audience. The impact of digital marketing, social media, and traditional advertising in attracting clientele remains inadequately explored in Limpopo.

According to Koleva (2025), the existing literature predominantly focuses on broader business strategies, often overlooking the details of innovation specific to aesthetics fields, the intersection of local cultural contexts and technological advancements presents an under-researched area that warrants investigation. Understanding how aesthetics entrepreneurs leverage local resources, adapt to consumer preferences, and integrate sustainable practices into their innovation strategies could provide valuable insights into their operational success (Cheng, bin Yahaya, bin Abd

Rahman, and Tai, 2024). Future studies should prioritize qualitative and quantitative analyses to capture the multifaceted nature of innovation in this unique entrepreneurial domain.

According to Koleva (2025) there is a lack of tailored recommendations that consider the distinct socio-economic and cultural dynamics of contemporary marketing strategies in Limpopo. This gap is critical as local entrepreneurs often rely on traditional marketing approaches, which may not resonate with contemporary consumer behaviors and preferences.

Research carried out by Gomes, Silva, Marques, Sousa Lobo, and Amaral (2020) found out that, even in more developed nations, the practice of aesthetic medicine has not been heavily controlled. Minimally invasive aesthetic surgery performed by general practitioners seems to be the primary regulatory concern. With aesthetic medicine's unique characteristics compared to conventional medicine, professional voluntary self-regulation is unlikely to be successful.

## **2.5. AESTHETIC PRACTICES INTERNATIONALLY**

### **2.5.1. UNITED STATES OF AMERICA**

Dimitrov and Kroumpouzou (2023) contends that a variety of causes have led to the rise in demand for aesthetic procedures, both surgical and non-surgical, among Asians and Caucasians. These include the media's emphasis on looks, the expansion of ethnic communities, and the culture's rising acceptance of cosmetic operations. According to the 2006 Consumer Perception Survey conducted by the American Academy of Cosmetic Surgeons, 46% of respondents said they would rather have cosmetic surgery than other goods or services, such as pricey trips or fancy cars.

Growing economic influence among ethnic minority groups in the USA and Europe has opened a new, potentially profitable market for plastic surgeons who are interested (Raimi, Panait, Gigauri, and Apostu, 2023). For instance, the 2016 Plastic Surgery Statistics Report revealed 1,154,084 treatments performed and a 6%

increase in the Asian American population's cosmetic demographics (Surgeons ASOP, 2016).

### **2.5.2. INDONESIA**

In Indonesia, there have been instances of improper practices related to cosmetic plastic surgery. Four cases of women experiencing septic shock following intravascular infusions at a beauty treatment clinic were recorded in early October 2012 (Suminar and Mufidi, 2019). The three other women were critically ill, and one woman later passed away from multiple organ failure. Another woman passed away following a liposuction treatment at a hair transplant facility; this instance was also reported in June 2014. Some instances are found in various foreign locations, however it's conceivable that Indonesian cases also occur (Suminar, and Mufidi, 2019).

### **2.5.3. PORTUGAL**

Vulvovaginal Aesthetic Procedures (VVAPs), which are primarily prevalent in Portugal and are sometimes known as "intimate surgery" or "female cosmetic genital surgery," are a topic that is now trending in the media but has received little attention thus far in the medical literature. These operations, however, widely accessible, remain in the fringes of medicine; no systematic classification exists for them, and there is a clear dearth of high-calibre, long-term, randomized, independent trials (LI, Sun, Fang, Lu, Shi, Liu, and Gu, 2024).

### **2.5.4. MALAYSIA**

It is acknowledged in Malaysia that non-specialist physicians and experts from a range of specializations, including medical and surgical, are becoming more and more drawn to aesthetic practice (Maiks, 2019). It is widely acknowledged that dermatology and plastic surgery are the original domains from which the main scientific ideas underlying aesthetic practice emerged. As a result, the categories of physicians were separated as follows: Medical professionals that engage in aesthetic medicine are divided into two groups: core and noncore practitioners (Gili,

2024). Both surgery and non-surgical aesthetic operations, plastic surgeons are regarded as the primary experts. Nonsurgical aesthetic medical operations, dermatologists are regarded as core specialists (Mehta, Baskaran, and Gupta, 2024).

#### **2.5.5. SOUTH KOREA**

Attitudes towards cosmetic surgery vary widely among different ethnic and cultural groups, with some groups preferring non-surgical cosmetic treatments over surgical ones. Among Chinese women, body acceptance was a significant positive factor, whereas acceptance of beauty standards was the only significant factor in China. Asian population favours curvy buttocks that range in size from small to moderate and lack lateral thigh or buttocks bulges (Arian, Alroudan, Alkandari, and Shuaib, 2023). The aesthetics business in South Korea thrives due to state-of-the-art facilities and highly trained professionals, ensuring a high level of service that appeals to their clientele.

#### **2.5.6. SINGAPORE**

Since aesthetic plastic surgery is regarded as a medical specialty, South Korea and Singapore have established guidelines for the kinds of aesthetic procedures that must be carried out by medical practitioners. Therefore, without the use of medical equipment or medication, the beauty industry only provides basic skin care or aesthetic treatments (Maiks, 2019).

#### **2.5.7. TURKEY**

Turkey has been the unbeatable centre of an emerging beauty industry since the mid-1980s (Liebelt, 2023), with a rich landscape of beauty that includes private beauty schools, salons and clinics, beauty fairs, and makeover reality television series produced in the city. Unisex or women's hair and beauty salons, which first opened in the 1920s in the modern city centre, namely the European quarter of Pera, today's Beyoglu, are now found all over the city, even in the most loyally conservative Muslim neighbourhoods and on the city's outskirts. When in 1961 the Turkish

Chamber for Plastic and Reconstructive Surgeons was founded by the only three plastic and aesthetic surgeons practicing in Turkey at the time, they had to recruit other physicians, among them a dentist, to meet the state requirement to have seven founding members. In 2019 Turkey came ninth on the list of countries with the highest number of plastic reconstructive and aesthetic surgeons worldwide (Triana, Palacios Huatuco, Campilgio, and Liscano, 2024.).

## **2.6. AESTHETIC ENTREPRENEURSHIP IN AFRICA**

According to Beauty Africa (2019), the African continent is thought to have a very profitable market base for aesthetics. There is a growing middle class in Africa, particularly in Sub-Saharan Africa. Roughly 100 million Africans make enough money to buy cosmetics (Copinschi, 2022). For instance, South Africa accounted for \$4.5 billion of the \$27.1 billion Middle East and Africa beauty care market in 2018, trailed by Nigeria and Kenya, whose market was valued at over \$320 million (Beauty Africa, 2019).

Aesthetic practices are closely associated with skin-lightening, or bleaching, which has become widespread throughout the world, particularly in many African countries such as Ghana, Kenya, Tanzania, Senegal, Mali, South Africa, and Nigeria. While both sexes participate in various skin-whitening activities, women tend to do so at a higher rate than men, and they also occasionally give their kids skin-whitening items (AL-Sarraf, 2022).

Moreover, there has never been a greater demand worldwide for skin-lightening cosmetics, which are seeing an increase in sales. To project a more diversified image, the global beauty industry has remade itself recently (Laham, 2020). Light-skinned women of colour have been added by numerous cosmetics businesses, which previously only used white women in their advertisements and as brand ambassadors.

According to Balogun (2023), women and their bodies have played a significant role in African beauty cultures and aesthetic rituals, and they are associated with

symbolic practices, political environments and economic situations. Africa's varied beauty traditions offer important insights into how social structures and cultural logics are changing.

Aesthetic rituals and beauty practices have diverse meanings depending on the historical context in which they originate and are socially contingent. Furthermore, within larger local, national, and international conflicts, women's aesthetic preferences are frequently highly politicized. Beauty rituals provide insight into the social circumstances of diverse groups and are frequently linked to life stages that denote sexual maturity, fertility, and social standing (Balogun, 2023).

#### **2.6.1. KENYA**

In East Africa, Kenya is at the forefront of these developments and has established reputable and advanced institutions offering world-class aesthetic surgery procedures. Despite this, many Kenyans still seek aesthetic surgery overseas, at a comparatively higher cost than local. The scope of practice of aesthetic surgery in Kenya was comparable to other African countries and the rest of the world. Differences were noted in prevalence with abdominoplasty being the most common whereas genital cosmetic surgery the least common. The cost of surgery in Kenya was relatively cheaper when compared to the USA and was at par with Asian and other African counterparts (Masitara, 2022).

#### **2.6.2. NIGERIA**

Plastic surgery has been practiced in Nigeria for many years. Despite this, there is still a great scarcity of knowledge about the nature, scope, and practice of plastic surgery in Nigeria. This is particularly worse among the non-medical populations. The attitude of Plastic surgeons in Nigeria to cosmetic surgery is influenced by the low acceptance of cosmetic surgery procedures by Nigerians. Attitudinal change programs, especially through social and other mass media, are desired to increase awareness and acceptance of cosmetic surgery in Nigeria (Kadiri, 2022).

## **2.7. AESTHETIC ENTREPRENEURSHIP IN SOUTH AFRICA**

An aesthetic entrepreneur is a business visionary who strategically combines artistic awareness with entrepreneurial acumen to create compelling brands and experiences (Wiratno and Callula, 2024). South Africa's aesthetics and personal care business, worth \$3.2 billion, is one of the largest on the continent (Lanto, 2021). The need for cosmetic operations is rising in South Africa, and patient-centered care is becoming more and more important in this area. During doctor-patient communication, the aesthetic practitioners' notions of beauty are crucial, as are their understanding of and assessment of the aspirations and ideals of their patients. South Africans have also adopted the worldwide anti-aging trend, in which a growing proportion of consumers favour non-invasive cosmetic procedures, such lip plumper and wrinkle smoothers, to slow down the aging process (Rizzi, Gubitosa, Fini, and Cosma, 2021).

Furthermore, this industry is being driven by South Africa's expanding middle class and rising desire for non-surgical methods to delay the aging process. Procedure outcomes and patient satisfaction have improved because of advanced product development and increased proficiency among South African medical practitioners practicing anti-aging therapy. When it comes to most non-invasive cosmetic procedures, South Africans follow international trends.

Another important fact is that, in South Africa alone, Statistics South Africa reports that, in the first quarter of 2022, there were around 20.2 million working-age women and 19.8 million working-age men in the country (Mordor Intelligence report, 2023). This is a 1.4% and 1.5% year-over-year change from the first quarter of 2021, respectively. This demographic landscape underlines the critical role that employed individuals play in driving economic and social practices, The reliance on human capital is evident across numerous sectors, where effective practices depend not only on the availability of workers but also on their skills and engagement.

## **2.8. SOUTH AFRICAN PROFESSIONAL BODIES FOR AESTHETIC ENTREPRENEURS**

The Aesthetics entrepreneurs are governed by the Health Professions Council of South Africa (HPCSA) which sets standards of education and training of health care practitioners. An association for somatologists and skin care therapists in South Africa is called the South African Association of Health and Skin Care Professionals (SAAHSP) which serves as a pivotal organization dedicated to advancing the standards and practices within the healthcare sector, which is governed by HPCSA. Their principal duty is to progress exams for higher education to guarantee standards are upheld. SAAHSP is the South African chapter of Comité International E'sthétique de la Cosmétologie (CIDESCO) which has a mission to elevate the standards of beauty therapy education through rigorous training and comprehensive examination, and represents South Africa internationally (Coughaln, and Murphy, 2023). It is not legally necessary for specialists in somatopathology to register with a body to work in South Africa, this absent of mandated registration results from the evolving landscape of holistic and complementary therapies, which often resist traditional medical framework (Borg, Ross, Garosi, Finlayson, and Mashamba-Thompson, 2021). This situation underlines the need for professional regulation in somatology to ensure that practitioners prioritize patient safety and uphold professional integrity in their services.

## **2.9. INTERNATIONAL LEGISLATIVE ACT ON AESTHETIC PRACTICES**

The Legislative Council Secretariat conducted an analysis of the regulatory environments surrounding aesthetic practices in Hong Kong, Florida in the United States (US), South Korea, Singapore, and the United Kingdom (UK). The analysis included a look at the classification of aesthetic procedures, competency requirements for performing aesthetic procedures, regulation of the beauty sector's ability to perform aesthetic procedures, regulation of ambulatory facilities and medical devices related to cosmetics, and protection of those undergoing aesthetic procedures (Legislative Council Secretariat, Research Report, 2014). Every location

under investigation has established which aesthetic procedures are reserved for use by licensed medical professionals.

Furthermore, the beauty industry may carry out certain aesthetic procedures that are not classified as medical activities in any of the study countries, except for South Korea and China.

Cosmetic regulations in China are supervised by two main competent authorities: State Administration for Market Regulation (SAMR) and the independent Drug Administration Bureau called National Medical Products Administration (NMPA), which is under the governance of SAMR. Furthermore, NMPA consists of 9 subordinate departments, including Cosmetic Safety Supervision department. At provincial level and under NMPA, there are Medical Products Administrations (MPAs), which oversee filing of domestic non-special use cosmetics and issuance of cosmetics manufacturers' production license (Chow, 2022.).

### **2.9.1. SOUTH KOREA**

Under the current licensing system, a person is required to attend a minimum of 1 200 hours of training in a licensed school of cosmetology or a public education institution offering cosmetology programme and pass the licensing examination to obtain a license. A person may also register with the Board of Cosmetology as a specialist in one or more specialty practices, e.g. facials or manicuring, after completing the relevant specialty training programme. The licensees are required to renew the license every two years, conditioned upon the completion of at least 16 hours of continuing education (Gopalan, 2024).

### **2.9.2. SINGAPORE**

Academy of Medicine Singapore (AMS) and was endorsed by the Singapore Medical Council (SMC) as a standard for aesthetic practice for doctors. An Aesthetic Practice Oversight Committee (APOC) has been formed under the SMC to regulate doctors engaged in aesthetic practices in accordance with the Guidelines. Effective from 1 November 2008, the Ministry of Health will be introducing additional licensing terms

and conditions on all medical clinics and hospitals under the Private Hospitals and Medical Clinics (PHMC) Act to regulate the practice (Gopalan, 2024).

### **2.9.3. UNITED STATES OF AMERICA**

Literature demonstrates that there are gaps in aesthetic surgery training for PRS residents in the USA, including facial and neck surgeries and non-surgical interventions. Resident clinics have clear benefits for resident education, without sacrificing patient outcomes. Residency programs should consider the development of a resident cosmetic clinic and/or dedicated cosmetic centre to increase surgical exposure and increase trainee comfort in providing this subset of procedures. Published literature is limited in consistency of methods of evaluation, and further in-depth analysis of case volume and diversity at training programs within the USA and internationally is indicated (Morris, Toyoda, Christopher, Broach and Percec, 2022).

### **2.9.4. UNITED KINGDOM**

In the United Kingdom, aesthetic medicine is regulated by multiple bodies, including the General Medical Council (GMC), the Nursing and Midwifery Council (NMC), and the Care Quality Commission (CQC). Key legislation includes the Health and Care Act 2022, the Medical Act, and the General Data Protection Regulation (GDPR) (Latham and Mchale, 2020).

## **2.10. ENTREPRENEURIAL STRATEGIES FOR AESTHETIC PRACTICES/BUSINESSES/MEDICINE**

The study by Holm, and Beyes (2022) creates a transitional space for an entrepreneur becoming and a comprehension of entrepreneurship as an ethical and aesthetic endeavour. When viewed in that light, entrepreneurship is an example of a philosophical ethos. The field of "aesthetic medicine" is currently primarily marketing hype and possibly a dream, a medical future vision. Aesthetics is advancing into more established areas of medical practice, although it is still a niche field of consumer medicine (Zbar, Taylor and Canady, 2023). Technological advances and widespread use of social media have increased awareness of diverse

standards of beauty and aesthetic outcomes, ultimately broadening definitions of beauty and attractiveness as well as consciousness of treatment goals.

Digital technology is increasingly important in achieving business goals, and its pervasive effects have resulted in the radical restructuring of entire industries (Klietz, Kaiser, Machens and Aitzetmüller, 2020). Recent research has illustrated how digital technologies give rise to a vast potential for product and service innovation that is difficult to control and predict. Therefore, firms need dynamic tools to support themselves in managing the new types of digital innovation processes that emerge. The nature of these processes forces firms to challenge prior assumptions about their product and service portfolio, their digital environment, and ways of organizing innovation work. The presence on Instagram, Facebook, or Twitter allows aesthetic practitioners to directly address a huge collective of patients at much lower cost than conservative advertising.

### **2.10.1. Marketing in service industry**

In the evolving landscape of the aesthetic business, the application of the seven Ps of marketing is essential. Product, Price, Place, Promotion, People, Process, and Physical Evidence, serves as a strategic framework for achieving sustained growth and customer satisfaction (Klietz, Kaiser, Machens and Aitzetmüller, 2020). Kleitz et al (2020) explains the 7 Ps as follows:

**Product** - refers to the range of aesthetic services offered, such as laser treatments, facials, or cosmetic injections, which must align with current trends and consumer expectations for quality and safety.

**Price** - involves setting competitive yet profitable rates, considering factors such as target demographics and perceived value.

**Place** - is crucial, as the location of an aesthetic clinic can significantly impact accessibility and clientele. Strategic selection and potential online consultation options expand reach.

**Promotion** - incorporates various channels, including social media, influencer partnerships, and local advertising, which are vital for visibility in a crowded market.

**People** - including qualified practitioners and support staff, shape the service experience and enhance customer trust.

**Process** - outlines the client journey, from initial consultation to post-treatment care, ensuring efficiency and a seamless experience.

**Physical Evidence** - constitutes the tangible aspects of services, such as interior design, branding, and online presence, which collectively contribute to the business's overall image and credibility.

Aesthetic entrepreneurs have to ensure that they market their practices by focusing on the 7 Ps in order for them to be successful and sustainable.

## **2.11. CHALLENGES FACED BY AESTHETICS ENTREPRENEURS IN LIMPOPO**

As aesthetic medicine evolves, there are certain limitations in the legal framework at a global level, which directly affects the human right to protection of health, including psycho-emotional health. The rights of those who desire or receive aesthetic medicine services are adversely affected by the continued uncertainty around the real and legal status of aesthetic medicine. (Khetpal, Lopez, Redett and Steinbacher, 2021). New guidelines and choices are needed for aesthetic medicine. Thus, from the public's point of view, it is challenging to establish any kind of general rule. Pospisil (2023) highlights the challenges faced by the aesthetics industry, and it is suggested that the most difficulty overcoming patient stigmas and anxieties surrounding skincare. Media reports of failed treatments that some patients have had with poorly trained individuals practicing in aesthetics business and suboptimal equipment have had adverse outcomes for the field and have resulted in a negative stigma associated with practitioners of aesthetics who lack competence. The reports of carelessness can be the consequence of a lack of regulations requiring medical aestheticians' competencies to be defined and implemented with all relevant parties, including educational institutions. Kudeikina, Palkova and Loseviča (2022) questions

who exactly provides the relevant service, that is, whether it is performed by a medical practitioner, whose actions are regulated by the HPCSA.

Rural communities mostly have local economies that are dominated by one industry, making them more vulnerable to sector-specific risk than their urban counterparts. Additionally, access to human resources, a diverse labour pool, large marketplaces for buying and selling, and institutional support mechanisms for small businesses are limited in rural areas (Musara, 2021).

Aesthetics entrepreneurs in Limpopo province encounter a several of challenges that significantly delay their business growth and sustainability. The cultural diversity of Limpopo presents unique challenges, as different perceptions of beauty and aesthetics can influence consumer preferences, making market segmentation complex. Regulatory compliance poses a significant obstacle. Entrepreneurs navigate through health and safety regulations, which are particularly difficult for small businesses lacking administrative support. The growing competition from established urban centres worsens the struggle for market share (Özdemir-Darby, and Selcuk, 2021).

## **2.12. ENTREPRENEURIAL STRATEGIES EMPLOYED BY ENTREPRENEURS TO OVERCOME CHALLENGES**

According to Atiyeh, Rubeiz, and Hayek, 2020) the actual and legal position of aesthetics medicine is still up for debate, which presents serious difficulties for patients and medical professionals alike. Botox, fillers, and laser treatments are just a few of the many surgeries and treatments that fall under the umbrella of aesthetic medicine with the goal of making people look better. However, there are ambiguities and inconsistent practices in this industry due to the absence of clear rules and regulations. The creation of thorough and precise regulations for aesthetic medicine is one way to address this problem. This could involve establishing guidelines for patient safety and consent, specifying the education and experience needed to carry

out treatments, and defining the scope of practice for healthcare professionals (Downie, Walsh, Kirk-Brown, and Haines, 2023).

Establishing these standards will help patients feel more secure about the care they receive, and Healthcare professionals can operate within defined parameters. Spreading knowledge and understanding of aesthetic medicine might aid in debunking myths and misconceptions regarding discipline. This could entail educating patients about the advantages and disadvantages of various treatments in addition to encouraging openness in marketing and advertising strategies. Patients can make educated judgements about their aesthetic treatments if they are well-informed. According to Joshi, Hasan, and Kurudamannil (2022) the media's and society's artificial ideals of beauty are frequently the root cause of this skincare stigma. People may be reluctant to seek assistance or treatment because of feeling guilty or embarrassed about their skin issues.

Raising awareness and educating people, one possible way to fight the stigma and fear around skincare is through education. Promoting more inclusive and realistic images of beauty may help people feel less under pressure to meet impossible standards. Raising awareness of skincare and skin health issues can provide people greater confidence and empowerment to address their concerns. Due to the nature of aesthetic practices, their business strategies involve awareness activities, as a way of getting customers and being able to keep them.

### **2.13. CONCLUSION**

In conclusion, a wide range of unskilled individuals, including beauticians at beauty salons, are doing cosmetic plastic surgery, in addition to licensed business owners and entrepreneurs operating outside of their areas of expertise. The reason for this is that aesthetic plastic surgery is not clearly regulated in South Africa. Moreover, previous scholarly study has examined several facets of South African customers' views and/or purchase intentions over the last 10 years (Duh and Tshabalala, 2019).

According to Haidar (2024) aesthetic marketing strategies create a harmonious effect that drives brand loyalty and customer acquisition, by engaging demonstrations, consumers see firsthand benefits and quality of offerings, thereby building trust and encouraging purchase/service decisions. When combined with user-generated content, such as customer reviews, the impact of aesthetic marketing amplifies. Awareness campaigns serve as a cornerstone of these strategies, utilizing compelling imagery and storytelling to capture prospective customers' attention, and positive endorsements from satisfied customers not only validate service efficacy but also contribute to a brand's visual narrative, enhancing its credibility. Appealing to consumers' emotions and senses, businesses can cultivate a compelling brand identity that stands out in a crowded marketplace. As consumers increasingly seek authentic and relatable experiences, the significance of aesthetic marketing will undeniably continue to grow in relevance and effectiveness. Aesthetic marketing strategies deeply link with referral programs and physical evidence to cultivate a robust consumer base driven by loyalty and word-of-mouth promotion. Prioritizing visual appeal and sensory engagement, businesses can create a compelling brand presence that not only attracts customers but also motivates them to act as brand advocates.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. INTRODUCTION**

The methodology used for the study is covered in this chapter. The study will first explain several research paradigms before choosing the one that most accurately characterizes the current investigation. This will be followed by a discussion of research methods or research nature. Additionally, a detailed description of the target population, study location, research strategy, and sampling will be provided. Once more, the study will choose a method for gathering data, analyse it, and apply its reliability or quality standards. Ultimately, a plan for sharing the results and data, study constraints, and ethical issues will be discussed.

#### **3.2. RESEARCH PARADIGM**

It is essential to comprehend research paradigms since they influence scientific discoveries by dictating presumptions and guiding principles (Park, Konge, and Artino, 2020). The four research paradigms are interpretivism, critical theory, realism, and positivism. According to Bui (2024), a paradigm is a collection of presumptions that offer a conceptual or philosophical foundation for a worldview and help researchers build well-organized studies globally. The research paradigm of interpretivism will be used in this study. Interpretivism is a "response to positivism's overwhelming dominance." Interpretivism denies the idea that a single, verifiable reality exists apart from our senses. Interpretive philosophy is anti-foundational. According to Dewi (2021), there are no universally accepted norms for determining truth. Interpretive research aims to comprehend individuals' interpretations of social phenomena, rather than seeking universal, context-free knowledge (El-Hani, and Ludwig, 2024). Interpretive ontology naturally leads to the concept of knowledge. Therefore, rather than being distinct, the relationship between the knower and the

subject to be known is one of involvement and interaction. Interpretivists, who may be applied to this study of aesthetic entrepreneurs, maintain that the only way to understand social reality is via the eyes of those who are actively engaged in the action under investigation.

The research methodology employed was qualitative research. A study that uses a data-driven research approach to deal with its research participants is called qualitative research (Silverman, 2020). Qualitative research approaches problems in a different way than the manner described above. Its foundation is the belief that "reality" is essentially subjective, with each person creating their own unique interpretation of how the world functions based on their unique experiences with it and the people that inhabit it (Cropley, 2022). Because of this, a lot of what people including researchers take to be true consists of a collection of perceptions, conclusions, and views that are unique to everyone (Cropley, 2022).

This study used a qualitative research method to learn about an exploratory study of entrepreneurial tactics used by aesthetics firms in the province of Limpopo. Sampling procedure was also considered, encompassing the selection and participation of study participants. Instruments were used to describe the data collection and processing procedures used in this study. The project's ethics are thoroughly stated, and the procedures for gathering and analysing data for the study are suitable.

### **3.2.1. Research Design**

The methods employed in research investigations to gather, examine, interpret, and present data are referred to as research designs. To put it another way, the study design outlines the procedures to be followed to collect and assess the data, as well as how all of this will be used to address the research question (Karunarathna, Gunasena, Hapuarachchi, and Gunathilake, 2024). An exploratory design was used in the investigation. Evaluating the contributions of exploratory research projects, particularly the first one or two in a new field of inquiry, is one of the areas where social scientists are often found (Khoa, Hung, and Hejsalem-Brahmi, 2023.). In this study, a hypothesis is established, or a problem is formulated to be studied more

extensively (Aithal, and Aithal, 2023). Exploratory research is conducted when there is little to no scientific information available about a group, method, activity, or circumstance, but the researcher has reason to believe that it has components that need discovery. To properly analyse a given occurrence, they need to approach it from two distinct angles: being flexible in their quest for evidence and open to possibilities (Lim, 2024.). When study expertise on an issue is limited, as in the case of little information available regarding the social interaction patterns of members of a monastery, exploratory studies are usually more appropriate. There is not much information that could pique the curiosity of a resourceful researcher looking to learn more (Wilson, 2023).

### **3.2.2. Research Approach**

Qualitative research approach was utilized in this research. As it approaches problems in a different way, the aim is to gain rich, detailed insights rather than to generalise findings to a broader population (Scârneci-Domnispru, 2024). This research approach is relevant for the study because the researcher would like to have a face-to-face interaction with the entrepreneurs and interview them.

## **3.3. SAMPLING**

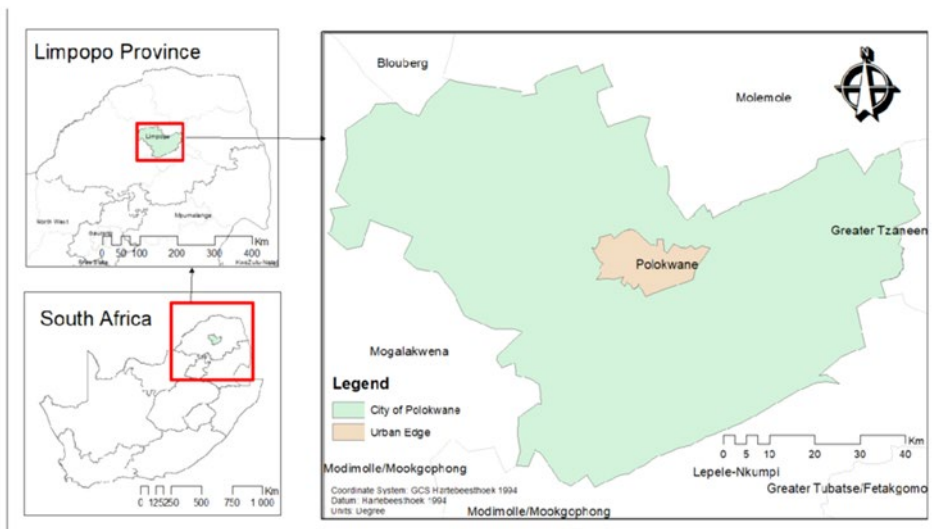
### **3.3.1. Population**

Stratton, (2021) defined a study population as a subset of the target population from which a sample is taken. Moreover, target population is a sizable group of individuals or items that are the subject of a scientific investigation. However, because it would be extremely expensive and time-consuming to evaluate every member of the community, researchers are usually unable to do so due to the size of the population. The study's population of interest were aesthetic centres in Limpopo, the total number of aesthetic businesses in Limpopo are 35 in total, however, the study sampled 11 aesthetics businesses.

### 3.3.2. Study Area

In research, the study area is frequently referred to as a study site. Some higher education institutions call the study area description the study area profile (Priya, 2021). The study was conducted in two local municipalities of Limpopo Province, namely: Greater Giyani Local Municipality and Polokwane Local Municipality.

Polokwane Municipality is in the province's centre, according to Stats SA (2022). The municipality and Polokwane, the largest town in Limpopo, have the same name. Locally, it borders the Mopani and Waterberg Districts, three other local municipalities in the Capricorn District, and one other local municipality. With 38 wards, it is the biggest urban complex in the north and a significant economic hub. Due to its proximity to Botswana, Zimbabwe, Mozambique, and Swaziland, it is an ideal entry point into Africa and a popular tourist destination. It is clear from the settlement types that it is more urban than rural. Below is the map of the Polokwane Local Municipality.



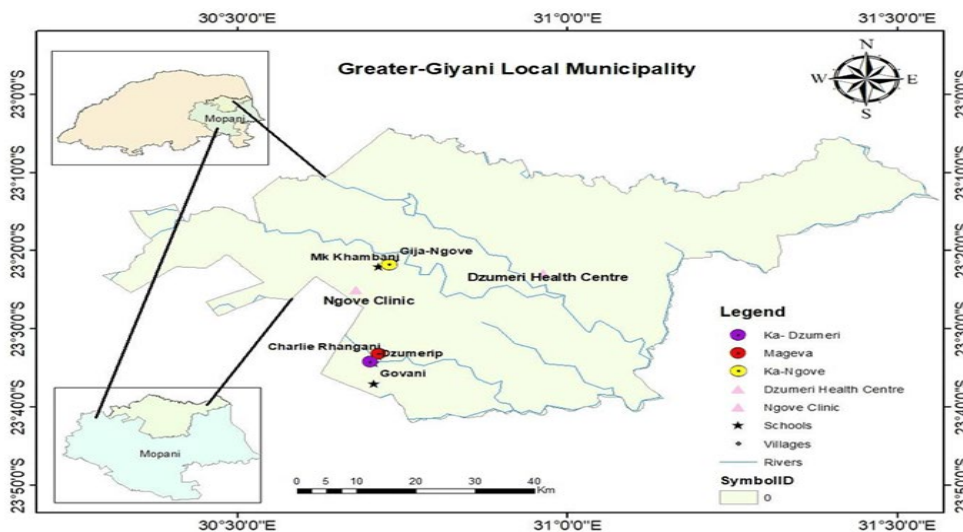
**Figure 3. 1: Polokwane Local Municipality Location Map**

Source: Map drawn by Moffat (2020)

In 1969, the Greater Giyani Local Municipality was founded. It serves as the Mopani district's administrative and commercial hub and was formerly Gazankulu's capital

(Stats SA, 2022). The town of Giyani, which is a Tsonga phrase meaning "a place where people dance" and "an island of the friendly people," is whence the Greater Giyani Local Municipality gets its name. Giyani has a strong cultural past as well, with royal families that go all the way back to 1822. About 185 kilometres separate the town of Giyani from Polokwane, 100 kilometres from Thohoyandou, and 550 kilometres from Pretoria. The municipality has a land area of roughly 2,967 km<sup>2</sup>. Its eastern portion is bounded to the west by N'wamankena Village, to the south by Mphakani Village, and to the north by the Klein Letaba River, all of which are part of the renowned Kruger National Park (Stats SA, 2022).

The Municipality comprises 60 council members and is divided into 30 wards. There are ninety-one villages in the ten traditional authority areas. Since Giyani Town is the sole town in the municipality, most residents from the surrounding area come to Giyani for services (Willoughby, 2024). Below is the map of the Greater Giyani Local Municipality:



**Figure 3.2: Greater Giyani Local Municipality location map**

Source: Mmbadi (2019)

### **3.3.3. Sampling**

Sampling is the process of choosing a sample from a population to represent the study population and get additional insight into a research question, sampling is defined by Rahman (2023) as the procedure, method, or strategy used to select an appropriate sample, or a representative portion of a population, with the intention of determining the parameters or characteristics of the population. Non-probability sampling, specifically the purposive sample technique, was employed in this investigation, to select the participants, with a focus on those who are familiar with the entrepreneurial tactics used by aesthetics businesses and who reside in Giyani and Polokwane. The study included responses from ten aesthetic practices in Polokwane Local Municipality and one in Giyani Local Municipality. Semi-structured interviews were conducted 11 respondents who are the owners of the practices.

### **3.3.4. Ethical Issues related to sampling**

Permission to access participant's personal space is granted with their informed consent. Characterizing the elements of informed consent, phrases like voluntariness, comprehension, disclosure, and capacity for decision-making are frequently employed. The researcher will provide a "consent form" for the sampled participants/informants to sign if they accept to participate in the study. This study was entirely voluntary and there were no financial incentives for participants. The researcher will guarantee the privacy of the participants' phone numbers, addresses, and identities. The ethical standards of confidentiality and anonymity are designed to safeguard individuals' privacy when gathering, analyzing, and disseminating data (Backstrom, Callaghan, Worthington, Fuller, and Johnston, 2025).

April, Dharani, and April, (2023) define bias as a tendency or prejudice toward or against an individual or group, particularly in directions deemed unfair, a focus on areas or subjects of interest, and the systematic distribution of statistical results due to factors that have not been considered. Selection bias affects both the recruitment process and study inclusion criteria.

### **3.4. DATA COLLECTION**

#### **3.4.1. Data collection approach**

Data collection is the systematic process of gathering, measuring, and analyzing information to extract insights and inform decision-making (Cristofaro, Giardino, and Barboni, 2025). This practice is essential across various fields, including social sciences, business, and healthcare, providing the foundational evidence necessary for vigorous conclusions and strategic planning. The benefits of effective data collection are that it enhances the reliability of research findings, enabling businesses or researchers to obtain informed recommendations. Comprehensive data collection allows for the identification of trends and patterns, facilitating predictive analytics and enhancing strategic foresight.

This study used face-to-face interviews, which involve direct interaction between the interviewer and participant. This technique offers several advantages; it allows for in-depth exploration of participants' thoughts and feelings, enabling researchers to collect insights that may not be captured through surveys or secondary data. The interpersonal nature of face-to-face interviews fosters trust and encourages open dialogue, often resulting in richer qualitative data (Shah, 2024).

#### **3.4.2. Data Collection methods**

This study used both primary data collections. A study can select from several different interview procedures. This kind of interview employs a dynamic methodology that varies from participant to participant and is contingent upon the responses of the participants. Because there are fewer pre-planned questions available to the interviewer, semi-structured interviews were preferred over unstructured ones. Semi-structured in-depth interviews are the most widely used type of qualitative data source (Karunarathna, Gunasena, Hapuarachchi, and Gunathilake, 2024).

To learn about various viewpoints on the topic under study, conduct a semi-structured interview. In-person interviews were conducted in the interviewees'

homes or places of employment because these settings were conducive and made them more comfortable during the process. This approach usually involves an interviewer-subject conversation reinforced by follow-up questions and an adaptable interviewing technique (Xiang, 2024). Topics concerning the aesthetics firm's entrepreneurial strategies in the Greater Giyani Local Municipality and Polokwane Local Municipality will be discussed during the interview. To ensure that the data is representative of the entire community, guidelines were applied, such as the amount of knowledge required and the requirement that administrators originate from each relevant office in the conventional affairs.

### **3.4.3. Face-to-face semi-structured interviews**

Face-to-face interactions of a researcher and a participant are known as interviews, in which the researcher asks inquiries, and the participant responds. The researcher is in attendance and involved in controlling the data acquiring process, which is known as an interpersonal encounter (Gutgeld-Dror, Laor, and Karnieli-Miller, 2024). To be sure, the proper questions were asked, and the right answers were given to keep the interview on the right path, the researcher utilized a semi-structured interview guide for face-to-face semi-structured interviews. The researcher received quick access to the data after the interviews as the semi-structured interview guide that was utilized for the collection of data for this research (Shoozan, and Mohamad, 2024). The researcher made simpler to offered clarification and extra explanations. The interviews proved to be the effective way of communicating with participants when they were in their own business environment, which assisted in improving their understanding of several context-related issues.

### **3.4.4. Data collection procedure**

The researcher must carry out a variety of interrelated tasks to acquire access to the research participants (Falkenberg, Sigl, and Fochler, 2024). The participants were sourced on Instagram, the business owner's contact details (mobile number and email addresses) were posted and appointments for interviews were made. The

researcher visited the reception desk and ask for permission to meet and speak to prospective participants, to obtain their written informed consent for them to take part in the study. The researcher personally distributed written informed consent forms and comprehensive information sheets at each of the businesses of the potential participants. The researcher was able to arrange interviews and distribute the open-ended interview schedules to aesthetic entrepreneurs in their different business arears, after receiving all the participants' completed, signed, and documented consent papers.

Participants were interviewed during the day at their workplaces (business locations). The interviews were conducted from the 11 December 2024 to the 15 January 2025 between 11:00 a.m. to 17:00 p.m. All Participants were willing to participate. The interviews were recorded and noted with the participants' consent to avoid losing the study data.

#### **3.4.5. Development and testing of data collection instruments**

A semi-structured interview guide was used as a data collection instrument. A semi-structured interview is a data collection method in which questions are asked within a thematic framework (Maher and Bedwei-Majdou, 2025). Semi-structured interviews serve as a qualitative research method, widely utilized in various fields, including marketing, social sciences, and numerous other disciplines seeking exploratory insights. They combine a flexible approach with fixed questions, allowing researchers to dig deep into participants' perspectives while still maintaining a structured framework. The interview guide was divided into two main parts: Part A and Section B. Part A focuses on gathering essential demographic information from participants, which includes aspects such as age, gender, educational background and position in the company. Section B of the interview guide usually encompasses open-ended questions that encourage participants to express their thoughts and experiences in detail. This semi-structured approach facilitates a rich dialogue, enabling researchers to explore themes or topics in depth while still guiding the conversation to ensure all relevant areas are covered. The researcher developed

interviewing systems and put them through a pilot test with two potential participants who did not take part in the main study to ensure the validity of the study.

#### **3.4.6. Characteristics of the data collection instrument**

Data collection instruments are essential tools in research, serving as the means through which information is gathered to achieve specific objectives (Karunaratna, Gunasena, Hapuarachchi, and Gunathilake, 2024). Various characteristics define the effectiveness and reliability of these instruments, ensuring that the data collected is valid and applicable.

- **Flexibility and time consuming-** The flexibility of interviews also results in a time-consuming process. Conducting interviews demands considerable investment in scheduling, conducting, and transcribing discussions, often extending the research timeline. The researcher factored in these aspects when planning to ensure that resources are allocated efficiently.
- **Resources** - the resource-intensive nature of interviews includes not only time but also material considerations such as location, recording equipment, and potential transcription services. Researchers factored in these elements to achieve thorough and reliable data collection.
- **Ethical considerations** - in interviews are paramount. The researcher prioritized confidentiality and informed consent of participants, ensuring that their rights and welfare are safeguarded throughout the research process.

#### **3.4.7. Data collection process**

Data collection is a systematic process connected to research and decision-making across various fields. It begins with defining clear objectives, which guide the entire process by clarifying what information is necessary and focusing efforts on specific research questions (Kumar and Praveenakumar, 2025). Following this, identifying appropriate data sources is crucial; these may include primary sources such as interview schedules, and secondary sources like existing databases and published study. After data collection, the next step is analysis, where thematic methods are

employed to interpret the findings, uncover patterns, and get insights. Evaluating the entire data collection process is essential for determining the effectiveness of the methodologies used and identifying areas for improvement.

**Defining objectives** - researcher defined and clarified the purpose of the study and the specific questions they intend to answer.

**Identifying data sources** - target populations or individuals that possess relevant experience or insight were identified.

**Choosing data collection methods** - with semi-structured or unstructured interviews often recommended for flexibility and depth. The researcher developed data collection tools, such as interview guides and interview schedule, to ensure that discussions remain focused yet adaptable.

**Data collection** - emphasizing a conducive environment that encourages frank responses.

**Data storage** – data was thoroughly stored in a locked cabinet, ensuring confidentiality and accessibility for analysis.

**Data analysis** - phase involves coding and identifying themes within the data, enabling a deeper understanding of the findings. Interpretation then transforms data into insights, while interpreting results contextualizes these insights within the broader research framework.

**Reporting findings** – the researcher ensures clarity and accuracy, highlighting the implications of the research.

**Evaluating the process** – the researcher evaluated the process, not only as an aid in refining future research but also enhances the credibility and reliability of qualitative inquiry.

### **3.5. ETHICAL CONSIDERATIONS RELATED TO DATA COLLECTION**

According to Denzin and Lincoln (2025), ethics establishes guidelines for what constitutes appropriate behaviour during the process of gathering information, irrespective of the participants' species. Research ethics apply to any number of participants one or more without respect to the quantity of participants. The standards governing acceptable conduct for researchers and participants are referred to as ethics in research. Ethics in research conduct, according to Zhang and Papi (2024), motivates researchers to avoid mistakes that harm the process of conducting their work and to be more mindful of how they engage with participants.

#### **3.5.1. Permission to conduct the study**

Prior to collecting data, the University of Limpopo requires an ethics clearance certificate. The researcher was granted approval (Certificate) on the 19<sup>th</sup> of September 2024 from Turfloop Research Ethics Committee (TREC) of the University of Limpopo to proceed with the study and collect data.

#### **3.5.2. Informed consent**

According to Glasdam, Cathaoir and Stjernswärd, (2024.), informed consent is essential in research because it enables participants to voluntarily and enlightened decide whether to participate in a project that involves taking risks for the benefit of others. Permission to access someone's personal space is granted with their informed consent. Characterizing the elements of informed consent, phrases like voluntariness, comprehension, disclosure, and capacity for decision-making are frequently employed. The researcher provided a "consent form" for the sampled participants/informants to sign if they accept to participate in the study.

#### **3.5.3. Voluntarily participation**

According to Khan (2024) the principle of voluntary participation promotes trust between researchers and participants, fostering an environment where ethical standards are upheld. The fact that this study is entirely voluntary and that there

were no financial incentives for participants to participate was made clear to them in advance.

#### **3.5.4. Confidentiality**

The ethical standards of confidentiality and anonymity are designed to safeguard individuals' privacy when gathering, analyzing, and disseminating data (Gilbert and Gilbert, 2024). The phrase "confidentiality" describes how any personally identifying information that participants contribute is separated or altered from the data.

#### **3.5.5. Anonymity**

Anonymity pertains to the process of gathering data without obtaining any personally identifying information (Madhubala, Samad and Thangam, 2024). Once again, everyone may express themselves and respond to ideas without worrying about being evaluated because of anonymity (Zhan, Joksimovi, Ladjal, Rakotoarivelo, Marshall, and Pardo, 2024). The researcher never asked for personal information from participants; instead, code names, such as alphabet letters, were used to identify each one.

#### **3.5.6. Avoiding harm**

The researcher bears the exclusive responsibility for guaranteeing that no participant experiences any form of abuse or damage throughout the data gathering process (Chabilal, Brown, Cengiz and Moodley, 2024). Every participant was kept safe until the data collection is complete.

#### **3.5.7. Right to privacy**

Researchers attempted to protect participants' privacy by gathering anonymous data and guaranteeing that the data acquired was kept private. Because the participants' identity is hidden, anonymity is a good technique to safeguard privacy, this study did not identify the participant's identity, and all raw data collected were kept confidential.

### **3.6. DATA ANALYSIS**

Participants responses were examined after data collection to make sure correct and comprehensive data was gathered. Gudivada (2025) asserts that data cleaning, which aids in finding and removing any flaws, should be done before any data analysis. To accomplish the objectives of the study, a variety of data analysis techniques will be used. The data analysis technique used by the researcher in this study was thematic analysis. A series of questions that address the study's objectives are included in each theme, which is created by thematic analysis of the study's objectives into subjects (Braun and Clarke, 2024.). The stages/phases of Braun, Clarke and Hayfield's thematic analysis are listed below (Christou, 2023):

#### **Phase 1: Familiarisation with the data**

This requires thorough familiarizing with the information by reading and rereading it. After familiarizing themselves with the transcribed data, the researcher read it again while listening to what the participants said to confirm the data. This helped the researcher correct any errors or misinterpretations of the participant before rereading the entire data set.

#### **Phase 2: Coding the data**

This entails developing codes to address critical data features that may be relevant to answering the research questions. The entire dataset was coded and then all codes and associated data extracts collected for further analysis.

#### **Phase 3: Generating initial themes**

This phase entails reviewing the codes and data to see if any additional meaning patterns could be themes. Following that, data pertinent to each candidate theme is gathered. The researcher worked with the data to evaluate the effectiveness of each potential theme.

#### **Phase 4: Reviewing and developing themes**

Themes are compared to the dataset to determine whether they tell a compelling story about the data and provide an answer to the research question. Themes were typically refined by splitting, combining, or discarding.

#### **Phase 5: Refining, defining, and naming themes**

This phase entails conducting a thorough analysis of each theme, determining its scope and focus, and defining the theme's 'story.' Each theme was given a descriptive name.

#### **Phase 6: Producing the Report**

The final phase was to connect the analytical narrative and data extraction and contextualise the analysis in light of the study.

### **3.7. INTERNAL AND EXTERNAL VALIDY OF THE STUDY**

#### **3.7.1 Quality Criteria**

A quality criterion is the degree to which the researcher feels confident in the dependability, transferability, and dependability of their qualitative data and conclusions. Ahmed, and Ishtiaq, (2021) defines credibility as the extent to which a study account is suitable and credible, with an emphasis on participant-researcher agreement. The word "reliability" describes having enough data and documentation on the methods of the study to enable analysis and replication. The researchers provide thorough explanations and quotes to show how they arrived at their conclusions (Stenfors, Kajamaa and Bennett, 2020). Using a raw data audit trail, memoranda, notes, data reduction, and analysis to make sure the study's conclusions are based on the experiences of the informants rather than the preferences of the researcher or researchers is how confirmability is achieved.

#### **3.7.2. Credibility**

A scholar's belief in the veracity of information collected through verbal rather than numerical means is referred to as credibility. To conclude the study, all that remains

is to report or apply the accurate conclusions drawn from the data gathered (Salmona and Kaczynski, 2024). Verification was used by the study's researchers to make sure the results are accurate and credible, by utilizing data triangulation which aids in identifying discrepancies among different data sources, prompting deeper inquiry into unexpected results. In triangulation, the same research questions are asked to different study participants, and information is gathered from different sources using various methods to address the same questions.

### **3.7.3. Dependability**

Cole (2023) defines dependability as the data's consistency under the same circumstances. At every level of the study technique, the supervisor's aid was requested to confirm the decision. Notes and audio recordings will be used for this. Future researchers will be able to achieve results that are likely to be equivalent to those presented in this study if the researcher makes sure that the research methodology used in this study is sufficiently transparent and accurate.

### **3.7.4. Transferability**

Transferability is demonstrated by the qualitative researcher by demonstrating that the research study's conclusions can be used in different situations (Drisko, 2024). In this case, comparable settings, individuals, and occurrences could all be referred to as "alternative contexts." The researchers went into considerable detail in this study to demonstrate how the results can be applied to a wide range of locations, circumstances, and scenarios.

### **3.7.5. Confirmability**

According to Ahmad and Younas (2024), conformability is the first step towards objectivity in study outcomes. Based just on the respondent's information, the researcher draws conclusions without changing or removing anything. Researchers can demonstrate that keeping raw data and findings unaltered their investigations.

### **3.8. CONCLUSION**

This chapter provided a full explanation of the research methodology and design, the research techniques, and the interpretivism paradigm, which were all used in the study to address the research questions. The research techniques applied to the gathering, capturing, and analyzing of data. The strategies for gathering secondary data were previously covered in this chapter. This chapter also highlighted the problems that came up while doing the research, and it ends with a summary of the moral factors that were considered to guarantee the accuracy and satisfaction of the findings.

## **CHAPTER FOUR**

### **PRESENTATION OF THE FINDINGS**

#### **4.1. INTRODUCTION**

This chapter presents the data collected from an exploratory investigation of the entrepreneurial strategies used by aesthetics businesses in Limpopo Province, South Africa. The data was collected through semi structured interviews. A Thematic data analysis was used to analyze the data, allowing the researcher to discover and identify themes in the acquired information (Goyanes, Lopezosa, and Jordá, 2025). Eleven (11) participants from Limpopo Province were interviewed in their offices where they are stationed. The chapter presents demographic information, such as participant categories. Furthermore, the chapter presents data that respond to the primary research objectives of the study.

The following objectives were listed for the study:

- To explore marketing strategies utilized by aesthetics businesses in Limpopo Province.
- To investigate the innovation strategies implemented by aesthetics entrepreneurs in Limpopo Province.
- To make recommendations regarding the contemporary strategies that entrepreneurs can use to enhance their marketing and innovation strategies in the Limpopo province.

#### **4.2. SECTION A: DESCRIPTION OF PARTICIPANT'S BIOGRAPHICAL INFORMATION**

The study explored the various strategies used by aesthetics businesses in Limpopo Province to grow and ensure the sustainability of their operations. Eleven (11) individuals from various aesthetics businesses were selected for the study and engaged in data collection by answering semi-structured interview questions. All participants are from Limpopo Province, have between 2 and 20 years of experience,

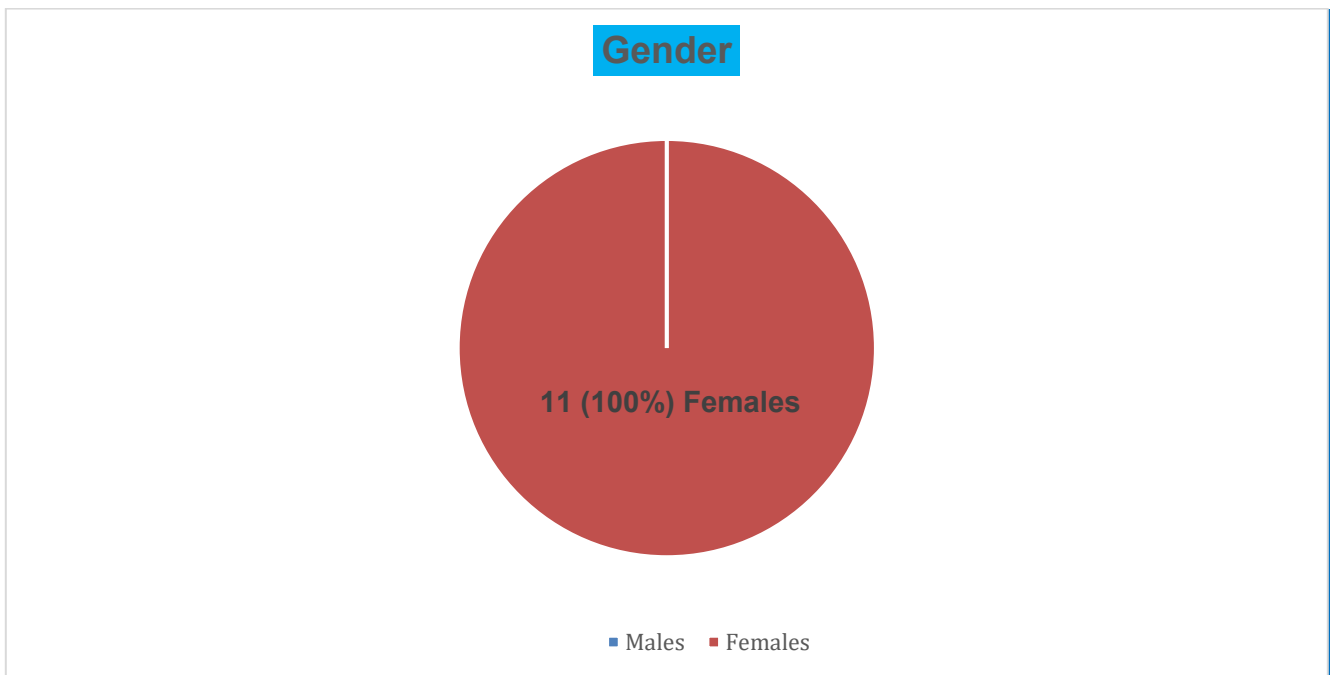
and have varying medical backgrounds, The samples were taken from all eleven (11) participants as depicted in Table 4.1 below:

| <b>Participants</b> | <b>Qualification</b>                            | <b>Position</b>                           | <b>Experience</b> | <b>Location</b>           |
|---------------------|---|---|-------------------|---------------------------|
| 1                   | BSc Physiotherapy with Honours.                 | Medical Aesthetician                      | 5 years           | Limpopo                   |
| 2                   | MBCHB, MBA<br>Diploma in Aesthetics<br>Medicine | Aesthetics Doctor                         | 15+ years         | Limpopo                   |
| 3                   | Diploma in Somatologist                         | General Manager and co-owner              | 2 years           | Limpopo                   |
| 4                   | MBCHB   | Medical Aesthetician                      | 3 years           | Limpopo                   |
| 5                   | MBBCH,  | Director of the Aesthetic wellness centre | 7+ years          | Limpopo                   |
| 6                   | BSC Degree in Dietetics                         | Dietician<br>Aesthetic Business owner     | 6 years           | Limpopo                   |
| 7                   | MBCHB Medical Doctor                            | Medical Aesthetician                      | 4 years           | Limpopo                   |
| 8                   | MBCHB Medical Doctor                            | Therapist                                 | 12 years          | Limpopo<br>and<br>Gauteng |
| 9                   | NOC in Beauty Therapy                           | Business Owner                            | 10 years          | Limpopo                   |
| 10                  | Diploma in Business Administration              | Business owner                            | 2 years           | Limpopo                   |
| 11                  | Diploma in Somatologist                         | Medical Aesthetician                      | 5 years           | Limpopo                   |

**Table 4.1. Description of Participant's Biographical Information**

#### 4.2.1: Demographic details of the participants

The gender analysis was carried out to determine how many respondents were male or female (Vera Gil, 2024). All the participants were female entrepreneurs of small to medium-sized aesthetics practices in Limpopo. The aesthetic entrepreneurship sector, surrounding fields such as beauty, wellness, and cosmetic services, displays a pronounced female dominance both among entrepreneurs and personnel as well as clientele. This phenomenon can be attributed to the societal perception of beauty and aesthetics has historically aligned closely with femininity, encouraging women to cultivate expertise in these fields.

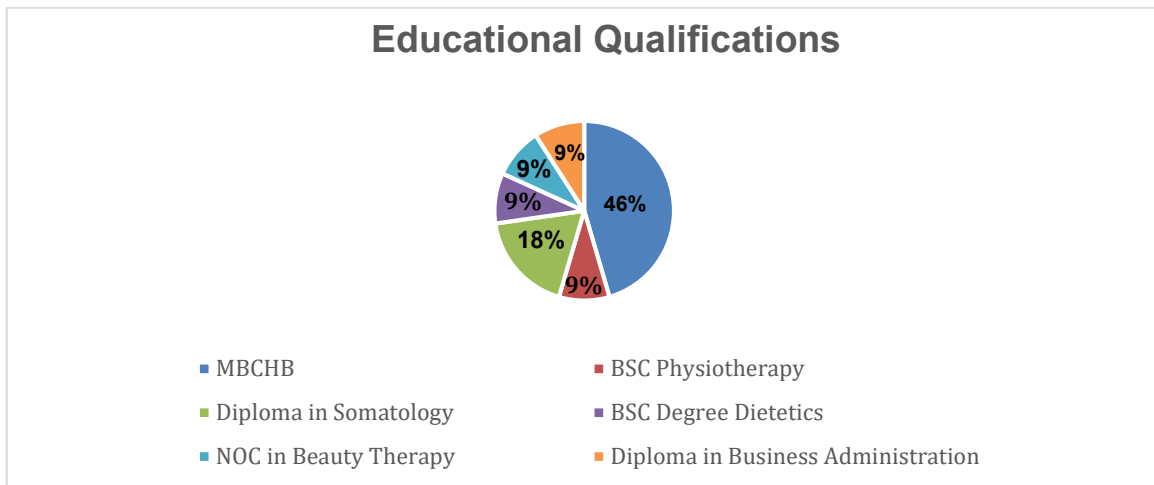


**Figure 4.1: Gender**

All eleven participants were female entrepreneurs and owners of the aesthetics clinics. The aesthetic business in Limpopo is mostly run by females due to the increasing trend of female empowerment in entrepreneurship, Nagayama and Sato (2024) indicates that this has led to a surge of women seeking opportunities in traditionally female-oriented sectors.

#### 4.2.2. Educational Qualification

The researcher populated the academic backgrounds and professional abilities for the Aesthetics entrepreneurs in Limpopo Province. The figure 4.2. below depicts the educational qualifications of the respondents.



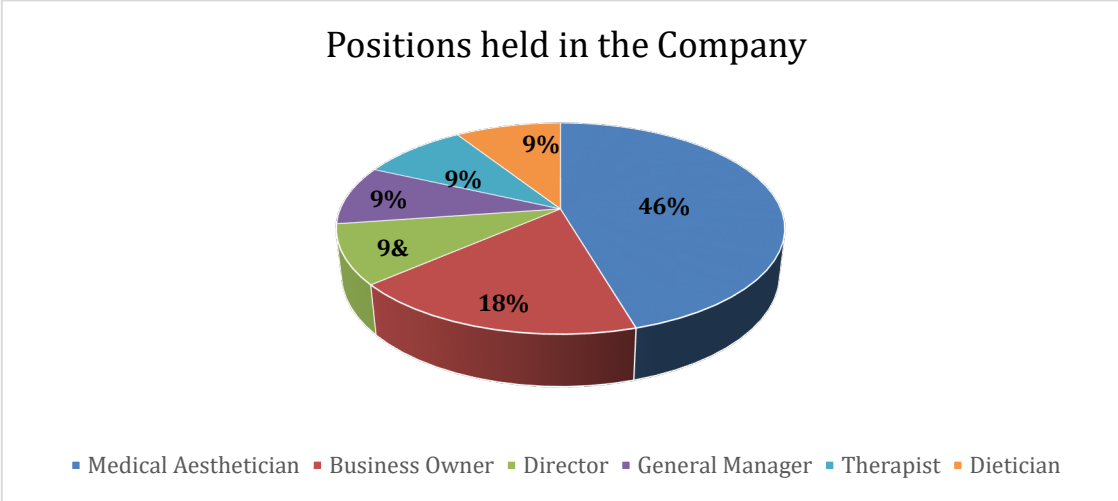
**Figure 4.2: Educational Qualifications**

According to figure 4.2. five of the respondents are medical doctors (46%) who have MBCHB qualifications, which empowers these entrepreneurs with a scientific understanding of human anatomy and skin conditions, enhancing their credibility and influence in marketing their services. Eighteen percent are Somatologists (18%) who have Diplomas in Somatology and beauty therapists who have National Occupational Certificates in Beauty Therapy bring specialized knowledge in skin treatments and wellness, allowing them to target niche markets effectively. This specialized expertise helps in crafting marketing messages that resonate with health-conscious consumers seeking scientifically backed beauty solutions (Park, and Hong, 2024). The single dietician who has a BSC Degree in Dietetics and physiotherapist who has a BSC degree in Physiotherapy expand the spectrum of health-oriented services, enabling strategies that integrate holistic wellness with aesthetic treatments. According to Ikenga and Egbule (2024) the educational background of entrepreneurs allows for high-quality content creation, which is essential in digital marketing strategies. These aesthetic entrepreneurs can establish

trust and authority in a competitive market, ultimately driving customer engagement and loyalty.

**4.2.3. Position in the Company**

The researcher assessed the positions in the company the aesthetics entrepreneurs are occupying. The figure 4.3. below depicts the positions in the company of the respondents.



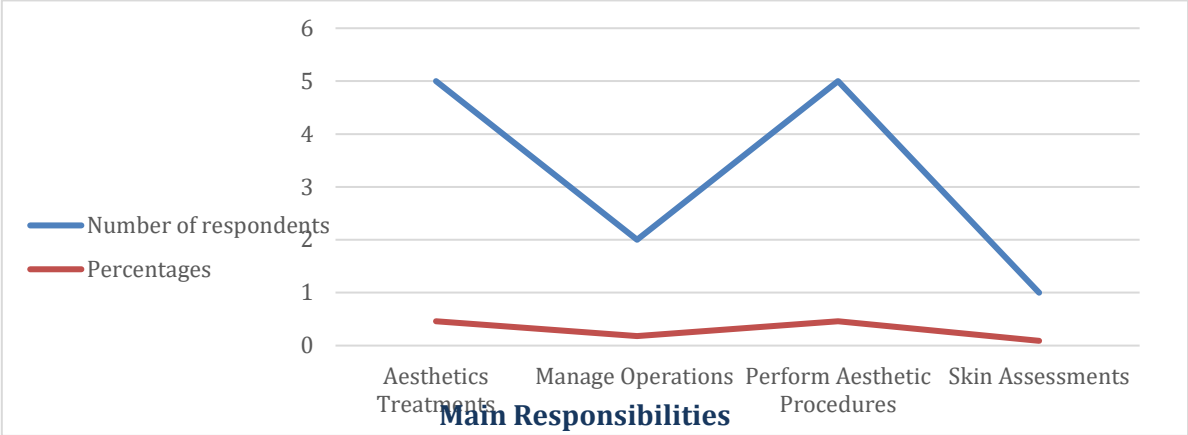
**Figure 4.3: Position in the Company**

According to figure 4.3 above, medical doctors and aestheticians, comprising 46% of the respondents, hold crucial roles that are pivotal in shaping clientele perceptions of the industry and the overall brand image. Their extensive medical knowledge facilitates the ability to communicate trust and expertise, which are essential in executing effective marketing strategies that prioritize safety and results in this type of business (Jabeen, Goli and Kafila, 2024). Business owners, accounting for 18%, engage directly with market dynamics, crafting unique value propositions that appeal to customers in their aesthetics businesses. Their vision reinforces marketing efforts, integrating brand awareness with targeted clients. The directors and general managers both 9% are instrumental in establishing organizational policies and strategic planning, ensuring that marketing campaigns align with broader business objectives while maintaining operational efficiency. Aesthetic therapists (9%) and

dietitians (9%) enhance service offerings, and creating holistic experiences that are often highlighted in marketing materials (Caboni, Basile, Kumar, and Agarwal, 2024).

**4.2.4. Main Responsibilities**

The researcher assessed the responsibilities that each entrepreneur occupies in the company. Figure 4.4. below depicts the responsibilities in the company of the respondents.



**Figure 4.4: Main Responsibilities**

According to figure 4.4. above, out of the eleven participants, each is doing different functions, ranging from administering aesthetic treatments (27%), performing procedures (46%) to managing operations (9%) and conducting skin assessments (18%). Those performing aesthetic procedures bring technical expertise, enhancing service quality and customer satisfaction, while those focused on operational management ensure efficient practice functioning and resource allocation. Previous research by Alsararate (2025) indicated that skin assessment professionals, possessing in-depth knowledge of individual client needs, play a crucial role in crafting personalized treatment plans, directly impacting client retention and referral rates as part of their marketing strategies.

### 4.2.5. Work Experience

The researcher assessed the positions in the company the aesthetics entrepreneurs are occupying. Figure 4.5. below depicts the work experience in the company of the respondents.



**Figure 4.5: Work Experience**

According to figure 4.5. above, the entrepreneurs reveal a diverse range of experience that contributes to varying marketing approaches. Amongst the 11 entrepreneurs, three (27%) possess between 2 and 3 years of experience, five (46%) have 4 to 7 years, one (9%) has accumulated 8 to 10 years, and two (18%) have extensive backgrounds spanning 11 to 15 years.

According to Kanojia and Rathore (2025) entrepreneurs with limited experience often employ innovative, digital marketing strategies, leveraging social media platforms to engage a younger audience and establish brand presence. whereas, according to Majeed (2025) those with greater experience frequently utilize established networks and trust-based marketing tactics, focusing on customer retention and word-of-mouth referrals. The diverse spectrum of experience also influences market adaptability. While less experienced entrepreneurs may experiment with emerging trends, their more seasoned counterparts can draw on historical customer behaviours and market fluctuations to formulate resilient marketing strategies.

### 4.3. SECTION B: RESEARCH RESULTS

#### 4.3.1. Objection 1: To explore marketing strategies utilized by aesthetics businesses in Limpopo Province.

The purpose of this section was to explore the various strategies employed by aesthetics business owners in Limpopo Province to grow their businesses and ensure sustainability.

##### 4.3.1.1. Question 1: Can you describe some of the most prevalent marketing strategies used by Limpopo's aesthetic entrepreneurs to market their businesses?

Aesthetic entrepreneurs frequently use visual and innovative marketing methods to attract their target customers. These techniques emphasize the aesthetic attractiveness of their products or services while connecting with customers on a personal and emotional level. Table 4.2. below indicates the responses of the 11 respondents.

| Respondents   | Responses  |
|---------------|--|
| Participant 1 | Social media and word of mouth   |
| Participant 2 | Social Media platforms like Instagram and Facebook. We also have a website.  |
| Participant 3 | Social media distribution of marketing materials such as posters, before and after pictures of consenting client. Distribution of pamphlets to advertise specials. Promotions for special occasions packages such as birthdays, anniversaries, and matric dance. |
| Participant 4 | Social media feeds, Website.   |
| Participant 5 | Social media marketing is the most common with adverts placed on WhatsApp, Instagram and Facebook  |
| Participant 6 | Social media marketing such as Facebook, Instagram, and TikTok video   |
| Participant 7 | Social media marketing: WhatsApp, Facebook and Instagram   |
| Participant 8 | Social media marketing: WhatsApp, Facebook, Instagram and a website.   |

|                |  |
|----------------|--|
| Participant 9  | Social Media platforms, TikTok, Instagram and Facebook |
| Participant 10 | Social media   |
| Participant 11 | Social media, Facebook, Instagram and TikTok           |

**Table 4.2. Most prevalent marketing strategies**

According to table 4.2 above, all the 11 responded indicated that “*Social media distribution of marketing materials such as posters, before and after pictures of consenting client. Distribution of pamphlets to advertise specials. Promotions for special occasions packages such as birthdays, anniversaries, and matric dance*”. Respondent number 8 concurred with the other respondents by indicating that “*Social media marketing: WhatsApp, Facebook, Instagram and a website*” assist with marketing the business. Whereas according to Alnuqaydan (2024) a combination of these different techniques allows aesthetic entrepreneurs to effectively sell their enterprises in ways that highlight their visual appeal while also connecting with their target audience. Each strategy is based on a comprehensive understanding of the target market's tastes, wants, and desires while retaining a strong brand identity across all touchpoints.

**4.3.1.2. Question 2: In your experience, what have been some successful marketing tactics used by aesthetic entrepreneurs in Limpopo?**

Successful marketing tactics are essential for aesthetics businesses striving to capture customer interest and drive sales in a competitive environment. Table 4.3. below indicates the responses from the 11 entrepreneurs.

| <b>Respondents</b> | <b>Responses</b>  |
|--------------------|---|
| Participant 1      | Word of mouth, through customer referrals from their testimonies.   |
| Participant 2      | Instagram and TikTok posts which included videos and reviews from clients.  |
| Participant 3      | Social media advertisements such as Facebook, TikTok video, Instagram on pages of people with a high number of followers and on the business platforms. |

|                |  |
|----------------|--|
| Participant 4  | Using TikTok videos and high-quality images that showcases our work in the best light. |
| Participant 5  | Word of mouth from happy clients who refer potential clients                           |
| Participant 6  | Social media marketing such as Facebook, Instagram, and TikTok video.                  |
| Participant 7  | Social media marketing: WhatsApp, Facebook and Instagram                               |
| Participant 8  | Social media marketing: WhatsApp, Facebook, Instagram and a website.                   |
| Participant 9  | Social media post of before and after treatment.                                       |
| Participant 10 | Social media marketing, Instagram, Facebook and TikTok                                 |
| Participant 11 | Social media and word of mouth   |

**Table 4.3. Successful marketing tactics**

According to table 4.3 above, all the respondents cited social media as the most successful marketing tool. Respondent 5 also added that *“Word of mouth from happy clients who refer potential clients”*, is a good marketing strategy. According to Zhou, and Lu, (2025) word of mouth is a powerful marketing tool that significantly influences consumer behaviour, particularly when it stems from satisfied clients. Respondent 3 also said that *“social media advertisements on Facebook, TikTok videos, Instagram on pages with many followers, and on business platforms”* are good marketing tools.

#### **4.3.1.3. Question 3: How important is digital marketing for aesthetic entrepreneurs in Limpopo?**

Digital marketing has become a crucial factor of modern business strategies, reflecting the deep shifts in customer behaviour due to technological advancement. In an increasingly digital world, where internet usage continues to rise, aesthetics businesses have adapted to the usage of digital marketing in order to reach their target audience effectively. Table 4.4. below presents the response of the 11 participants in the study.

| <b>Respondents</b> | <b>Responses</b>  |
|--------------------|---|
| Participant 1      | It's very crucial for exposure and to attract new patients  |
| Participant 2      | It is very important for publicity and to attract potential customers.  |
| Participant 3      | Very important because a lot of people, especially the target market, have access to smart phones and internet. Digital marketing is also cheaper and can be accessed from anywhere in the world. |
| Participant 4      | It is faster, cheap and reaches a wider audience.   |
| Participant 5      | It is vital as we are living in a digital age where information is disseminated widely online daily to a varied population  |
| Participant 6      | It is very important because many people have access to smart phones and computers.   |
| Participant 7      | Digital marketing is very effective because it costs less and can reach many people.  |
| Participant 8      | Instagram and TikTok posts which included videos and reviews from clients and post reviews on our website.  |
| Participant 9      | It is very important because we are now living in a digital world, and almost everyone have digital platforms   |
| Participant 10     | Digital marketing is the way to go as we are living in the 4 <sup>th</sup> revolution era.  |
| Participant 11     | It is very important because it reaches a wider audience in a shorter period.   |

**Table 4.4. Importance of digital marketing**

Table 4.4 above indicates that all the respondents in the study understand the importance of digital marketing which includes social media platforms, websites and other tools. Respondent 5 said that *“It is vital as we are living in a digital age where information is disseminated widely online daily to a varied population.”* The importance of digital marketing lies primarily in its ability to enhance publicity and provide exposure to potential customers. Babics and Jermolajeva (2024) indicated that traditional marketing methods often fall short in terms of reach, but digital platforms enable entrepreneurs to connect with a broader audience more effectively in the era of the Fourth Industrial Revolution, where access to the internet is

abundant. This accessibility translates to cost-effectiveness whereby digital marketing often incurs lower expenses compared to conventional marketing strategies (Babics and Jermolajeva 2024). According to respondent 4, she pointed out that digital marketing is *“It is faster, cheap and reaches a wider audience”*.

**4.3.1.4. Question 4: How do aesthetic entrepreneurs in Limpopo utilize social media platforms to market their businesses?**

The utilization of social media platforms has become important for businesses seeking to expand their reach and enhance their visibility. The pervasive nature of social media allows businesses to engage in different audiences and reach potential clients in real time. This is supported by the responses listed in table 4.5 below:

| <b>Respondents</b> | <b>Responses</b>  |
|--------------------|---|
| Participant 1      | By posting educational videos posting before and after pictures showcasing their medical practices.   |
| Participant 2      | By showcasing what we do in our clinic, which includes the progress of the treatment we are giving. Sharing before the treatment and after of our consenting clients.                       |
| Participant 3      | We use Facebook, Instagram, WhatsApp status adverts.  |
| Participant 4      | They post videos, progress of clients that they have successfully assisted.   |
| Participant 5      | Through posters that are shared on social media platform stories and timelines. Sometimes, we boost our appearances by purchasing sponsored posts to reach a bigger and relevant clientele. |
| Participant 6      | Most of them use social media platforms   |
| Participant 7      | Most of them use TikTok. Instagram and Facebook   |
| Participant 8      | Showing what we do in our clinic, which includes the progress of the treatment we are giving., especially hair transplant, haring before the treatment and after of our consenting clients. |
| Participant 9      | They use it by showcasing their work and advertising products.  |
| Participant 10     | As entrepreneurs we use social media as a marketing median.   |

|                |  |
|----------------|--|
| Participant 11 | We use social media to show successful stories of the work that we do. |
|----------------|--|

**Table 4.5. Utilization of social media platforms**

According to table 4.5 above, aesthetic entrepreneurs actively employ social media platforms such as Facebook, Instagram, and TikTok to enhance their marketing strategies. Central to their approach, according to Olivieri (2025) is the use of educational videos, which effectively inform potential clients about various procedures while positioning the entrepreneur as an industry expert. These videos serve a dual purpose: they explain complex aesthetic treatments and foster trust by showcasing transparency in the process. Respondent 1 indicated that *“The before-and-after pictures provide compelling visual evidence of the effectiveness of treatments”*. This transformative imagery not only captivates the audience but also highlights the tangible results that prospective clients can expect.

**4.3.1.5. Question 5: Are there any unique cultural or religious aspects that affect the marketing strategies employed by aesthetic entrepreneurs in Limpopo?**

Cultural and religious dimensions significantly influence marketing strategies, especially within African contexts (Azimi and Saleh 2025). The societal stigma surrounding beauty norms, particularly the preference for lighter skin, consumer perceptions, and entrepreneurial approaches, are influenced by cultural and religious dimensions. Table 4.6 below indicates the responses that participants gave during the interview session.

| <b>Respondents</b> | <b>Responses</b>   |
|--------------------|--|
| Participant 1      | Not really, I follow the standard marketing strategies used by other businesses.   |
| Participant 2      | There are still societal stigmas associated with aesthetic treatments, especially from African cultures and male clients who believe that these treatments can deform people or pose serious side effects. |
| Participant 3      | Aesthetic business is a new market in our communities, however it has been practiced for a long time i.e. skin lightening. African skin is vulnerable to acne  |

|                |   |
|----------------|---|
|                | and melasma, therefore more women are interested in skin lightening treatment. There is also a high rate of obesity in African women, therefore more women are interested in procedures done to reduce weight and to change the body shape i.e. fat freezing and liposuction. |
| Participant 4  | None that I can think of.   |
| Participant 5  | Not that I can think of   |
| Participant 6  | No, there are no religious or cultural aspects affecting our marketing strategies.  |
| Participant 7  | No cultural aspect is affecting our marketing strategy  |
| Participant 8  | There are still cultural stigmas associated with aesthetic treatments, especially from African, especially male clients who believe that these treatments can deform people or pose serious side effects.   |
| Participant 9  | Some customers associate aesthetics with just skin lightening, so that reduces our services just to that.   |
| Participant 10 | Men are sceptical to use our services and sometimes stop their partners from using our services.  |
| Participant 11 | None  |

**Table 4.6. Cultural/religious aspects affecting marketing strategies**

According to table 4.6 above, six of the eleven respondents indicated that there are no religious or cultural aspects which affect their marketing strategies. However, other aesthetic entrepreneurs deal with the legacy of skin-lightening practices, wherein adverse psychological and social implications are deeply embedded from past experiences of skin lightening creams for black women. Respondent 2 indicated that *“There are still societal stigmas associated with aesthetic treatments, especially from African cultures and male clients who believe that these treatments can deform people or pose serious side effects”*. In many African cultures, traditional perceptions of manhood often discourage male clients from seeking aesthetic treatments (Azimi and Saleh 2025). This cultural reluctance necessitates targeted marketing campaigns that challenge stigma and redefine manhood as inclusive of self-care practices.

#### **4.3.2. Objection 2: To explore the innovative strategies implemented by aesthetics entrepreneurs in Limpopo Province.**

The purpose of this objective was to explore the innovative strategies implemented by aesthetics businesses in Limpopo Province to grow the businesses and ensure sustainability.

##### **4.3.2.1. Question 6: What motivated you to become an aesthetics entrepreneur in Limpopo Province?**

Aesthetic entrepreneurship emerge from personal passion, market demand, and the desire to contribute positively to customer's self-esteem and well-being, to address a significant customer need for effective and tailored aesthetic solutions.

| <b>Respondents</b> | <b>Responses</b>  |
|--------------------|---|
| Participant 1      | I've always had passion for beauty, wellness and anti-aging medicine.   |
| Participant 2      | I discovered that a lot of Polokwane women and men seeking aesthetic and anti-aging treatment had to deal with the long commute to Gauteng for treatments.  |
| Participant 3      | There are few aesthetic businesses more especially in Giyani, which creates a gap in the market and an opportunity for the business to grow.  |
| Participant 4      | I am a medical doctor and had a lot of patients who visited my practice requiring non-invasive treatment. I then saw a gap in the market and decide to open an aesthetic clinic to cater for their struggles.   |
| Participant 5      | The gap in the market for safe aesthetic services in the province was the biggest motivation.   |
| Participant 6      | As a dietician, I am fascinated by weight loss and body modification treatments and procedures. I decided to do aesthetic practice as an add on to my regular profession.   |
| Participant 7      | Aesthetic procedures are usually day and room procedures compared to Plastic surgery procedures. I identified a gap in the skin care, anti-aging aesthetic market which is not cared for by the plastic surgeons and the dermatologist. As a result, I decided to do aesthetic medicine together with general practice. |

|                |   |
|----------------|---|
| Participant 8  | I have practice in Gauteng, although I am originally from Limpopo. I saw a gap as patients were travelling from Limpopo to Gauteng for aesthetic treatment. So, I decided to open a branch in Limpopo, Polokwane. |
| Participant 9  | I saw an opportunity since there was less aesthetics entrepreneurs in the province.   |
| Participant 10 | I wanted to start a business and love beauty.   |
| Participant 11 | As a Somatologist, I had passion for beauty therapy.  |

**Table 4.7. Motivation to become an aesthetics entrepreneur**

Table 4.7 above demonstrate that in Limpopo, a notable flow in aesthetic entrepreneurship reflects a convergence of market demand and personal passion. According to respondent 4, she said the following: *“I am a medical doctor and had a lot of patients who visited my practice requiring non-invasive treatment. I then saw a gap in the market and decide to open an aesthetic clinic to cater for their struggles”*. Entrepreneurs in this region are increasingly motivated by identified gaps in the market for non-invasive aesthetic treatments. Historically, residents seeking cosmetic enhancements or solutions for weight management were forced to travel to Gauteng, incurring significant expenses and inconvenience. Respondent 8 also added that *“I have a practice in Gauteng, although I am originally from Limpopo. I saw a gap as patients were travelling from Limpopo to Gauteng for aesthetic treatment. So, I decided to open a branch in Limpopo, Polokwane”*. This awkward reliance on external services indicated a clear opportunity for local professionals to cater to these needs, thereby stimulating regional economic growth. The growing societal emphasis on appearance and well-being has stimulated many individuals to pursue careers in aesthetics, drove by a genuine passion for beauty and self-enhancement. The potential to transform lives through non-invasive treatments resonates on a personal level with many of these entrepreneurs, inspiring them to provide accessible solutions for their communities (Tiwari, Mishra and Kuo 2025). Patients become increasingly fascinated by the effectiveness of weight loss procedures and aesthetic styles, entrepreneurs recognize the substantial demand

for such services. According to Danylova (2020), the pursuit for beauty is an essential and fundamental need for all humans. Therefore, market gaps, personal zeal for beauty, and patient needs has caused an increased aesthetic industry in Limpopo.

**4.3.2.2. Question 7: Can you share with us some unique or innovative strategies you have implemented in your aesthetics business?**

In rapidly evolving aesthetics industry, unique entrepreneurial strategies are crucial for ensuring effective operations and fostering sustainable growth. The eleven respondents responded to this question in various ways according to Table 4.8 below.

| <b>Respondents</b> | <b>Responses</b>  |
|--------------------|---|
| Participant 1      | Excellent customer care.  |
| Participant 2      | We offer our clients unique services and products and make sure that every visit to the clinic becomes an experience.   |
| Participant 3      | We have mixed aesthetic practice with spa treatment and special events management. The reason being that it increases the number of people who utilize the Centre and gives us an opportunity to introduce other procedures. It is also an opportunity for us to identify other needs which spa clients may be having, offer free consultation and to recommend treatments. |
| Participant 4      | I decided to brand the products that I was using for facials so that the company name can be at my customers homes, I also hosted women tea party events where I educated them about the aesthetics procedures and treatments that can be useful to them.   |
| Participant 5      | The use of enhance technology to provide long lasting and effective results with minimal downtime and side effects. For example, we have a machine that targets multiple areas of concern for our clients which is not invasive. It comes at a premium price, but the results speak for themselves.   |
| Participant 6      | I use diet weight loss management in conjunction with aesthetic procedures such as fat freezing and lipolysis injections.   |
| Participant 7      | I incorporated spa services such as massage therapy. Manicure. Foot care as part of the practice. The idea to include a spa gives us the opportunity to identify needs to aesthetic interventions during spa treatment and share with   |

|                |  |
|----------------|--|
|                | the client. It also increases the number of people who walk into the practice, therefore giving us the opportunity to market the aesthetic practice. |
| Participant 8  | Client feedback satisfaction app, which gave real time feedback.   |
| Participant 9  | We did family deal specials which were cheaper than individual prices  |
| Participant 10 | We bought a machine that had AI which enhanced diagnostic tools, allowing for personalized treatment plans for individual hair loss patterns.        |
| Participant 11 | We offered free facial treatments for all procedures booked.   |

**Table 4.8. Unique administrative strategies**

In table 4.8 above, all the 11 entrepreneurs' innovative strategies were different and linked to their different professions. For instance, a dietitian *"uses diet weight loss management in conjunction with aesthetic procedures such as fat freezing and lipolysis injections"*, whilst a dermatologist decided to add a hair clinic to her offerings and she responded that *"we bought a machine that had AI which enhanced diagnostic tools, allowing for personalized treatment plans for individual hair loss patterns"*. Out of the 11 respondents, nine of them indicated that they are running what they refer to as "mixed practice" meaning that they offer two or more services in their practices in order to attract more customers, for instance, these are some of the responses from the participants: *"We have mixed aesthetic practice with spa treatment and special events management. The reason being that it increases the number of people who utilize the Centre and gives us an opportunity to introduce other procedures. It is also an opportunity for us to identify other needs which spa clients may be having, offer free consultation and to recommend treatments"*.

*"I incorporated spa services such as massage therapy. Manicure. Foot care as part of the practice. The idea to include a spa gives us the opportunity to identify needs to aesthetic interventions during spa treatment and share with the client. It also increases the number of people who walk into the practice, therefore giving us the opportunity to market the aesthetic practice"*.

The responses from the participants resonated very well with Sadati et al (2023) when they assert that “when executing medical aesthetic treatments, it is crucial to use a client-oriented approach to maximise the clients’ experience with positive outcomes and minimise downtime”.

Another prominent approach is the introduction of novel products and procedures that leverage the latest advancements in aesthetic science, thereby attracting a diverse clientele seeking effective solutions to their beauty concerns. Hosting women’s tea party events reflects a unique strategy to create a welcoming atmosphere where clients can engage in meaningful conversations about aesthetic products and procedures. These gatherings not only educate participants about treatment options but also stimulate social interaction, promoting a sense of community. According to Warkhad, Tambe and Dighe (2025) entrepreneurs ensure that clients receive personalized services that align with their individual needs and preferences, offering complimentary massage and facial treatments with booked aesthetic services serves as an added incentive, enhancing customer loyalty while providing clients with a firsthand experience of the quality offered.

#### **4.3.2.3. Question 8: How do you stay updated on the latest trends and innovations in the aesthetics industry?**

Staying updated on latest trends and innovations in the aesthetics industry is essential for professionals seeking to enhance their knowledge and maintain a competitive edge Nisak and Moko (2024). The table below indicates the participants’ responses.

| <b>Respondents</b> | <b>Responses</b>   |
|--------------------|--|
| Participant 1      | I never stop learning. attend trainings frequently and I keep learning and researching new trends.   |
| Participant 2      | I have challenged myself to attend training to enhance my skills whenever there is a new trend or at least twice a year.   |
| Participant 3      | The Aesthetic Training Centre regularly advertise training opportunities for the latest treatment for a variety of conditions.   |
| Participant 4      | Getting regular feedback from customers and when introducing new products. When customers ask about new trends, I do research and attend training.   |
| Participant 5      | By being a lifelong learner through reading of scientific journals and keeping up with international trends or innovations through conferences and workshops that are hosted by accredited bodies. |
| Participant 6      | I follow what other established local and international aesthetic practices do and train myself to do some of what they do.  |
| Participant 7      | By attending aesthetic training and reading aesthetic publications.  |
| Participant 8      | Networking, attend training to enhance my skill whenever there is a new trend.   |
| Participant 9      | By doing research on new services and products and attend training.  |
| Participant 10     | Keeping up with international workshops and innovations through local conferences and workshops.   |
| Participant 11     | By doing research, attend trainings and workshops.   |

**Table 4.9. Latest trends and innovations**

According to table 4.9 above, all the respondent's engagement in continual learning is characterized by attending specialized trainings and workshops, which offer hands-on experience and exposure to cutting-edge techniques and methodologies. In addition, respondent 5 indicated that, *"By being a lifelong learner through reading of scientific journals and keeping up with international trends or innovations through conferences and workshops that are hosted by accredited bodies"*. These programs not only enhance their skill sets but also facilitate a deeper understanding of

emerging technologies and methodologies in the aesthetics industry. Participant 8 says “*Networking, attend training to enhance my skill whenever there is a new trend*”. Networking plays a critical role in their professional development, by building relationships with peers, industry leaders, and influencers, aesthetic entrepreneurs gain insights and perspectives that contribute to their competitive edge. Entrepreneurs actively monitor international developments in their field. Global trends often set the stage for local innovations, and being informed about these shifts allows them to adapt and implement successful strategies in their own practices (Kaur, Reddy, Reddy and Hanafiah, 2025). Research is another vital tool utilized; systematic investigation into market demands, consumer preferences, and scientific advancements enables entrepreneurs to make informed decisions that resonate with their clientele.

**4.3.2.4. Question 9: Have you collaborated or networked with other aesthetics entrepreneurs in Limpopo province to exchange innovative ideas?**

As this industry continuously evolves, the sharing of ideas and resources among entrepreneurs, suppliers, and educational institutions become increasingly essential. The respondents had varying responses in as far as collaborations and networks are concerned as indicated in the table below.

| <b>Respondents</b> | <b>Responses</b>   |
|--------------------|--|
| Participant 1      | Not really, everyone minds their own business and there’s no collaboration. Something that needs to change.                    |
| Participant 2      | We are not in collaboration with any business in Limpopo, however, there are colleagues in Gauteng that I exchange notes with. |
| Participant 3      | There is currently no platform, such as an organization or association of aesthetic practitioners in the province.             |
| Participant 4      | Not in Limpopo. I collaborate with aesthetics business owners from Gauteng where I did my training.                            |

|                |   |
|----------------|---|
| Participant 5  | No. Not yet. I have been focusing on building a strong brand in the past few years, but I hope to form networks soon as collaboration is key in every business. |
| Participant 6  | No. There are no professional aesthetic bodies to collaborate.  |
| Participant 7  | No  |
| Participant 8  | I am not collaborating, however, we share notes with colleagues now and then.   |
| Participant 9  | Not in collaboration with any business now.   |
| Participant 10 | I am not collaborating with anyone.   |
| Participant 11 | No, not collaborating.  |

**Table 4.10. Networking and collaborations with other aesthetics entrepreneurs**

According to Table 4.10 above, some entrepreneurs actively engage with aesthetic professionals in Gauteng to enhance their skills and knowledge. Respondent 2 confirmed that *“We are not in collaboration with any business in Limpopo, however, there are colleagues in Gauteng that I exchange notes with”*. This collaboration serves as a strategic approach to professional development, enabling individuals to leverage the expertise of their peers and elevate the standard of services offered in the region. While Lamotte (2025) indicated that most entrepreneurs engage in informal exchanges of notes and ideas, this limited interaction often limits innovation and growth, respondent 8 says *“I am not collaboration, however, we share notes with colleagues now and then”*. The lack of healthy collaboration can lead to a division of knowledge and a reluctance to adopt best practices that have been proven effective elsewhere.

**4.3.2.5. Question 10: How do you ensure that your innovative strategies are aligned with the preferences and expectations of customers in Limpopo?**

Innovation is important in meeting evolving customer preferences, as customer awareness escalates, aesthetics businesses must adopt innovative approaches that resonate with desire of customers (Lamotte, 2025).

| <b>Respondents</b> | <b>Responses</b>   |
|--------------------|--|
| Participant 1      | By connecting with my clients on a personal level and trying to meet their needs, building rapport.  |
| Participant 2      | We always encourage our clients to write reviews to assist us improve our service. We have a suggestion box where the reviews are kept at the reception area.  |
| Participant 3      | We have a suggestion box at the reception. After the procedure, the clients are given questionnaire to assess their satisfaction with the service rendered.  |
| Participant 4      | By listening to what the customers wants. By browsing and reading social media comments and adverts.   |
| Participant 5      | Through customer surveys of what their needs are. We do surveys at the beginning and end of every consultation. We also do surveys from the general public who have not necessarily taken up our services in order for us to align our services to what is desired most. |
| Participant 6      | I always use ethical best practices and avoid anything which is not permitted to be practiced by law in South Africa.  |
| Participant 7      | We have a feedback form which we give to our customers after the procedure to rate our service and to make comments. Other customers enquire about new trends, and we make sure that I go for training for such procedures.  |
| Participant 8      | We do surveys at the end of every consultation.  |
| Participant 9      | Patients/customers are given questionnaire to assess their satisfaction with the service rendered.   |
| Participant 10     | We rely on feedback form our customers.  |

|                |   |
|----------------|---|
| Participant 11 | We use surveys from the clients to rate our services. |
|----------------|---|

**Table 4.11. Innovative strategies aligned with customer preferences**

As demonstrated in table 4.11 above, Limpopo aesthetic entrepreneurs employ a multi-faceted approach to ensure that their innovative strategies resonate with the preferences and expectations of their clientele. Respondent 1 says *“By connecting with my clients on a personal level and trying to meet their needs, building rapport”*. Central to this alignment is the establishment of personal connections with clients, fostering a sense of community and belonging. Another strategy is Engaging in active conversations with the customers whereby the entrepreneurs gather insights into customer preferences and tailor their services accordingly. Respondent 2 pointed out that *“We always encourage our clients to write reviews to assist us improve our service. We have a suggestion box where the reviews are kept at the reception area”*. The implementation of suggestion boxes serves as an important tool for gathering direct feedback (Chukwunweike and Aro 2024). These discreet channels empower customers to voice their opinions and suggestions, enabling entrepreneurs to refine their offerings in real-time. This commitment to transparency and responsiveness builds trust and enhances customer satisfaction. Social media, as a pivotal platform for interaction, provides entrepreneurs with the opportunity to monitor and assess client sentiment; by reading comments on their pages, they can identify trends, address concerns, and implement changes that reflect the evolving tastes and expectations of their audience.

**4.3.2.6. Question 11: Can you describe any instances where regulatory issues or legal constraints have posed obstacles for aesthetic entrepreneurs?**

The aesthetic industry faces a myriad of obstacles that complicate its growth and evolution, which range from compliance, regulations, financial barriers amongst others. Table 4.12. indicates the obstacles that aesthetics entrepreneurs face.

| <b>Respondents</b> | <b>Responses</b>   |
|--------------------|--|
| Participant 1      | We just need to advertise professionally and not mislead clients/patients<br>Also, we are not allowed to advertise brands.   |
| Participant 2      | As a medical doctor I'm not allowed to perform major operations, I can only do non-invasive procedures. The major operations are done by specialists.  |
| Participant 3      | There are procedures and treatment compounds which are not permitted to be administered by a person who is not trained medical doctor or specialist, which our clients often enquire about i.e. liposuction and using steroid creams which require prescription for skin lightening. |
| Participant 4      | There are some aesthetics procedures that we cannot do as medical doctors, which requires specialists like plastic surgeons.   |
| Participant 5      | I have not had any challenges as I practice within the bounds of my profession.  |
| Participant 6      | As a dietician I am not permitted to perform procedures which are done by medical aesthetic doctors.   |
| Participant 7      | No. We have never had regulatory issues.   |
| Participant 8      | As a medical doctor I'm not allowed to perform major operations, I can only do non-invasive procedures.  |
| Participant 9      | There are some aesthetics procedures that we cannot do as medical doctors.   |
| Participant 10     | As an administrator, I only allow medical professionals to do the procedures.  |
| Participant 11     | I have not had any challenges as I practice within the boundaries of my profession.  |

**Table 4.12. Obstacles for aesthetics entrepreneurs**

According to responses in table 4.12 above, one of the primary legal constraints stems from the demarcation of procedures permissible for practitioners within this field. One of the respondents says, *“There are some aesthetics procedures that we cannot do as medical doctors, which requires specialists like plastic surgeons”*. In South Africa, only registered plastic surgeons are authorized to perform certain invasive procedures, which necessitates that aesthetic entrepreneurs who lack this qualification must navigate a narrower scope of practice. This limitation can hinder

the potential business growth for medical doctors and aesthetic practitioners, forcing them to focus on non-invasive procedures or risk legal repercussions. The South African Health Professions Council imposes regulations to ensure patient safety, which can complicate the operational frameworks for aesthetic businesses (Sriwidodo, Wahid and Kususiyannah, 2025). Entrepreneurs must adhere strictly to these standards, including maintaining appropriate credentials and protocols for client assessments and treatments.

**4.3.2.7. Question 12: How crucial are ongoing professional development strategies and staying up to date with industry changes for aesthetic entrepreneurs in Limpopo?**

The aesthetic landscape is continually evolving, influenced by advancements in technology, changing consumer preferences, and emerging treatment methodologies. As a result, the respondents have indicated how they get involved in professional development strategies in Table 4.13. below.

| <b>Respondents</b> | <b>Responses</b>   |
|--------------------|--|
| Participant 1      | It's very crucial to keep abreast because our industry keeps changing and evolving at a fast pace.   |
| Participant 2      | The aesthetic industry is changing rapidly and is imperative to keep myself up to date with the improvements and changes.  |
| Participant 3      | It's very important because the aesthetic practices are rapidly changing to keep up with the global trends. The accessibility of social media and TV, makes people aware of the many available aesthetic procedures and practices. |
| Participant 4      | It is very important because there are always new procedures that our clients enquire about.   |
| Participant 5      | It is vital to remain clinically informed as we deal with people's livelihoods and insecurities. Consideration for our client base is not negotiable, hence our zeal for lifelong learning is a priority.                          |
| Participant 6      | It is very important, more especially to keep up with the many changes happening in the aesthetic industry.  |

|                |   |
|----------------|---|
| Participant 7  | Continuous Professional Development is a requirement by the HPCSA for medical practitioners to do annually. |
| Participant 8  | To keep informed of the industry changes.   |
| Participant 9  | To keep up with the many changes happening in the aesthetic industry.                                       |
| Participant 10 | To keep up with the global trends and changes.  |
| Participant 11 | It is important for keeping up with the many changes happening in the aesthetic industry.                   |

**Table 4.13. Ongoing professional development strategies**

According to table 4.13 above, all the respondents answered this question. Respondent 3 said that *“It’s very important because the aesthetic practices are rapidly changing to keep up with the global trends. The accessibility of social media and TV makes people aware of the many available aesthetic procedures and practices”*. To stay abreast of these changes, entrepreneurs in Limpopo adopt a variety of professional development strategies. Continuing education plays a pivotal role in this journey. Participant 7 pointed out that *“Continuous Professional Development is a requirement by the HPCSA for medical practitioners to do annually”*. The Health Professions Council of South Africa (HPCSA) mandates continuous professional development for medical professionals, emphasizing the necessity of remaining clinically informed. Aesthetic practitioners participate in accredited workshops, seminars, and online courses that focus on the latest techniques and treatments. These opportunities not only enhance technical skills but also provide insights into the latest safety protocols and ethical considerations in aesthetic practices. According to Nan and Huang (2025) networking with industry peers and participating in professional associations can further facilitate knowledge exchange and collaboration. Subscribing to reputable journals and online platforms dedicated to aesthetic medicine allows entrepreneurs to access a wealth of information on emerging trends and research.

**4.3.3. Objective 3: To make recommendations regarding the contemporary strategies that entrepreneurs can use to enhance their marketing and innovation strategies in the Limpopo province.**

The purpose for this objective is for the respondents to make recommendations regarding the contemporary strategies that entrepreneurs can use to enhance their marketing and innovation strategies in the Limpopo province.

**4.3.3.1. Question 13: Can you tell us about a specific challenge you faced as an aesthetic entrepreneur and how you overcame it?**

The entrepreneurial landscape is loaded with unique challenges that can hinder growth and success, the rapidly developing nature of beauty trends and consumer preferences. Table 4.14 gives the details of the responses from the participants.

| <b>Respondents</b> | <b>Responses</b>  |
|--------------------|---|
| Participant 1      | Not many challenges.  |
| Participant 2      | Running of an aesthetic practice comes with financial implications. Aesthetic treatments are generally pricey, and it is also costly for the clinic to acquire the treatments. Due to financial constraints, we are unable to bring in some of the treatments that potential clients demand, and as a result, we lose the business to other clinics in other provinces that can offer those treatments.   |
| Participant 3      | Challenge: Introducing new aesthetic procedures to treat common conditions is a challenge because people usually need a reference of who did the procedure and what the results were. To overcome this, we usually offer discounts to our first customers and request that we use them as references.   |
| Participant 4      | Pricing of procedures: most clients expect quick results while most of our procedures requires more treatment to see results, therefore clients complain about paying more.   |
| Participant 5      | The desire for overnight results for our clients with little to no accountability post sessions. We have had to incorporate patient education to enhance our client's knowledge on the nature of our service offering and their role after they have received care from us. False advertising has resulted in instant gratification and unrealistic expectations from our clients. We have invested in patient education to ensure safe practices in and out of our centre. |

|                |   |
|----------------|---|
| Participant 6  | The clients were enquiring a lot about liposuction for weight loss and body shape treatment. As a dietician I am not trained or permitted to perform surgery. I; therefore, collaborated with a plastic surgeon in GP. I refer the clients for surgery, and I follow them up with fat freezing to tighten the loose skin and do diet counselling and monitoring |
| Participant 7  | The challenge was the slow growth of the business because most of our patients for GP practice use medical aid, but we charge cash for aesthetic procedures because they are not covered by medical aid.<br><br>We dealt with this by being patient and increasing our social media presence through TikTok and Facebook.                                       |
| Participant 8  | The machines required to do procedures are expensive. We buy one machine at a time and delays introduction of new innovative procedures.  |
| Participant 9  | Pricing of procedures: most clients expect quick fix while most of our procedures requires more treatment to see results.   |
| Participant 10 | It is costly to run an aesthetic practice and therefore procedures are expensive and needs more visits to see the results.  |
| Participant 11 | It is expensive to run the aesthetic business.  |

**Table 4.14. Challenges experienced by aesthetics entrepreneurs**

According to table 4.14 above, the most common challenge is the financial implications of running an aesthetic business. This financial burden can discourage prospective clients, limiting market reach and customer retention. According to respondent 2, she said that *“Running of an aesthetic practice comes with financial implications. Aesthetic treatments are generally pricey, and it is also costly for the clinic to acquire the treatments. Due to financial constraints, we are unable to bring in some of the treatments that potential clients demand, and as a result, we lose the business to other clinics in other provinces that can offer those treatments”*. The requirement for upfront cash payments makes worse this issue, as many medical aids do not cover aesthetic treatments, further push away potential clients who may lack the necessary funds, Kgwadi and Samuels (2025) indicated that fostering relationships with suppliers and exploring options for bulk purchasing can lead to reduced costs and improved profit margins. Among the financial implications is the high cost of aesthetic procedures, which often necessitates multiple visits to achieve

desired results. Another respondent indicated that *“It is expensive to run the aesthetic business”*. The combination of these financial obstacles are issues of false advertising, which frequently cause unrealistic expectations among clients. When marketing strategies oversell potential outcomes, clients may become disappointed if results do not align with their expectations. This discontent can lead to negative word-of-mouth, ultimately harming the reputation of aesthetic practitioners. According to Ramya, Kiruthiga, Vettriselvan, Gayathri, and Velmurugan, (2025) entrepreneurs should also consider diversifying their offerings, incorporating complementary services that can attract new clients and enhance revenue streams.

**4.3.3.2. Question 14: What strategies do you use to stay motivated and focused when facing challenges in your industry?**

To maintain motivation as an aesthetic entrepreneur, setting clear and achievable goals is important and establishing both short-term and long-term objectives helps to provide direction and sense of purpose.

| <b>Respondents</b> | <b>Responses</b>   |
|--------------------|--|
| Participant 1      | You stay motivated, you always need to remind yourself why you started. Also, seeing my clients improve and getting the results they want is great motivation.   |
| Participant 2      | When confidence of my clients is being restored. Most clients visit the clinic because they lost confidence either weight gain, ageing skin, or a particular problem. Treating their conditions successfully and seeing them confident again to socialize, live their normal lives again inspires me to do more. |
| Participant 3      | The positive feedback from the happy clients is a big motivation. The other strategy is by continuous skills development to perfect the practice and to offer the best service to the customers.   |
| Participant 4      | Positive results motivate me because it tells me that I am doing things right and delivering what my clients paid for. Getting more clients coming to the Centre and increasing income.  |
| Participant 5      | The end goal is patient satisfaction as they are the client. Happy clients are the biggest motivation.   |

|                |   |
|----------------|---|
| Participant 6  | My motivation is when I see the business grow. Challenges in business are part of growth and stimulate creativity and thinking out of the box to stay ahead of competitors and meet the industry demands. |
| Participant 7  | The most important motivation is getting good results and patient satisfaction after doing the procedure.   |
| Participant 8  | Seeing results from clients.  |
| Participant 9  | Happy clients are the biggest motivation.   |
| Participant 10 | Getting more clients which are referred by happy clients.   |
| Participant 11 | Customer satisfaction.  |

**Table 4.15. Strategies to stay motivated**

According to table 4.15 above, respondents indicated that restoring client confidence is paramount. Entrepreneurs use personalized consultations to understand individual needs, thereby ensuring clients feel valued and secure in their choices (Ikenga, and Egbule, 2024). Through effective communication and education about procedures and aftercare, clients trust in the services provided, leading to long-term loyalty. Positive feedback from satisfied customers serves as a powerful motivator. Aesthetic professionals actively encourage clients to share their experiences through testimonials and social media. This not only enhances the business's reputation but also fuels the entrepreneurs' passion for their craft, reinforcing their commitment to excellence. The growth of the business is a crucial motivating factor. Participant 3 indicated that *“The positive feedback from the happy clients is a big motivation. The other strategy is by continuous skills development to perfect the practice and to offer the best service to the customers”*. As aesthetic entrepreneurs witness their ventures expand, whether through an increase in clientele or the introduction of new services, they are reminded of their resilience and dedication. Engaging with mentors, fellow entrepreneurs, or business support groups can provide invaluable encouragement and advice to stay motivated (Yani, and Zaakiyyah, 2024).

**4.3.3.3. Question 15: Have you ever encountered resistance or criticism from clients or industry professionals? How did you handle it?**

Resistance and criticism from clients present complicated challenge that entrepreneurs must expertly navigate. The aesthetics industry thrives on the subjective judgement of beauty, inviting diverse perceptions and expectations.

| <b>Respondents</b> | <b>Responses</b>   |
|--------------------|--|
| Participant 1      | I had colleagues who saw me as a threat or competition because my practice took off fast.  |
| Participant 2      | Pricing would be the first thing, and the fact that treatment and results takes time for a client to notice.   |
| Participant 3      | The criticism is mainly with regards to pricing and the uncertainty of the period it takes for the clients to see the improvement after treatment. This is precisely because different people present differently for same conditions, but they respond differently as well. Therefore, it is not possible to determine how many procedures may be required to achieve the required results. There have been no challenges from other professionals. |
| Participant 4      | The clients complain about the slow progress after doing the procedures. It assists to explain to clients that the procedure is not a quick fix but requires time to see results.  |
| Participant 5      | 3 Yes. Clients often complain about our premium prices. Fellow colleagues are disgruntled by the leading role we have assumed in the use of technology and the large client pool that we have. We have mitigated all challenges by remaining true to our core business which is premium services for clients who want to invest in their livelihood.   |
| Participant 6      | I have not encountered resistance. The criticism I receive is feedback more especially from difficult customers who like to complain about things in general. I handle criticism by listening and reassuring the client that we will improve the service.  |
| Participant 7      | Criticisms are from unhappy clients with the results of the procedures performed, it usually involves the slow response process and the costs of procedures. We deal with by giving explanations regarding the procedure, how long it may take for them to see changes and what changes to look for.   |
| Participant 8      | Pricing and results taking time to be visible.   |

|                |  |
|----------------|--|
| Participant 9  | Clients often complain about our high prices.                  |
| Participant 10 | Treatment and results take time for a client to notice.        |
| Participant 11 | Clients often complain about our high prices and slow results. |

**Table 4.16. Resistance or criticism from clients**

According to table 4.16 above, respondent 1 indicated that *“I had colleagues who saw me as a threat or competition because my practice took off fast”*. Colleagues within the sector frequently view new entrants as competition, leading to a climate of distrust rather than collaboration. Respondent 2 also added that *“Pricing would be the first thing, and the fact that treatment and results takes time for a client to notice”*. Pricing strategies further exacerbate tensions. Aesthetic services often require large investment; therefore, clients express dissatisfaction perceiving treatments as overly expensive, especially when accompanied by delayed outcomes. This expectation for immediate results can lead to frustration, as many procedures necessitate time to show visible changes. The natural nature of aesthetic treatments, including slow improvements, may result in clients voicing complaints, particularly if they feel misled about the anticipated timeline for results. The slow progression of visible outcomes can fuel discontent among clients, challenging practitioners to effectively manage expectations while ensuring high-quality service delivery. Costa, Ferreira, and Torres de Oliveira (2024) indicated that entrepreneurs must recognize that setbacks are an integral part of the journey, and developing strategies to learn from failures rather than becoming discouraged is vital for long-term success.

**4.3.3.4. Question 16: In your experience, what are the biggest challenges faced by aesthetic entrepreneurs in terms of managing finances? How do you address these challenges?**

Aesthetics entrepreneurs must allocate resources wisely to enhance clients’ satisfaction and manage their suppliers effectively. Table 4.17 indicates the responses linked to challenges around financial management by the respondents.

| <b>Respondents</b> | <b>Responses</b>  |
|--------------------|---|
| Participant 1      | Paying our suppliers. We keep a lot of stock, and we need to prioritize paying them promptly. Otherwise, you will find yourself running a business without stock.   |
| Participant 2      | The sudden growing demand can be attributed to the fact that people prefer minimal or non-invasive procedures as compared to surgical procedures, which may come with longer downtime. The non-invasive procedures require equipment and machinery which are costly for the company to acquire.   |
| Participant 3      | The cost of aesthetic procedures is high, because most of them require the use of machines which are costly and can only be operated by trained practitioners. Therefore, there is a high rate of people who stop doing procedures before they see results. We address this by explaining to the customers that we may have to repeat procedure several times, and they will have to pay for each session. Also, that they must not expect instant changes. |
| Participant 4      | The business growth is slow, therefore paying business overheads becomes a challenge. The machines and products are bought online and are expensive. Paying professional aestheticians and beauty therapists are expensive. Financial challenges are dealt with by getting loans to pay shortfalls until the business is sustainable.   |
| Participant 5      | My biggest challenge has been trying to keep the centre running with the high cost of products and machines. Pricing our services correctly ensure that we provide the best services while ensuring a profitable business.  |
| Participant 6      | The cost of procedures is higher, and the results are slower, therefore; most clients drop out before they finish the course. As a results, the income of the business is affected. To deal with the unpredictable income, I always save money for salaries, rent and stock.  |
| Participant 7      | It is a cash-based business, and business growth can sometimes be slow more especially during winter seasons when there are not many social events to attend. During seasons when income is slow, we introduce discounts for packages of our spa and aesthetic procedures. E.g. Do fat freezing and massage for a discounted price. This helped to keep the income of the business.   |
| Participant 8      | Paying business overheads becomes a challenge during off pick season.   |
| Participant 9      | Paying supplies and professional becomes a challenge when business is slow.   |

|                |   |
|----------------|---|
| Participant 10 | Business is slow during winter seasons when there are not many social events to attend. |
| Participant 11 | The machines and products are bought online and are expensive to acquire.               |

**Table 4.17. Challenges linked to financial management**

Table 4.17 above shows that one of the leading issues is managing supplier payments, with products often requiring upfront costs or minimum purchase quantities. Respondent 1 said that *“Paying our suppliers. We keep a lot of stock, and we need to prioritize paying them promptly. Otherwise, you will find yourself running a business without stock”*. The sudden increase in demand for aesthetic services can worsen financial pressures, forcing investment in high-cost equipment. As clients flock to these increasing businesses, owners must weigh the immediate need for machines against their financial capacity, risking operational lack of progress if they fail to secure necessary funds immediately. Another considerable obstacle is the elevated cost of products, as respondent 11 put it *“The machines and products are bought online and are expensive to acquire”*. As the aesthetic industry increasingly relies on premium-quality materials to meet client expectations, entrepreneurs must balance the need for quality with maintenance of profitability. This is challenging in a cash-based business model not typically covered by medical aids, limiting access to financing options. Aesthetic entrepreneurs face a complex relationship of cash flow management, investment in equipment, and product costs, all while struggling to provide exceptional service. According to Chaves and Vargas (2025) a strategic combination of market awareness, financial planning, relationship management, and technological adoption is vital for aesthetics entrepreneurs to overcome financial challenges and achieve sustainable success.

**4.3.3.5. Question 17: How do you leverage your past experiences and expertise to overcome new challenges that arise in the aesthetic industry?**

Leveraging past experience and expertise is crucial for overcoming new challenges and driving innovation. The eleven respondents gave answers to this question as indicated in the table below.

| <b>Respondents</b> | <b>Responses</b>  |
|--------------------|---|
| Participant 1      | Set monthly goals. Regular staff training. Keep learning and growing.   |
| Participant 2      | As the first medical aesthetics in Polokwane, we take the first mover advantage to correct the past bad experiences and make the visits more memorable and ensures that we render the best service to our customers.  |
| Participant 3      | Experience in the practice of aesthetic business is key because it gives the practitioner confidence that what you are doing will work and to also know what not to do for the benefit of the customer and the business. The experience also helps when dealing with new challenges by applying strategies which have been proven to produce better outcomes for the benefit of both the customer and the business. |
| Participant 4      | Experiences help me to know how to do things right and address complaints. Aesthetics procedures require the practice to perform therefore best practices are a must for a practice to perform.   |
| Participant 5      | Experience is the best teacher. Trial and error have helped shaped the business but mentoring from senior colleagues that are practicing in well-established centres around the country has assisted tremendously.  |
| Participant 6      | My experiences help me to improve and perfect my skills.  |
| Participant 7      | I use my experience to mitigate against procedure complications and to manage the business finances.  |
| Participant 8      | By reflecting on prior successes and setbacks allows me to identify transferable skills and insights, by ensuring they remain relevant in a competitive market.   |
| Participant 9      | Experience has made me realize that sharing experiences fosters a culture of innovation, where individuals can learn new perspectives and strategies to address emerging trends.  |

|                |  |
|----------------|--|
| Participant 10 | I have learned that ongoing professional development through workshops, seminars, and online courses can provide fresh insights and keep me abreast of industry developments, enabling me to utilize my past experiences in conjunction with new learning. |
| Participant 11 | Through experience, embracing a mindset of continuous improvement can empower me as an aesthetics professional to approach new challenges with confidence  |

**Table 4.18. Past experience and expertise to overcome new challenges**

According to table 4.18 above, the aesthetics entrepreneurs employ a complex approach focused on adaptability and resilience. According to respondent 3 *“Experience in the practice of aesthetic business is key because it gives the practitioner confidence that what you are doing will work and to also know what not to do for the benefit of the customer and the business. The experience also helps when dealing with new challenges by applying strategies which have been proven to produce better outcomes for the benefit of both the customer and the business”*. Setting clear, strategic goals; these objectives guide decision-making and provide a framework for assessing progress in an ever-evolving environment. Regular staff training in maintaining a knowledgeable and skilled workforce capable of responding to new trends and demands is another response given by the respondents. Addressing complaints promptly, aesthetic entrepreneurs foster customer satisfaction and loyalty, creating a positive feedback circle that enhances both reputation and revenue. The iterative process of trial and error allows entrepreneurs to refine their services and offerings (Wijethilaka, Yadav, and Vij, 2025). This approach not only grows innovation but also promotes a culture of learning within the organization. Perfecting their skills is an ongoing effort for these professionals, ensuring they remain at the forefront of their industry. Sharing experiences with peers creates a collaborative network that can provide valuable insights into effective strategies for overcoming common challenges.

**4.3.3.6. Question 18: Can you discuss a time when you had to navigate through a rapidly changing market or industry trends? How did you adapt your business to overcome the challenges?**

The fast-changing nature of the aesthetics industry necessitates a complex strategy that embraces education, market intelligence, and digital engagement.

| <b>Respondents</b> | <b>Responses</b>  |
|--------------------|---|
| Participant 1      | In Limpopo, aesthetics is new, and the industry is growing steadily. So far, we haven't had serious issues in terms of the market dropping. We just need to educate more people so that they can be aware of what we have to offer.   |
| Participant 2      | Most women especially younger women, book for skin rejuvenation treatments like chemical peels and facials. The older women book for non-surgical facelifts like Botox and dermal fillers to treat wrinkles and ageing skin/loss of volume on their faces, there are no issue in terms of market.   |
| Participant 3      | The introduction of intravenous drip therapy for skin lightening, and anti-aging was a challenge because intravenous medication can be safely administered by trained medical professionals. Most clients requested that we offer the treatment in our Centre. We had to request the assistance of a professional nurse and to undergo training to safely administer drip therapy in our Centre.  |
| Participant 4      | The aesthetics business is rapidly changing, the material of fat freezing keeps on advancing.   |
| Participant 5      | The rise of a desire for a specific body shape and size from clients using dangerous methods has been a challenge. Getting our clients to employ healthy, long term and sustainable habits is extremely challenging. Especially because of the availability of low-cost services from other establishments. The business is grounded in premium care with the goal of ensuring safe practices and we have not changed our business model to offer unrealistic results in unrealistic time frames. A mindset shift offering to our clients through thorough consultation and information sharing has been the hallmark of our success. |
| Participant 6      | The body contouring industry is flooded with devices which promises better results. There are always new products which are said to be more effective than the current one. To deal with these changes, I master how to use the current device and ensure good results without having to buy new devices.   |

|                |  |
|----------------|--|
| Participant 7  | The aesthetic industry is rapidly changing by nature, therefore; one need to be up to date with the market trends. We adapt to the changing environment by keeping updated and regularly attending workshops for training. |
| Participant 8  | Social media, utilizing platforms like Instagram, and TikTok, helps me quickly weigh the popularity of trends and communicate directly with my customers.  |
| Participant 9  | Market Research, regularly conducting market research helps me identify emerging trends and shifts in consumer preferences.  |
| Participant 10 | Customer Feedback, engaging with customers through surveys, reviews, and social media interactions helps me understand their preferences and pain points.  |
| Participant 11 | Continuous Education and Training, staying updated with the latest trends, techniques, and technologies.   |

**Table 4.19. Strategies to overcome the financial challenges**

According to the table 4.19 above, clients increasingly seek natural alternatives to invasive treatments, such as preferring skin rejuvenation therapies over traditional Botox. Participant 3 said that *“The introduction of intravenous drip therapy for skin lightening, and anti-aging was a challenge because intravenous medication can be safely administered by trained medical professionals. Most clients requested that we offer the treatment in our Centre. We had to request the assistance of a professional nurse and to undergo training to safely administer drip therapy in our Centre”*. The introduction of intravenous (IV) drip therapies requires aesthetic practitioners, particularly nurses, to undertake specialized training to ensure safety and efficacy. This necessity for continuous education underlines the importance of adaptability in maintaining a competitive edge. Another respondent indicated that *“The aesthetics business is rapidly changing, the material of fat freezing keeps on advancing”*. The landscape of fat freezing technologies exemplifies the rapid advancements in aesthetic treatments. Entrepreneurs are required to abreast of the latest developments, integrating improved materials and techniques into their practices to provide superior results (Usman, Kess-Momoh, Ibeh, Elufioye, Ilojiana, and Oyeyemi, 2024). The emergence of innovative products further compels aesthetic professionals to reassess their offerings constantly.

#### **4.4. OVERVIEW OF RESEARCH FINDINGS**

According to the data presented by participants, using social media platforms such as Instagram and Facebook, along with word of mouth and a website, is an effective and integrated marketing strategy. Using the above-mentioned marketing methods can be beneficial not just in the beauty industry, but also in the overall business landscape. For example, share posts on Instagram and Facebook encouraging users to visit your website for more information, special offers, or a direct purchase option. To increase trust, include positive word-of-mouth testimonials on your website, and share customer evaluations, user-generated material, and positive experiences on social media to stimulate additional involvement.

One of the key motivations that triggered many aesthetics entrepreneurs, as stated by 2 participants (18%), "the gap in the market for safe aesthetic services in the province was the biggest motivation," highlights a key business insight that can serve as the foundation for starting an aesthetic services company. Some are enthusiastic to be the only ones running this type of business in their area, which motivates them to work hard every day and provide excellent customer service. Klinskog (2025) concur from findings that while there is an increasing demand for cosmetic operations or beauty treatments, buyers may have worries about safety and quality. This gap indicates that individuals are looking for reliable suppliers who can deliver these services in a safe, trustworthy, and regulated environment.

Eight participants (72%) believe that having experience in the aesthetic sector allows them to learn the nuances of various procedures, what works best for clients, and how to consistently produce results. Aesthetic entrepreneurs gradually learn the technical aspects, as well as the importance of tailoring treatments to specific needs. The more expertise, the more confident aesthetics entrepreneurs are in performing treatments, which directly correlates into greater results for customers. Clients are more likely to trust a practitioner who has proven their ability and competency over time.

Criticism and feedback are important aspects of this business. In aesthetic services, a customer may be dissatisfied with their outcomes for a variety of reasons, including expectations, recovery time, and the nature of the procedure. Therefore, being experienced enables to address these difficulties calmly and professionally, offering reassurance, changes, or follow-ups as needed.

Some of the issues raised by participants are prevalent in the aesthetic industry, where high treatment prices and limited financial resources might impede a clinic's ability to provide a full range of services. Losing customers to competitors in other regions is a major problem, but there are various tactics that may be used to alleviate these issues and gain new business.

#### **4.5. CONCLUSION**

In conclusion, the aesthetic industry in Limpopo, as a relatively new sector, offers both considerable prospects and problems. Understanding the specific needs of African women in the area, particularly in terms of skin care, might help adjust offerings to meet rising demand. Furthermore, in the aesthetics industry, digital marketing is a potent and cost-effective strategy, particularly when targeting a broad, tech-savvy audience with easy access to smartphones and the internet. It provides several advantages to enterprises in all industries, including the aesthetic field. The study focusses primarily on the suggestion box for customer comments. Yes, encouraging clients to submit feedback is an effective technique for enhancing your service and developing a stronger relationship with your target audience. However, relying on a suggestion box in the reception area for reviews may limit the visibility and accessibility of the feedback mechanism.

## **CHAPTER FIVE**

### **RECOMMENDATIONS AND CONCLUSIONS**

#### **5.1. INTRODUCTION**

The previous chapter presented a detailed analysis of research objectives, data analysis and the discussion of research findings. This chapter discusses the study's results, conclusions, and recommendations. The study's findings and recommendations aim to assist aesthetic entrepreneurs in developing entrepreneurial strategies which could assist them to grow and sustain their businesses, amidst the industry challenges. The research findings support all the conclusions and recommendations made.

#### **5.2. RESEARCH DESIGN AND METHOD**

##### **5.2.1. Research Design**

This study utilized an exploratory research design. Exploratory research is a methodology approach that investigates research questions that have not previously been studied. Exploratory research is often qualitative and primary in nature, an exploratory research design is a method of systematically collecting data to explain a phenomenon, situation, or population.

##### **5.2.2. Data Collection Method**

The researcher used face-to-face semi-structured interviews to conduct the study and gather the data for this research. They also collected information about their company and location, and the local market. The researcher conducted interviews with study participants in which they were asked open-ended questions, allowing them to freely express their information while the researcher records and makes notes. By asking open-ended questions, participants delved deeply into their own beliefs, thoughts, feelings, and opinions.

### **5.3. INTERPRETATION OF THE RESEARCH FINDINGS**

#### **5.3.1. Findings on Gender**

The entrepreneurs being interviewed were all black women. The aesthetic business in Limpopo is mostly run by females due to the increasing trend of female empowerment in entrepreneurship, has led to a surge of women seeking opportunities in traditionally female-oriented sectors.

#### **5.3.2. Findings on Educational Qualification**

The findings indicated that aesthetic entrepreneurs are five medical doctors (46%), two (18%) are Somatologists, one (9%) beauty therapist, one (9%) Dietician, one (9%) Physiotherapist and one (9%) Administrator who were interviewed. This specialized expertise helps in crafting marketing messages that resonate with health-conscious consumers seeking scientifically backed beauty solutions. The single dietician who has a BSC Degree in Dietetics and physiotherapist who has a BSC degree in Physiotherapy expand the spectrum of health-oriented services, enabling strategies that integrate holistic wellness with aesthetic treatments. The educational background of these entrepreneurs allows for high-quality content creation, which is essential in digital marketing strategies. These aesthetic entrepreneurs can establish trust and authority in a competitive market, ultimately driving customer engagement and loyalty.

#### **5.3.3. Findings on Position in the Company**

The findings indicate that 46% of aesthetic entrepreneurs are medical aestheticians/medical doctors, their extensive medical knowledge facilitates the ability to communicate trust and expertise, which are essential in executing effective marketing strategies that prioritize safety and results, whilst 18% comprises of beauty therapists and somatologists. The 36% positions are occupied by business owners, director, dietician and general manager which are instrumental in establishing organizational policies and strategic planning, ensuring that marketing

campaigns align with broader business objectives while maintaining operational efficiency.

#### **5.3.4. Findings on Main Responsibilities**

The findings indicate that ranging from administering aesthetic treatments (27%), performing procedures (46%) to managing operations (9%) and conducting skin assessments (18%). Those performing aesthetic procedures bring technical expertise, enhancing service quality and customer satisfaction, while those focused on operational management ensure efficient practice functioning and resource allocation.

#### **5.3.5. Findings on Work Experience**

The finding indicates that three (27%) possess between 2 and 3 years of experience, five (46%) boast 4 to 7 years, one (9%) has accumulated 8 to 10 years, and two (18%) have extensive backgrounds spanning 11 to 15 years. The diverse spectrum of experience also influences market adaptability. While less experienced entrepreneurs may experiment with emerging trends, their more seasoned counterparts can draw on historical customer behaviours and market fluctuations to formulate resilient marketing strategies.

### **5.4. OBJECTION 1: TO EXPLORE MARKETING STRATEGIES UTILIZED BY AESTHETICS BUSINESSES IN LIMPOPO PROVINCE.**

#### **5.4.1. Can you describe some of the most prevalent marketing strategies used by Limpopo's aesthetic entrepreneurs to market their businesses?**

The study found that most aesthetics entrepreneurs are using social media platforms as part of a marketing strategy, particularly in the aesthetics industry. As per study, social media enables you to reach a large audience, establish your brand presence, and communicate directly with potential clients in ways that traditional marketing cannot. The study especially outlined social media channels that are critical for

marketing, such as Facebook advertisements, TikTok videos, Instagram postings, and collaborations on business platforms, as effective ways for promoting their aesthetic business.

#### **5.4.2. In your experience, what have been some successful marketing tactics used by aesthetic entrepreneurs in Limpopo?**

The study established that use of social media platforms as a successful marketing plan, which includes social media advertisements on Facebook, TikTok videos, Instagram on pages with many followers, and on business platforms, some participants believe that word of mouth is also a successful marketing plan. Some entrepreneurs use physical marketing products, such as booklets, which are tangible and can leave a lasting impression on potential customers. Distributing brochures to promote an aesthetic business can help enhance brand awareness, foot traffic, and sales. Another marketing strategy involves the use of posters, which are physical, visually compelling, and can be strategically placed in areas where your target audience is likely to see them.

#### **5.4.3. How important is digital marketing for aesthetic entrepreneurs in Limpopo?**

The study established that the importance of digital marketing lies primarily in its ability to enhance publicity and provide exposure to potential customers. This accessibility translates to cost-effectiveness; digital marketing often incurs lower expenses compared to conventional marketing strategies. Entrepreneurs utilize various formats, including videos and interactive content, to create engaging experiences that highlight the uniqueness of their offerings.

#### **5.4.4. How do aesthetic entrepreneurs in Limpopo utilize social media platforms to market their businesses?**

The study found that aesthetic entrepreneurs actively employ social media platforms such as Facebook, Instagram, and TikTok to enhance their marketing strategies. The before-and-after pictures provide compelling visual evidence of the

effectiveness of treatments. This transformative imagery not only captivates the audience but also highlights the tangible results that prospective clients can expect.

**5.4.5. Are there any unique cultural or religious aspects that affect the marketing strategies employed by aesthetic entrepreneurs in Limpopo?**

The study established that societal stigma surrounding beauty norms, particularly the preference for lighter skin have significantly influenced consumer perceptions across various societies and entrepreneurial approaches. Many aesthetic entrepreneurs deal with the legacy of skin-lightening practices, wherein adverse psychological and social implications are deeply implanted. In many African cultures, traditional perceptions of manhood often discourage male clients from seeking aesthetic treatments.

**5.5. OBJECTION 2: TO EXPLORE THE INNOVATIVE STRATEGIES IMPLEMENTED BY AESTHETICS ENTREPRENEURS IN LIMPOPO PROVINCE.**

**5.5.1. What motivated you to become an aesthetics entrepreneur in Limpopo Province?**

The study found that entrepreneurs in this region are increasingly motivated by identified gaps in the market for non-invasive aesthetic treatments. Historically, residents seeking cosmetic enhancements or solutions for weight management were forced to travel to Gauteng, incurring significant expenses and inconvenience. This awkward reliance on external services indicated a clear opportunity for local professionals to cater to these needs, thereby stimulating regional economic growth.

**5.5.2. Can you share with us some unique or innovative strategies you have implemented in your aesthetics business?**

The study found that Limpopo aesthetic entrepreneurs are branding the face products and conducting women's tea party events for establishing the brand, generating visibility, and educating potential clients.

### **5.5.3. How do you stay updated on the latest trends and innovations in the aesthetics industry?**

The study established that the aesthetic entrepreneurs are attending specialized trainings and workshops, which offer hands-on experience and exposure to cutting-edge techniques and methodologies. Networking also plays a critical role in their professional development, by building relationships with peers, industry leaders, and influencers, aesthetic entrepreneurs gain insights and perspectives that contribute to their competitive edge.

### **5.5.4. Have you collaborated or networked with other aesthetics entrepreneurs in Limpopo province to exchange innovative ideas?**

The study established that some entrepreneurs actively engage with aesthetic professionals in Gauteng to enhance their skills and knowledge, while most entrepreneurs engage in informal exchanges of notes and ideas, this limited interaction often limits innovation and growth.

### **5.5.5. How do you ensure that your innovative strategies are aligned with the preferences and expectations of customers in Limpopo?**

According to the study's findings, Limpopo aesthetic entrepreneurs employ a multi-faceted approach to ensure that their innovative strategies resonate with the preferences and expectations of their clientele. The implementation of suggestion boxes serves as an important tool for gathering direct feedback. These discreet channels empower customers to voice their opinions and suggestions, enabling entrepreneurs to refine their offerings in real-time. This commitment to transparency and responsiveness builds trust and enhances customer satisfaction. Social media, as a pivotal platform for interaction, provides entrepreneurs with the opportunity to monitor and assess client sentiment; by reading comments on their pages, they can identify trends, address concerns, and implement changes that reflect the evolving tastes and expectations of their audience.

**5.5.6. Can you describe any instances where regulatory issues or legal constraints have posed obstacles for aesthetic entrepreneurs?**

The study found that the primary legal constraints stem from the limit of procedures permissible for practitioners within this field. In South Africa, only registered plastic surgeons are authorized to perform certain invasive procedures, which necessitates that aesthetic entrepreneurs who lack this qualification must navigate a restricted scope of practice.

**5.5.7. How crucial are ongoing professional development strategies and staying up to date with industry changes for aesthetic entrepreneurs in Limpopo?**

According to the study conducted, entrepreneurs in Limpopo adopt a variety of professional development strategies. The Health Professions Council of South Africa (HPCSA) mandates continuous professional development for medical professionals, emphasizing the necessity of remaining clinically informed. Aesthetic practitioners participate in accredited workshops, seminars, and online courses that focus on the latest techniques and treatments.

**5.6. OBJECTIVE 3: MAKE RECOMMENDATIONS REGARDING THE CONTEMPORARY STRATEGIES THAT ENTREPRENEURS CAN USE TO ENHANCE THEIR MARKETING AND INNOVATIVE STRATEGIES IN THE LIMPOPO PROVINCE.**

**5.6.1. Can you tell us about a specific challenge you faced as an aesthetic entrepreneur and how you overcame it?**

The study found that the high cost of aesthetic procedures, which often necessitates multiple visits to achieve desired results. This financial burden can discourage prospective clients, limiting market reach and customer retention. The requirement for upfront cash payments makes worse this issue, as many medical aids do not

cover aesthetic treatments, further push away potential clients who may lack the necessary funds.

#### **5.6.2. What strategies do you use to stay motivated and focused when facing challenges in your industry?**

The study found that entrepreneurs use personalized consultations to understand individual needs, thereby ensuring clients feel valued and secure in their choices. Positive feedback from satisfied customers serves as a powerful motivator. Aesthetic professionals actively encourage clients to share their experiences through testimonials and social media.

#### **5.6.3. Have you ever encountered resistance or criticism from clients or industry professionals? How did you handle it?**

The study found that aesthetic entrepreneurs often encounter resistance and criticism from both clients and industry professionals. Colleagues within the sector frequently view new entrants as competition, leading to a climate of distrust rather than collaboration. Pricing strategies further exacerbate tensions. Entrepreneurs handle these challenges by educating clients on the benefits and outcomes of their offerings. By engaging with colleagues through networking events and collaborative projects transforms competitors into allies, opening avenues for shared success.

#### **5.6.4. In your experience, what are the biggest challenges faced by aesthetic entrepreneurs in terms of managing finances? How do you address these challenges?**

The study found that aesthetic has a cash-based business model not typically covered by medical aids, limiting access to financing options. Aesthetic entrepreneurs face a complex relationship of cash flow management, investment in equipment, and product costs, all while struggling to provide exceptional service. They deal with financial challenges by saving money for salaries, rent and stock. Some are getting loans to pay shortfalls until the business is sustainable.

### **5.6.5. How do you leverage your past experiences and expertise to overcome new challenges that arise in the aesthetic industry?**

According to the study the entrepreneurs conduct regular staff training in maintaining a knowledgeable and skilled workforce capable of responding to new trends and demands. Addressing complaints promptly, aesthetic entrepreneurs foster customer satisfaction and loyalty, creating a positive feedback circle that enhances both reputation and revenue.

### **5.6.6. Can you discuss a time when you had to navigate through a rapidly changing market or industry trend? How did you adapt your business to overcome the challenge?**

The study found that some entrepreneurs were faced with changes of the introduction of intravenous (IV) drip therapies requires aesthetic practitioners to undertake specialized training to ensure safety and efficacy. Some entrepreneurs have to face the new landscape of fat freezing technologies showing the rapid advancements in aesthetic treatments. Entrepreneurs are required to abreast of the latest developments, integrating improved materials and techniques into their practices to provide superior results.

## **5.7. RECOMMENDATIONS**

### **5.7.1. Recommendations to Explore Marketing Strategies Utilized by Aesthetic businesses in Limpopo Province.**

The study recommends that leveraging social media platforms is crucial for the growth and sustainability of the business. Instagram and Facebook serve as visual-centric channels where aesthetic businesses can showcase their services, engage with potential clients, and build a loyal community. Creating compelling content, including before-and-after images and customer testimonials, can significantly enhance the brand's visibility and attractiveness. Additionally, local partnerships with beauty influencers and wellness advocates can amplify reach and credibility.

Collaborating on events, workshops, or promotional campaigns can facilitate organic growth and foster community involvement, which is critical in a culturally rich province like Limpopo.

### **5.7.2. Recommendations to Explore the Innovation Strategies Implemented by Aesthetic Entrepreneurs in Limpopo Province.**

The study recommends that to be effective in using social media as a marketing tool for an aesthetic practice, one needs to combine innovation and professionalism. Innovation strategies play a crucial role in the growth and sustainability of aesthetic entrepreneurship, particularly in regions like Limpopo Province. Aesthetic entrepreneurs in this area face unique challenges, including limited resources and market accessibility. To enhance their potential, entrepreneurs must foster collaboration among local aesthetic businesses that can facilitate the sharing of best practices and innovative approaches. Establishing networks or associations would enable entrepreneurs to pool resources and knowledge, driving collective growth. Integrating technology into business operations is important. Aesthetic entrepreneurs should invest in digital marketing tools and platforms to reach a broader audience. Online booking systems and e-commerce functionalities could streamline operations and enhance customer experience. Moreover, undertaking continuous professional development through workshops and training programs on the latest aesthetic trends and techniques can equip entrepreneurs with the necessary skills to differentiate themselves in a competitive market. Leveraging partnerships with educational institutions can provide access to research and innovation resources, ultimately enriching the aesthetic industry's offerings in Limpopo.

### **5.7.3. Recommendations Regarding the Contemporary Strategies That Entrepreneurs Can Use to Enhance Their Marketing and Innovation Strategies in the Limpopo Province.**

The study recommendations are to leverage digital marketing platforms. The increase of mobile technology provides entrepreneurs with an exceptional

opportunity to engage with a broader audience, thus optimizing brand visibility and customer interaction. Collaboration with local universities and research institutions can foster innovation. By partnering on projects and initiatives, entrepreneurs can harness cutting-edge research and technological advancements to develop unique products or services tailored to the local market. Adopting sustainability practices within business models can not only enhance brand reputation but also appeal to a growing consumer demographic that values environmental responsibility. Another critical strategy is the implementation of customer feedback loops. Engaging with customers through surveys, social media, and focus groups can yield insights that inform product development and marketing strategies, ensuring that offerings are aligned with consumer needs. Expanding the provision of high-quality aesthetic services in Limpopo province allows you to match this need, improve market share, and contribute to the growth of the local economy.

#### **5.7.4. Recommendations from literature**

Krywuczky, and Kleijnen, (2024) argue that incorporating technology into marketing tactics improves customer happiness and service personalisation, which are critical for retention in service-based companies. Furthermore, aesthetic entrepreneurs are encouraged to build a strong brand, use social media successfully, follow good customer service methods, offer referral programs, target specialised markets, and innovate with new technology. By combining these techniques with continuous study and adaption to industry changes, aesthetic firms may effectively develop their client base and prosper in a competitive market.

#### **5.7.5. Recommendations for future research**

- Future research should focus on Aesthetics, the study of beauty and consumer preferences, and its enormous impact on consumer behavior. This will increase marketing knowledge by recognizing the importance of

aesthetics in influencing purchasing decisions, brand perception, and overall consumer experience.

- More research should focus on assessing experience in the aesthetic sector, what works best for a diverse clientele, and how to offer consistent outcomes. This lesson contributes to studying the technical aspects and the importance of tailoring therapies to individual needs.
- Running an aesthetic business necessitates adherence to a variety of regulations and guidelines that secure clients' safety and well-being, protect the company's brand, and promote ethical operations. Therefore, research on aesthetic business standards and norms can be valuable.
- Lastly, future study can address issues such as false marketing in the aesthetic business, customer dissatisfaction, and strategies for creating long-term trust and loyalty among clients.

## **5.8. CONTRIBUTION TO THE STUDY**

The study of entrepreneurial strategies for aesthetic entrepreneurs in Limpopo contributes significantly to the understanding of how small businesses can effectively navigate competitive landscapes while catering to consumer needs. Aesthetic entrepreneurs, face unique challenges, including market saturation and evolving consumer preferences. Examining tailored marketing strategies, this study explains how local entrepreneurs can leverage cultural insights, social media platforms, and community engagement to foster brand loyalty and enhance visibility. The exploration of digital marketing tactics, such as influencer partnerships and targeted advertising, provides a framework for entrepreneurs seeking to expand their reach in a region characterized by diverse socio-economic dynamics. Understanding the regional consumer behaviour is essential for creating effective marketing strategies that resonate with the target audience, ultimately leading to sustainable business growth. The study emphasizes the importance of innovation and adaptability in

marketing approaches to respond to market trends and consumer feedback effectively. Thus, this contribution not only provides a comprehensive analysis of marketing strategies but also serves as a practical guide for aesthetic entrepreneurs in Limpopo, enabling them to cultivate competitive advantages and drive entrepreneurial success in the dynamic beauty industry.

## **5.9. LIMITATIONS OF THE STUDY**

The study's findings cannot be generalised to other provinces because the sample was limited to Limpopo Province (Giyani and Polokwane). However, data from Limpopo may point to prospective entrepreneurial techniques in other regions. Another limitation of the study was that it focused solely on aesthetic entrepreneurs and did not involve customers, who may have contributed to the depth of the data on the client's point of view.

## **5.10. CONCLUSION**

### **5.10.1. Conclusions from demographic data**

All aesthetic entrepreneurs who participated in this study were willing and excited to give the researcher their personal information such as their qualifications, responsibilities, experience and educational information which make it easy for the researcher to conduct this research.

### **5.10.2. Conclusion from objective ONE**

The effective integration of social media platforms into a marketing strategy offers a strong path for businesses in the aesthetics industry to enhance their reach and engage effectively with their target audience. The study indicates that channels such as Facebook, TikTok, and Instagram are critical tools enabling businesses to establish a strong brand presence and foster direct communication with potential clients. Sharma (2024) had similar findings in their study, that while digital marketing tools provide substantial benefits, an optimal marketing strategy should also incorporate physical marketing materials like booklets and posters. These tangible

booklets and posters can leave a lasting impression and drive foot traffic when strategically distributed in high-visibility areas. However, the study highlights the significant challenge posed by cultural stigmas associated with cosmetic treatments, particularly within African cultures and among male consumers. Addressing these societal norms and misconceptions is crucial for businesses aiming to thrive in this sector. As these findings demonstrate, a balanced approach that combines both digital and traditional marketing methods, while being mindful of cultural sensitivities, remains essential for success in the aesthetics industry. A well-rounded marketing strategy can not only promote brand visibility but also contribute to positive shifts in consumer perceptions.

#### **5.10.3. Conclusion from objective TWO**

The limited presence of aesthetic businesses in the province creates a void that can be effectively filled through innovative strategies such as branding and community engagement events, which foster visibility and client education. Additionally, the importance of continual professional development stands out as a crucial factor for success, allowing businesses to stay abreast of trends and enhance their service quality. This study concludes that regularly soliciting client feedback and adapting products and services accordingly is instrumental in maintaining a competitive edge within a rapidly evolving industry, however, Jamaludin, Saharuddin and Nazir (2024) indicated that the dynamic nature of aesthetics industry necessitates a proactive rather than reactive approach. The emphasis on professionalism and ethical practices is paramount, particularly in procedures requiring specialized medical expertise. Adhering to legal and safety standards not only fosters trust among clients but also ensures the long-term viability of aesthetic enterprises.

#### **5.10.4. Conclusion from objective THREE**

The challenges of maintaining a successful aesthetic business are complex, incorporating financial responsibilities, client education, and the management of expectations. The initial investment in modern equipment, training, and high-quality

materials can be extensive, yet these expenses are essential for delivering effective and safe treatments that meet rising consumer demand. Crucially, educating clients about the realities of cosmetic procedures and fostering an understanding of the time and effort required for satisfactory results can improve a culture of realistic expectations. This approach not only enhances client satisfaction but also mitigates the tendency for clients to pursue immediate, and potentially unsafe, outcomes. The study highlights that positive treatment results significantly enhance client trust and confidence, encouraging repeat visits and setting a stable revenue stream. By prioritizing patient education and realistic goal setting, aesthetics entrepreneurs can sustain growth and cultivate long-term client loyalty. Previous studies like Naung (2024) agrees with West (2024) that prioritizing customer education establishes long-term relationships with patients, and this approach prioritizes trust, communication, and healthcare providers can ensure customer retention. Ultimately, addressing these challenges with a comprehensive strategy will ensure the longevity and success of aesthetic businesses in an increasingly competitive market.

## **CHAPTER SIX**

### **SUMMARY AND CONCLUSIONS**

#### **6.1. INTRODUCTION**

This chapter provides a summary of the research findings and makes major suggestions based on them. This chapter opens with an overview of the study's primary components, including a synopsis of each previous chapter. The chapter finishes with specific recommendations to address the observed gaps and obstacles, providing actionable insights for future research and practical implementation in the sector.

#### **6.2. SUMMARY OF FINDINGS**

Summary of findings for each objective were discussed and presented below:

#### **6.3. SUMMARY OF RESEARCH**

##### **6.3.1. Summary of the most prevalent marketing strategies employed by Limpopo Province's aesthetic entrepreneurs.**

The research study critically examines the impact of social media as an integral component of marketing strategies in the Limpopo Province aesthetics industry. It asserts that social media platforms, such as Facebook, TikTok, and Instagram, provide unparalleled opportunities for businesses to engage with broad audience and foster brand identity in ways that traditional marketing mediums cannot match. The direct interaction facilitated by these platforms enhances communication with potential clients, thereby promoting effective brand recognition and client attainment. In contrast, the study acknowledges the effectiveness of traditional marketing products, such as brochures and posters, while physical materials can create lasting impressions and potentially increase foot traffic, their impact depends on a well-crafted distribution strategy. The strategic placement of visually appealing posters and thoughtfully distributed brochures significantly contributes to brand visibility and

sales growth. The research also highlights a notable challenge: cultural stigmas surrounding cosmetic treatments, particularly within African societies and among male consumers. These biases, rooted in longstanding societal norms, pose significant barriers to marketing efforts in the aesthetics sector. Addressing these cultural perceptions is imperative for aesthetic businesses seeking to broaden their clientele and enhance overall market penetration. Thus, a multifaceted marketing approach, combining digital and traditional strategies, is essential for success in this competitive field.

### **6.3.2. The extent to which Limpopo Province entrepreneurs adopt innovative practices to drive their businesses forward?**

The study highlights a significant market gap for aesthetic services in Limpopo, indicating a strong motivation for businesses to enter this underrepresented sector. Currently, the province hosts minimal aesthetic establishments, presenting plenty opportunities for competent service providers. The research emphasizes innovative branding strategies, such as promoting face products and organizing women's tea parties as effective methods to establish brand identity, enhance visibility, and educate potential clientele. These approaches not only foster immediate engagement but also contribute to the development of long-term client relationships, essential for cultivating a loyal consumer base. Furthermore, the study highlights the importance of continuous learning in the aesthetics industry. Keeping abreast of emerging trends and improving skills through regular training is critical, ensuring that practitioners offer the most current services, thereby positioning their clinics as industry frontrunners. The findings also advocate for the integration of client feedback and the introduction of new product lines as vital tactics to maintain competitiveness in the beauty sector. The research emphasizes the necessity of upholding the highest standards of professionalism and ethical practices, particularly regarding specialized procedures that require medical expertise. Adhering to legal and safety guidelines is paramount for the sustainable success of aesthetic businesses.

### **6.3.3. Contemporary marketing and innovative strategies that aesthetics entrepreneurs in Limpopo can use to enhance their businesses?**

The study on contemporary marketing and innovation strategies within the aesthetic industry in Limpopo Province reveals significant financial challenges that practitioners face, particularly concerning the acquisition of modern equipment, ongoing training, and essential materials. These capital expenditures can represent substantial barriers, particularly when striving to meet the growing demand for popular aesthetic treatments. As consumers become increasingly informed about their options, managing expectations becomes paramount. The research highlights the necessity for effective communication strategies aimed at educating clients about the realities of cosmetic procedures, which can lead to enhanced satisfaction and improved safety outcomes. Unreasonable consumer demands for rapid results, often without accountability, have been identified as a sign to dissatisfaction and potentially risky behaviours. To mitigate these risks, the incorporation of comprehensive patient education into practice is essential. By establishing realistic expectations regarding the commitment required for successful treatments, practitioners can foster a deeper understanding among clients and cultivate a culture of responsibility. The findings further highlight the critical role of positive treatment outcomes in building trust and confidence in aesthetic services. When clients experience significant, tangible improvements, their likelihood of returning for additional sessions increases, thereby reinforcing a steady revenue stream through repeat business. Thus, the intersection of innovation, marketing, and client education emerges as essential for sustainability within the competitive aesthetic landscape.

## **6.4. SUMMARY OF CHAPTERS**

### **6.4.1. Chapter ONE: Study Introduction Summary**

This study examines how entrepreneurship might help address South Africa's economic problems, with a particular emphasis on the expansion of aesthetics companies in the province of Limpopo. Even though entrepreneurship is acknowledged as a major force behind economic growth, South Africa has greater unemployment rates and less entrepreneurial activity than other sub-Saharan nations. Due to a lack of resources and a less encouraging atmosphere, small, medium, and micro enterprises (SMMEs) find it difficult to prosper in rural regions like the Limpopo. In these regions, the aesthetics sector—which includes hair salons, wellness centres, and beauty salons has grown, and cities like Polokwane and Giyani are becoming centres for this industry, which could lead to the development of jobs and income.

Despite the aesthetics industry's expansion in Limpopo, little is known about the business tactics that make it successful. Limited infrastructure, a geographically diversified population, and cultural views on aesthetic medicine which is sometimes misinterpreted as skin lightening or superficial cosmetic procedures are some of the difficulties faced by the province's aesthetic enterprises. For entrepreneurs in the area, this ignorance, along with the expanding impact of social media and celebrity culture, presents both opportunities and challenges. To support their growth and sustainability in a market that is becoming more and more competitive, it is crucial to comprehend the marketing and innovation tactics used by these business owners.

This study is important because it could close a knowledge gap about the commercial tactics used by aesthetics companies in Limpopo. Through examining these companies' marketing and innovation methods, the study hopes to offer insightful information that will help entrepreneurs and politicians create more successful plans that are appropriate for the socioeconomic and cultural environment of the area. The study may also advance academic understanding of

entrepreneurship in rural South Africa by providing suggestions for enhancing the growth and competitiveness of businesses. The results could also direct the development of policies and initiatives that support the expansion of the aesthetics industry, the creation of jobs, and economic empowerment in Limpopo and comparable areas.

#### **6.4.2. Chapter TWO: Literature Review Summary**

This examination of the literature focussed on marketing, innovation, and overcoming strategic obstacles as it looks at the aesthetic techniques employed by entrepreneurs in the aesthetics sector, specifically in the province of Limpopo. It examines how companies that provide aesthetics satisfy a basic human need for self-expression, focusing on marketing tactics like social media presence to reach a large audience. It is well acknowledged that digital technologies are essential for corporate development because they provide chances for creativity and economical advertising

The rise of aesthetic medicine a synthesis of medical expertise and technological developments is also covered, with non-invasive procedures becoming more and more well-liked as a means of improving looks and boosting self-esteem. Even with this expansion, aesthetic medicine is still a specialised discipline, and marketing campaigns frequently encounter conflict between the hype and the realities of medical practice.

The review also explores the innovation tactics employed by entrepreneurs in the aesthetics industry, emphasising the significance of digital transformation and the necessity of constant adjustment to meet customer demands. To remain competitive, entrepreneurs in the field are encouraged to adopt new technologies and create innovative goods and services. However, issues like unclear regulations and unfavourable public attitudes still exist, particularly in Limpopo, where people are unsure if cosmetic treatments belong in the category of medical operations or services provided by non-medical entrepreneurs. The stigma associated with

aesthetics practitioners is exacerbated by the absence of uniform norms and appropriate training, underscoring the need for more precise standards and qualifications. To demonstrate how entrepreneurial motivation propels success and innovation in the aesthetics sector, the chapter ends by connecting these findings to McClelland's theory of achievement.

### **6.4.3. Chapter THREE: Research Methodology Summary**

This study employed an exploratory design with qualitative approaches to evaluate the entrepreneurial strategies used by aesthetic enterprises in Limpopo Province. The study focused on two local municipalities: Greater Giyani and Polokwane, with data gathered through semi-structured interviews with 11 aesthetic practice proprietors. In-depth interviews and thematic analysis were used to go deeper into the participants' attitudes, behaviours, and experiences, providing significant insights into the entrepreneurial techniques that generate success in this area. The analysis was conducted in an organised manner, including data familiarisation, coding, theme creation, and reporting, to ensure that the findings are complete and in line with the research objectives.

The importance of this research is found in its capacity to offer useful advice to investors, entrepreneurs, and legislators in the expanding aesthetics sector. The study looks at tactics including customer-centric methods, technology use, and market targeting to identify the main elements that contribute to the sustainability and success of aesthetic firms. This study enhances the body of knowledge on entrepreneurship, especially in the domains of business and healthcare, in addition to offering localised insights into the Limpopo aesthetic industry. While tackling issues like competition and the need for innovation, it sought to assist in the creation of successful strategies that will promote the aesthetics industry's growth.

#### **6.4.4. Chapter FOUR: Discussion, Interpretation, and Analysis of the findings**

In this chapter, data was collected from participants and evaluated, interpreted, and discussed. This chapter explores the use of websites, word-of-mouth, and social media sites like Facebook and Instagram as a marketing tactic for the beauty and aesthetics sector. According to participant statistics, merging these platforms can greatly increase customer trust and engagement. Using these channels to share user-generated content, favourable reviews, and exclusive deals can encourage more participation. The chance to close a gap in the market for safe, high-quality aesthetic services, especially in places where they aren't available, motivates a lot of entrepreneurs in the aesthetic industry.

Attracting clients who are worried about dependability and safety requires meeting the demand for safe, regulated beauty services. The study also highlights how crucial industry experience is for practitioners to comprehend therapy intricacies, gain client trust, and consistently produce improved outcomes.

The chapter also discusses issues that can impede corporate growth, such as high treatment costs and few resources. Some participants brought up the problem of losing clients to rivals in other areas, although this can be lessened using a variety of tactics, such as improving marketing and customer service. According to the study's findings, Limpopo's aesthetics sector has a lot of promise but also faces difficulties because it is still in its infancy.

Businesses must comprehend local demands to customise their offerings, especially about skincare for African women. It is emphasised that digital marketing is an affordable means of reaching a large, tech-savvy audience. Furthermore, the use of suggestion boxes in the reception area may restrict accessibility and visibility, even though customer feedback is essential for service improvement. This suggests the need for more accessible feedback channels.

#### **6.4.5. Chapter FIVE: Findings and Conclusions Summary**

The study emphasises the value of social media sites such as Facebook, Instagram, and TikTok as successful marketing tools in the beauty business. These platforms let businesses to reach big audiences, develop brand visibility, and interact directly with potential customers in ways that traditional marketing tactics cannot. In addition to digital marketing, physical marketing methods such as brochures and posters can help raise brand awareness, drive foot traffic, and increase sales. However, societal stigmas surrounding cosmetic treatments, particularly in African nations and among male clients, constitute a considerable barrier to the expansion of aesthetic companies. Addressing these cultural obstacles is critical to growing the company's reach and dispelling societal misunderstandings about beauty standards.

Aesthetic entrepreneurs' innovation tactics are driven by a high market demand for aesthetic services, particularly in underserved areas such as Limpopo. The study discovered that branding items, having women's tea parties, and providing educational opportunities are all effective tactics for increasing brand awareness and client loyalty. Another important technique for preserving a competitive advantage is to keep up with industry changes and gain new skills. This enables businesses to offer the most up-to-date services and products that meet the needs of their customers. Furthermore, maintaining professionalism, particularly in medical procedures requiring specialised knowledge such as liposuction and skin whitening, is critical to corporate success. Operating within legal and safety guidelines helps to ensure the business's credibility and long-term success.

The study also suggests numerous ways to improve marketing and innovation tactics. One significant problem mentioned is the price burden of purchasing new equipment, training, and supplies, which can be a barrier to expanding service offerings. Educating clients about the true nature of cosmetic treatments is critical for controlling expectations and ensuring customer happiness. When clients see favourable results, it creates trust and encourages repeat business, resulting in a

consistent revenue stream. Finally, meeting client expectations, engaging in constant innovation, and offering high-quality service are critical components of maintaining and expanding an aesthetic business in a competitive market.

## **6.5. CONCLUSIONS**

The study concludes by emphasising how crucial it is to combine social media with conventional marketing techniques to succeed in the aesthetics sector. Physical marketing techniques like pamphlets and posters are still useful for raising awareness, but social media sites like Facebook, Instagram, and TikTok were found to be essential for expanding brand awareness and reaching a large audience. The study also identified obstacles including the cultural stigmas associated with cosmetic procedures, especially in African communities, and underlined how important it is to remove these to increase the clientele.

Regarding recommendations, the study recommend that while using social media for marketing, aesthetic enterprises should combine professionalism, creativity, and customer education. Future research on the impact of aesthetics in consumer behaviour is encouraged by the study, with a particular emphasis on how taste and attractiveness affect brand perception and purchase decisions. Additionally, it suggests more research into the technical facets of aesthetic procedures, the significance of customising services for each client, and compliance with rules and guidelines set forth by the business.

## REFERENCE LIST

Adler, R.H., 2022. Trustworthiness in qualitative research. *Journal of Human Lactation*, **38**(4), pp. 598-602.

Ahmed, I. and Ishtiaq, S., 2021. Reliability and validity: importance in medical research. *Methods*, **12**(1), pp.2401-2406.

Ahmad, J. and Younas, T., 2024. A comprehensive study of the conformable time-fractional coupled Konno–Oono equation: new methodologies and stability analysis in magnetic field. *Optical and Quantum Electronics*, **56**(5), pp. 1–32.

Aithal, P.S. and Aithal, S., 2023. Key performance indicators (KPI) for researchers at different levels and strategies to achieve it. *International Journal of Management, Technology, and Social Sciences (IJMTS)*, **8**(3), pp. 294–325.

Afawubo, K. and Noglo, Y.A., 2022. ICT and entrepreneurship: A comparative analysis of developing, emerging and developed countries. *Technological Forecasting and Social Change*, **175**, pp. 121312.

Ajemba, M.N. and Arene, E.C., 2022. Ensuring ethical approach to research. *Magna Scientia Advanced Research and Reviews*, **6**(1), pp. 46.

Alfarraj, O., Alalwan, A.A., Obeidat, Z.M., Baabdullah, A., Aldmour, R. and Alhaddad, S., 2021. Examining the impact of influencers' credibility dimensions: attractiveness, trustworthiness and expertise on the purchase intention in the aesthetic dermatology industry. *Review of International Business and Strategy*, **31**(3), pp. 355-374.

Alkalay, A.L., 2024. SOUTH AFRICAN PERSPECTIVE. *Data privacy law in Africa: Emerging perspectives*, pp. 323.

Alkhatib, A.W. and Valeri, M., 2022. Can intellectual capital promote the competitive advantage? Service innovation and big data analytics capabilities in a moderated mediation model. *European Journal of Innovation Management*.

Alnuqaydan, A.M., 2024. The dark side of beauty: an in-depth analysis of the health hazards and toxicological impact of synthetic cosmetics and personal care products. *Frontiers in public health*, 12, p.1439027.

Alsararatee, H.H., 2025. Diagnostic tools and methods for dermatological assessment. *British Journal of Nursing*, 34(10), pp.502-512.

AL-Sarraf, A., 2022. Skin lightening as an image enhancing phenomenon: investigating risks, motivations, and underlying psychological factors.

Atiyeh, B.S., Rubeiz, M.T. and Hayek, S.N., 2020. Aesthetic/cosmetic surgery and ethical challenges. *Aesthetic plastic surgery*, 44, pp.1364-1374.

April, K., Dharani, B. and April, A., 2023. Discrimination. *Lived Experiences of Exclusion in the Workplace: Psychological and Behavioural Effects*. Emerald Publishing Limited, pp. 57-86.

Arian, H., Alroudan, D., Alkandari, Q. and shuaib, A., 2023. Cosmetic surgery and the diversity of cultural and ethnic perceptions of facial, breast, and gluteal aesthetics in women: a comprehensive review. *Clinical, Cosmetic and Investigational Dermatology*, pp. 1443–1456

Ashraf, S., Muhammad, D., Shuaeeb, M. AND Aslam, Z., 2020. Development of shrewd cosmetology model through fuzzy logic. *J.Res.Eng.Appl.Sci*, 5(3), pp. 93-99.

Azimi, H. and Saleh, M.Y., 2025. Cultural Contexts in Consumer Behavior: A Qualitative Case Study Review of Market Research. *International Journal of Management Research and Economics*, 3(2), pp.10-54066.

Babics, I. and Jermolajeva, E., 2024. Development of social platforms and new opportunities in digital marketing. *Complex Systems Informatics and Modeling Quarterly*, (41), pp.22-39.

Backstrom, L.J., Callaghan, C.T., Worthington, H., Fuller, R.A. and Johnston, A., 2025. Estimating sampling biases in citizen science datasets. *Ibis*, 167(1), pp.73-87.

Bai, Y., Herforth, A. and Masters, W.A., 2022. Global variation in the cost of a nutrient-adequate diet by population group: an observational study. *The Lancet Planetary Health*, 6(1), pp. e19-e28.

Balogun, O., 2023. Women in Beauty Culture and Aesthetic Rituals. In Oxford Research Encyclopedia of African History.

Baohua, P. and Samizadeh, S., 2022. Non-Surgical Aesthetics-Injection Strategy of East Asian Faces. *Non-Surgical Rejuvenation of Asian Faces*, pp. 297-319.

Barbosa, B. ed., 2024. *Marketing innovation strategies and consumer behavior*. IGI Global.

Beauty Africa. 2019. African Beauty Market: Africa's Booming Beauty and Cosmetics Industry. Available from: [http:// beauty-africa.com/post/african-beauty-market-africas-booming-beauty-cosmetics-industry](http://beauty-africa.com/post/african-beauty-market-africas-booming-beauty-cosmetics-industry).

Bednář, P., Danko, L. and Smékalová, L., 2023. Coworking spaces and creative communities: making resilient coworking spaces through knowledge sharing and collective learning. *European Planning Studies*, 31(3), pp.490-507.

Birnbaum, G.E., Kanat-Maymon, Y., Zholtack, K., Avidan, R. and Reis, H.T., 2025. The power to flirt: Power within romantic relationships and its contribution to expressions of extradyadic desire. *Archives of Sexual Behavior*, 54(1), pp.139-156.

Borg, D.R., Ross, A.H., Garosi, K., Finlayson, A.J. and Mashamba-Thompson, T.P., 2021. Somatology Practices in Non-medical Aesthetic Treatments: Towards Development of Good Practice Guidelines for Somatology in South Africa: a Scoping Review Protocol.

Braun, V. and Clarke, V., 2024. Supporting best practice in reflexive thematic analysis reporting in Palliative Medicine: A review of published research and introduction to the Reflexive Thematic Analysis Reporting Guidelines (RTARG). *Palliative medicine*, 38(6), pp. 608–616.

Buck II, D.W., 2023. *Minimally Invasive Aesthetic Plastic Surgery*. Elsevier Health Sciences.

Bui, H.P., 2024. *Applied Linguistics and Language Education Research Methods: Fundamentals and Innovations: Fundamentals and Innovations*. IGI Global.

Caboni, F., Basile, V., Kumar, H. and Agarwal, D., 2024. A holistic framework for consumer usage modes of augmented reality marketing in retailing. *Journal of Retailing and Consumer Services*, 80, p.103924.

Calzon, B., 2021. Your Modern business guide to data analysis methods and techniques. *datapine.com, para 3*.

Castro, J.A., Alarcón, J.B. and Bustos, G.O., 2023. educating industrial designers for the development of the territory through innovation driven design, *EDULEARN23 Proceedings 2023*, IATED, pp. 8082-8088.

Cavallo, A., Cosenz, F. and Noto, G., 2023. Business model scaling and growth hacking in digital entrepreneurship. *Journal of Small Business Management*, pp. 1-28.

Chabilall, J., Brown, Q., Cengiz, N. and Moodley, K., 2024. Data as scientific currency: Challenges experienced by researchers with sharing health data in sub-Saharan Africa. *PLOS Digital Health*, 3(10), pp. e0000635.

Chandrasekaran, T. and TP, U.S., 2025, June. Creating Market Differentiation with Blue Ocean Strategy for Product Roadmap Success. In *2025 11th International Conference on Communication and Signal Processing (ICCSP)* (pp. 1808-1813).

Chaves, M.M.C. and Vargas, G.C.C., 2025. Financial strategies to empower entrepreneurs. Success stories. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, 10(3), p.13.IEEE.

Cheng, S., bin Yahaya, M.F., bin Abd Rahman, A.R. and Tai, L.C., 2024. Emerging Aesthetic Trends in Product Design: Exploring Novelty, Technology, and Sustainability. *Art & Design Research*, 5(1).

- Chow, Y.F., 2022. More than perfect: Cosmetic surgery and ageing single women in contemporary China. *European Journal of Cultural Studies*, 25(5), pp. 1448–1466.
- Chukwunweike, J. and Aro, O.E., 2024. Implementing agile management practices in the era of digital transformation. *World Journal of Advanced Research and Reviews*, 24(1), pp.2223-2242.
- Christou, P.A., 2023. How to use thematic analysis in qualitative research. *Journal of Qualitative Research in Tourism*, 1(aop), pp. 1-17.
- Cohenmiller, A., Saban, G.A. and Bayeta, R., 2022. Rigor in Qualitative Research. *The SAGE Handbook of Qualitative Research in the Asian Context*, pp. 327.
- Cole, R., 2023. Inter-rater reliability methods in qualitative case study research. *Sociological Methods and Research*, pp. 00491241231156971.
- Coleman, P., 2022. Validity and reliability within qualitative research for the caring sciences. *International Journal of Caring Sciences*, 14(3), pp. 2041-2045.
- Copinschi, P., 2022. Energy and the Economy in Sub-Saharan Africa. The Palgrave handbook of international energy economics. Springer International Publishing Cham, pp. 693–712.
- Costa, P.L., Ferreira, J.J. and Torres de Oliveira, R., 2024. Learning before, during and after entrepreneurial failure. *Business Process Management Journal*, 30(5), pp.1592-1614.
- Coughaln, C. and Murphy, C., 2023. A Research Agenda for Beauty and Spa Education. *Inted2023 Proceedings*, pp. 1711–1716.
- Craddock, N., Spotswood, F., Rumsey, N. and Diedrichs, P.C., 2022. “We should educate the public that cosmetic procedures are as safe as normal medicine”: Understanding corporate social responsibility from the perspective of the cosmetic procedures industry. *Body Image*, 43, pp. 75-86.

Cristofaro, M., Giardino, P.L. and Barboni, L., 2025. Growth hacking: A scientific approach for data-driven decision making. *Journal of Business Research*, 186, p.115030.

Cropley, A., 2022. Qualitative research methods: A practice-oriented introduction. Bucharest: Editura Intaglio.

Cupido, G, 2021. Meet Dr Ellen Moila, owner of Polokwane's first female and black-owned aesthetic clinic: IOL.

Danylova, T., 2020. The modern-day feminine beauty ideal, mental health, and Jungian archetypes. *Mental Health: Global Challenges Journal*, 3(1), pp. 38–44.

Denzin, N. and Lincoln, Y., 2025. Ethnography and participant observation. *Qualitative Research Methods for Media Studies*, pp. 181.

De Winnaar, K. and SCHOLTZ, F., 2020. Entrepreneurial decision-making: new conceptual perspectives. *Management Decision*, 58(7), pp. 1283-1300.

Dewi, I.G.A.A.O., 2021. Understanding data collection methods in qualitative research: the perspective of interpretive accounting research. *Journal of Tourism Economics and Policy*, 1(1), pp. 23–34.

Dimitrov, D. and Kroumpouzou, G., 2023. Beauty perception: a historical and contemporary review. *Clinics in dermatology*, 41(1), pp. 33–40.

Dolczewski, M., 2022. Semi-structured interview for self-esteem regulation research. *Acta Psychologica*, 228, pp. 103642.

Dopytalska, K., Sobolewski, P., Mikucka-Wituszyńska, A., Gnatowski, M., Szymańska, E. and Walecka, I., 2021. Noninvasive skin imaging in esthetic medicine—Why do we need useful tools for evaluation of the esthetic procedures. *Journal of cosmetic dermatology*, 20(3), pp. 746-754.

Downie, S., Walsh, J., Kirk-Brown, A. And Haines, T.P., 2023. How can scope of practice be described and conceptualised in medical and health professions? A

systematic review for scoping and content analysis. *The International journal of health planning and management*, 38(5), pp. 1184-1211.

Draelos, Z.D., 2021. Revisiting the skin health and beauty pyramid: A clinically based guide to selecting topical skincare products. *J.Drugs Dermatol*, **20**, pp. 695-699.

Drisko, J.W., 2024. Transferability and Generalization in Qualitative Research. *Research on Social Work Practice*, pp. 10497315241256560.

Drury, L., 2022. What's in a Name? Somatics and the Historical Revisionism of Thomas Hanna. *Dance Research Journal*, 54(1), pp. 6–29.

Duh, I.H. and Tshabalala, B. 2019. Aspects of celebrity endorsements and brand values influencing young adults' attitude and purchase intention of cosmetics brands in South Africa. *Global Alliance of Marketing and Management Association: Global Fashion Management Conference*.

Duncan, D.I., Chilukuri, S., Kent, D., Hoffmann, K. and Tingsong, L., 2022. Non-invasive alternatives for liposuction. In *Enhanced Liposuction-New Perspectives and Techniques*. IntechOpen.

El-Hani, C.N. and Ludwig, D., 2024. Intercultural Education as Dialogue Between Knowledge Systems: Elements of a Theoretical Framework. *Science and Education*, pp. 1–48.

Farrugia, L., 2019. WASP (Write a Scientific Paper): The ongoing process of ethical decision-making in qualitative research: Ethical principles and their application to the research process. *Early human development*, **133**, pp. 48-51.

Ghermandi, A., Camacho-Valdez, V. and Trejo-Espinosa, H., 2020. Social media-based analysis of cultural ecosystem services and heritage tourism in a coastal region of Mexico. *Tourism Management*, 77, pp. 104002.

Gilbert, C. and Gilbert, M.A., 2024. The Convergence of Artificial Intelligence and Privacy: Navigating Innovation with Ethical Considerations. *International Journal*, 3(9).

Gili, N., 2024. Exploring the Plastic Surgery Related Experiences, Needs, Confidence and Knowledge Gaps of Foundation Year Doctors.

Gitonga, R. 2023. Role of entrepreneurship in South Africa (2023): What are the key takeaways? Read more: <https://briefly.co.za/facts-lifehacks/services/155369-role-entrepreneurship-south-africa-2023-what-key-takeaways/>

Glasdam, S., Cathaoir, K.Ó and Stjernswärd, S., 2024. Balancing Different Legal and Ethical Requirements in the Construction of Informed Consents in Qualitative International Collaborative Research Across Continents-Reflections from a Scandinavian Perspective. *Journal of Academic Ethics*, pp. 1–14.

Gomes, C., Silva, A.C., Marques, A.C., Sousa Lobo, J. and Amaral, M.H., 2020. Biotechnology applied to cosmetics and aesthetic medicines. *Cosmetics*, 7(2), p.33.

Gopalan, N., 2024. Ethical and regulatory gaps in aesthetic medical practice in top Asian medical tourism destinations. *Asian Bioethics Review*, 16(1), pp. 65–93.

Goyanes, M., Lopezosa, C. and Jordá, B., 2025. Thematic analysis of interview data with ChatGPT: Designing and testing a reliable research protocol for qualitative research. *Quality & Quantity*, pp.1-20.

Gudivada, V.N., 2025. Data analytics: fundamentals. Data analytics for intelligent transportation systems. Elsevier, pp. 27–66.

Gutgeld-Dror, M., Laor, N. and Karnieli-Miller, O., 2024. Assertiveness in physicians' interpersonal professional encounters: A scoping review. *Medical Education*, 58(4), pp.392-404.

Guy, M. and McHale, J., 2023. The Health and Care Act 2022: New Legislation-New Legacy? *N. Ir. Legal Q.*, 74, p.657.

Falkenberg, R., Sigl, L. and Fochler, M., 2024. From 'making lists' to conducting 'well-rounded' studies: Epistemic re-orientations in soil microbial ecology. *Social Studies of Science*, 54(1), pp.78-104.

Haidar, A.Z., 2024. The Role of Visual Design in Building Brand Image to Increase Consumer Loyalty in the Digital Era. *Side: Scientific Development Journal*, 1(2), pp.49-53.

Hall, A.S., 2023. No title. A Phenomenological Analysis of Service-Disabled Veteran Women's Motivation to Pursue Entrepreneurship.

Harrison, J., White, C. and Hotta, T., 2020. The expanding role of the Canadian nurse practitioner in medical aesthetics. *Plastic and Aesthetic Nursing*, 40(4), pp. 202–204.

Haven, T., and Van Grootel, D.L., 2019. Preregistering qualitative research. *Accountability in research*, 26(3), pp.229-244.

Hirose, M. and Creswell, J.W., 2023. Applying core quality criteria of mixed methods research to an empirical study. *Journal of Mixed Methods Research*, 17(1), pp. 12–28.

Holm, D.V. and Beyes, T., 2022. How art becomes organization: Reimagining aesthetics, sites and politics of entrepreneurship. *Organization Studies*, 43(2), pp. 227-245.

Ikenga, U.G. and Egbule, C.N., 2024. Strategic model for effective digital entrepreneurship for small business. In *New Strategy Models in Digital Entrepreneurship* (pp. 53-70). IGI Global.

Islam, M.A. and Aldaihani, F.M.F., 2022. Justification for adopting qualitative research methods, research approaches, sampling strategy, sample size, interview method, saturation, and data analysis. *Journal of International Business and Management*, 5(1), pp. 1.

Jabeen, G., Goli, G. and Kafila, 2024. Building trust: The foundations of reliability in healthcare. In *Healthcare Industry Assessment: analyzing risks, security, and reliability* (pp. 43-65). Cham: Springer Nature Switzerland.

Jamaludin, N.F., Saharuddin, N. and Nazir, N., 2024. Navigating Crises in the Halal Cosmetic Industry: Embracing Emerging Technologies for Resilience. *Emerging Technology and Crisis Management in The Halal Industry: Issues and Recent Developments*, pp.139-155

Jooss, S., Lenz, J. and Burbach, R., 2023. Beyond competing for talent: an integrative framework for coopetition in talent management in SMEs. *International Journal of Contemporary Hospitality Management*, 35(8), pp.2691-2707.

Joshi, M., Korrapati, N.H., Reji, F., Hasan, A. And Kurudamannil, R.A., 2022. The Impact of Social Media on Skin Care: A Narrative Review. *Lviv clinical bulletin*, pp. 1-2.

Kadiri, I.A., 2022. Plastic Surgery Practice in Nigeria: A Cross-Sectional Survey of the Knowledge and Perception of the Non-Medical Populace. *Nigerian Stethoscope*, 4(1).

Kanojia, K. and Rathore, T., 2025. Digital Marketing Strategies for Small Businesses. *International Journal of Innovations in Science, Engineering And Management*, pp.38-45.

Karunarathna, I., Gunasena, P., Hapuarachchi, T. and Gunathilake, S., 2024. The crucial role of data collection in research: Techniques, challenges, and best practices. *Uva Clinical Research*, pp. 1–24.

Kaur, H., Reddy, K.K., Reddy, M.K. and Hanafiah, M.M., 2025. Collaborative approaches to navigating complex challenges and adapting to a dynamically changing world. In *Integration of AI, Quantum Computing, and Semiconductor Technology* (pp. 209-234). IGI Global.

Kgwadi, B. and Samuels, A., 2025. Assessing the impact of supplier and customer relationships and third-party logistics on stock availability in Mahikeng grocery small and medium-sized enterprises. *Journal of Transport and Supply Chain Management*, 19, p.1166.

Khan, N., 2024. Research Ethics in Education and Training. *Ethical Frameworks in Special Education: A Guide for Researchers (Volume 2nd)*, p.79.

Khetpal, S., J. Lopez, R. J.Redett, D. M.Steinbacher. Health Equity and Healthcare Disparities in Plastic Surgery: What We Can Do. (2021) JPRAS an international journal of Surgical Reconstruction. <https://doi.org/10.1016/j.bjps.2021.05.026>; [https://www.jprasurg.com/article/S1748-6815\(21\)00276-X/fulltext](https://www.jprasurg.com/article/S1748-6815(21)00276-X/fulltext).

Khoa, B.T., Hung, B.P. and Hejsalem-Brahmi, M., 2023. Qualitative research in social sciences: data collection, data analysis and report writing. *International Journal of Public Sector Performance Management*, 12(1-2), pp. 187–209.

Klietz, M., Kaiser, H.W., Machens, H. and Aitzetmüller, M.M., 2020. Social media marketing: what do prospective patients want to see? *Aesthetic surgery journal*, 40(5), pp. 577-583.

Klintskog, T., 2025. Beautiful, but at What Cost? An Anthropological Study Examining the Tension Between Appearance, Sustainability, and Ethical Responsibility in the Cosmetic Industry.

Koleva, G.I., 2025. Innovative management methods in contemporary business organizations. *Collection of papers new economy*, p.189.

Kotwal, R., 2025. *Unleashing Social Media Marketing Strategies*. Educohack Press.

Krishnan, S, M, and Barani G, 2020. An Impact of Marketing Strategies of Cosmetic and Personal Care Due to Covid-19: Bharathiar University.

Krywuczky, F. and Kleijnen, M., 2024. Consumer decision-making in cosmetic surgery: An interdisciplinary review identifying key challenges and implications for marketing theory. *Psychology & Marketing*, 41(12), pp.3182-3201.

Kubala, R., 2021. Aesthetic practices and normativity. *Philosophy and Phenomenological Research*, 103(2), pp.408-425.

Kudeikina, I, Palkova, K and Loseviča, M 2022, ' Aesthetic Medicine as Global Trend in Public Health: Concept of Legal Problems and Liability Issues from Latvian Perspective', *MedicalResearchArchives*, vol.10,no.9,pp.1-9.

<https://doi.org/10.18103/mra.v10i9.3124>

Kumar, A. and Praveenakumar, S.G., 2025. Research methodology. Authors Click Publishing.

Laham, M., 2020. Made up: How the beauty industry manipulates consumers, preys on women's insecurities, and promotes unattainable beauty standards. Rowman and Littlefield Publishers.

Lanto, S.M., 2021. Disruptive innovation by start-ups in the South African skincare market.

Latham, M. and Mchale, J., 2020. The regulation of cosmetic procedures: Legal, ethical and practical challenges. Routledge.

Lakens, D., 2022. Sample size justification. *Collabra: Psychology*, 8(1), pp. 33267.

Lammers, T., Rashid, L., Kratzer, J. and Voinov, A., 2022. An analysis of the sustainability goals of digital technology start-ups in Berlin. *Technological Forecasting and Social Change*, 185, pp. 122096.

Lamotte, O., 2025. Close but not nearby? Rethinking proximity in the digital era of entrepreneurial ecosystems. *Journal of Business Venturing Insights*, 23, p.e00521.

Laurens, I., 2022. The rise of aesthetic medicine. *South African General Practitioner*, 3(5), pp. 169-170.

Legislative Council Secretariat, Research Report, 2014. Regulation of aesthetic practices in selected places. Available at [www.egCogov.hk/research.../1415rp01-regulation-of-aesth](http://www.egCogov.hk/research.../1415rp01-regulation-of-aesth).

Li, H.H. and Zhang, L.J., 2022. Investigating Effects of Small-Group Student Talk on the Quality of Argument in Chinese Tertiary English as a Foreign Language Learners' Argumentative Writing. *Frontiers in Psychology*, 13, p.868045.

Li, Y., Sun, D., Fang, Y., Lu, Z., Shi, F., Liu, G. and Gu, Y., 2024. Mixed Comparison of Intervention with Eccentric, Isometric, and Heavy Slow Resistance for Victorian Institute of Sport Assessment Patella Questionnaire in Adults with Patellar Tendinopathy: A Systematic Review and Network Meta-Analysis. *Heliyon*.

Liebelt, C., 2023. Istanbul appearances: Beauty and the making of middle-class femininities in urban Turkey. Syracuse University Press.

Lim, W.M., 2024. What is qualitative research? An overview and guidelines. *Australasian Marketing Journal*, pp. 14413582241264619.

Limpopo province, S.Af. Britannica (available 02 October 2023) <https://cdn.britannica.com/79/130579-050-514F6F06/Limpopo-province-SAf.jpg>[Accessed, November 2023]

Liu, L., Zeng, L., Gao, L., Zeng, J. and Lu, J., 2023. Ozone therapy for skin diseases: Cellular and molecular mechanisms. *International wound journal*, 20(6), pp. 2376–2385.

Lu, M., Di, Y. and Nie, Z., 2023. A Study on the Mechanism of User Aesthetic Experience of China Chic Visual Aesthetics. *Art and Design Review*, 11(3), pp.281-299.

Madhubala, R., Samad, S.R.A. and Thangam, S., 2024. Navigating Ethical and Privacy Frontiers: Geospatial Data in Collaborative Environments. *Ethics, Machine Learning, and Python in Geospatial Analysis*. IGI Global, pp. 53–71.

Maher, C. and Bedwei-Majdou, C., 2025. Semi-structured Qualitative Interview Guide: Process and Considerations for Doctoral Students. In *Qualitative Research Methods for Dissertation Research* (pp. 195-220). IGI Global Scientific Publishing.

Majeed, M., 2025. Exploring Trust Dynamics in Online Relationship Marketing and Customer Outcomes Within the Banking Sector. In *Marketing Intelligence, Part B* (pp. 47-77). Emerald Publishing Limited.

Makwana, D., Engineer, P., Dabhi, A. and Chudasama, H., 2023. Sampling methods in research: a review. *Int.J.Trend Sci.Res.Dev*, **7**, pp. 762–768.

Maiks, S.A., 2019. Ethical and legal issues of aesthetic medical practice in Malaysia (Doctoral dissertation, Universiti Teknologi MARA (Kampus Sg. Buloh).

Masitara, E.S., 2022. No title. Assessing the Practice of Aesthetic Surgery in Kenya.

Marins, S.R., Davel, E.P. and Parsley, S., 2023. Aesthetic embeddedness: Towards an aesthetic understanding of cultural and artistic entrepreneurship. *Entrepreneurship and Regional Development*, **35**(9-10), pp.695-714.

Mehta, A.M., Qamruzzaman, M.D. and Serfraz, A., 2022. The effects of finance and knowledge on entrepreneurship development: An empirical study from Bangladesh. *The Journal of Asian Finance, Economics and Business*, **9**(2), pp.409-418.

Mehta, N., Baskaran, N. and Gupta, S., 2024. Core Concepts of Dermatologic Surgery. *Critical Thinking in Contemporary Dermatology: Cognitive Essays*. Springer, pp. 287–302.

Mmbadi, E. (2019). Water security in rural Limpopo in a changing climate: A study of the Greater-Giyani local municipality, South Africa (Doctoral dissertation).

Moffat, F., 2021. Spatial transformation in the City of Polokwane, South Africa (1996-2016) (Doctoral dissertation).

Mordor Intelligence (2023). E-Commerce Market in Oman—Trends, Growth, Covid-19 Impact, and Forecasts (2023-2028).<https://www.mordorintelligence.com/industry-reports/e-commerce-market-in-oman>.

Miller, A., O'Mahony, S. and Cohen, S.L., 2023. Opening the Aperture: Explaining the Complementary Roles of Advice and Testing When Forming Entrepreneurial Strategy. *Organization Science*.

Mishra, M. and Deshpande, A.P., 2023. Investigating entrepreneurial competency in emerging markets: a thematic analysis. *International Journal of Business and Globalisation*, **33**(1-2), pp. 245-265.

Morgan, H., 2022. Conducting a qualitative document analysis. *The Qualitative Report*, **27**(1), pp. 64-77.

Morris, M.P., Toyoda, Y., Christopher, A.N., Broach, R.B. and Percec, I., 2022. A systematic review of aesthetic surgery training within plastic surgery training programs in the USA: an in-depth analysis and practical reference. *Aesthetic Plastic Surgery*, **46**(1), pp. 513–523.

Movahed, A.B., Movahed, A.B. and Nozari, H., 2024. Opportunities and Challenges of Marketing 5.0. *Smart and Sustainable Interactive Marketing*, pp.1-21.

Mu, X. and Antwi-Afari, M.F., 2024. The applications of Internet of Things (IoT) in industrial management: a science mapping review. *International Journal of Production Research*, **62**(5), pp.1928-1952.

Musara, M. and Nieuwenhuizen, C., 2021. Motivations and unique challenges of successful foreign-owned small and medium enterprises in South Africa. *Development Southern Africa*, **38**(6), pp. 967–984.

Nagayama, R. and Sato, F., 2024. Careers in “woman-friendly” occupations: Investigating the role of beauty consultant in the era of neoliberalism. *Japanese Journal of Sociology*, **33**(1), pp.27-41.

Nan, M. and Huang, L., 2025. Innovation ecosystems: a cross-industry examination of knowledge flows and collaboration dynamics. *Journal of the Knowledge Economy*, 16(1), pp.26-64.

Naung, N.K.L., 2024. The Effect of Service Quality and Customer Relationship Management on Customer Satisfaction and Revisit Intention towards Quality Care Aesthetic Clinic (Nang Khin Lay Naung, 2024) (Doctoral dissertation, MERAL Portal).

Naz, N., Gulab, F. and Aslam, M., 2022. Development of qualitative semi-structured interview guide for case study research. *Competitive Social Science Research Journal*, 3(2), pp. 42-52.

Nikesh, A., 2020. The acceptance of social change in the Kerala society: The impact of religious traditionalism in the acceptance of the court verdict to legalize women's entry at the Sabarimala temple in Kerala, India. *India*. (December 26, 2020).

Nisak, A.C. and Moko, W., 2024. The effect of social media usage and innovation on makeup artist business performance by mediating competitive advantage: study on makeup artist services business in Indonesia. *International Journal of Research in Business & Social Science*, 13(3).

Ngcobo, S. and Khumalo, N., 2022. Challenges of adopting entrepreneurship education as a strategic approach to unemployed youth in South Africa. *Technium Soc.Sci.J.*, 29, pp. 98.

Ngobeni, F.C. and Kekana, M.P., 2023. Community Health Risk Awareness and Knowledge of Air Pollution in Annadale, Polokwane Local Municipality, Limpopo Province, South Africa.

Obilor, E.I., 2023. Convenience and purposive sampling techniques: Are they the same. *International Journal of Innovative Social and Science Education Research*, 11(1), pp. 1-7.

Okhovati, M., Shamsi Meymandi, M., Shamsi Meymandi, S. and Saljoghian, S., 2023. What are the trends of dermatologic congresses in Iran: medical or aesthetic? *Iranian Journal of Dermatology*, **26**(1), pp. 53-55.

Olsson, A.K. and Bernhard, I., 2021. Keeping up the pace of digitalization in small businesses—Women entrepreneurs' knowledge and use of social media. *International Journal of Entrepreneurial Behavior and Research*, **27**(2), pp. 378-396.

Osemeke, M. and Adegboyega, S., 2017. Critical review and comparison between Maslow, Herzberg and McClelland's theory of needs. *Funai journal of accounting, business and finance*, **1**(1), pp. 161-173.

Özdemir-darby, D. and Selcuk, I., 2021. Retail Change in Historic City Centres. *Kent Akademisi*, **14**(1), pp. 46–58.

Olivieri, M., 2025. The Adoption of Digital Tools in the Marketing Strategies of B2B Startups. In *Scaling B2B Markets: Agile Marketing Strategies for Startups* (pp. 23-58). Cham: Springer Nature Switzerland.

Park, Y. S., Konge, L., and Artino Jr, A. R. (2020). The positivism paradigm of research. *Academic Medicine*, **95**(5), 690-694

Park, Y.W. and Hong, P., 2024. Cosmetics Marketing Strategy in the Era of the Digital Ecosystem. *Springer Books*.

Pospisil, K., 2023. *The Price Tag of Stigma: The Emotional and Aesthetic Labor of Body-Positive Branding in Plus-Size Retail*.

Power, E.R. and Williams, M.J., 2020. Cities of care: A platform for urban geographical care research. *Geography Compass*, **14**(1), pp. e12474.

Pramudita, D.P.D., 2021. Entrepreneurship Self-Efficacy, Attitudes Towards Entrepreneurship, and Student's Entrepreneurship Interest. *Airlangga Journal of Innovation Management*, **2**(1), pp. 53.

Priya, A., 2021. Case study methodology of qualitative research: Key attributes and navigating the conundrums in its application. *Sociological Bulletin*, 70(1), pp. 94–110.

Rahman, M.M., 2023. Sample size determination for survey research and non-probability sampling techniques: A review and set of recommendations. *Journal of Entrepreneurship, Business and Economics*, 11(1), pp. 42–62.

Raimi, L., Panait, M., Gigauri, I. and Apostu, S.A., 2023. Thematic review of motivational factors, types of uncertainty, and entrepreneurship strategies of transitional entrepreneurship among ethnic minorities, immigrants, and women entrepreneurs. *Journal of Risk and Financial Management*, **16**(2), pp. 83.

Ramirez, S.P., Scherz, G. And Smith, H., 2021. Characteristics of patients seeking and proceeding with non-surgical facial aesthetic procedures. *Clinical, Cosmetic and Investigational Dermatology*, pp. 197-207.

Ramya, R., Kiruthiga, V., Vettriselvan, R., Gayathri, V. and Velmurugan, P.R.R., 2025. Hybrid Entrepreneurship Navigating Career Transitions: Career Shifts and Their Impact on Economic Growth. In *Applications of Career Transitions and Entrepreneurship* (pp. 241-268). IGI Global Scientific Publishing.

Regmi, R., Zhang, Z. and Zhang, H., 2023. Entrepreneurship strategy, natural resources management and sustainable performance: A study of an emerging market. *Resources Policy*, 86, p.104202.

Rizzi, V., Gubitosa, J., Fini, P. and Cosma, P., 2021. Neurocosmetics in skincare—the fascinating world of skin–brain connection: a review to explore ingredients, commercial products for skin aging, and cosmetic regulation. *Cosmetics*, 8(3), pp. 66.

Rodjanatham, T. and Badir, Y.F., 2025. Motivation Matters: The Role of Achievement, Affiliation, and Power Needs in Digital Peer Collaboration Among Business School Students. *Computers in Human Behavior Reports*, p.100746.

Rostamzadeh, M. and Rahimi, F., 2025. Aesthetic dentistry and ethics: a systematic review of marketing practices and overtreatment in cosmetic dental procedures. *BMC Medical Ethics*, 26(1), p.12.

Sadati, L., Motaharipour, M., Younas, A., Farajidana, H., Hosseini, F. and Abjar, R., 2023. Development of Professional Ethics Curriculum in the Operating Room for the Current Era of Surgery: A Mixed Method Study. *Canadian Journal of Bioethics*, 6(3), pp. 57-68.

Sallam, M., 2023. Utility in healthcare education, research, and practice: systematic review on the promising perspectives and valid concerns, *Healthcare 2023*, MDPI, pp. 887.

Salmona, M. and Kaczynski, D., 2024. Qualitative data analysis strategies. How to conduct qualitative research in finance. Edward Elgar Publishing, pp. 80–96.

Sandberg, J. and Alvesson, M., 2021. Meanings of theory: Clarifying theory through typification. *Journal of Management Studies*, 58(2), pp. 487-516.

Scârneci-Domnispru, F., 2024. From Sample to Population Generalization in Qualitative Research. *Qeios*.

Shah, R., 2024. Conducting Qualitative Interviews Online and In-person: Issues of Rapport Building and Trust. *International Quarterly for Asian Studies*, 55(4), pp.537-558.

Sharma, A.N., 2024. Bridging the Gap: Integrating Traditional and Digital Marketing for Effective Educational Outreach. Issue 4 Int'l JL Mgmt. & Human., 7, p.2250.

Shoozan, A. and Mohamad, M., 2024. Application of Interview Protocol Refinement Framework in Systematically Developing and Refining a Semi-structured Interview Protocol. In *SHS Web of Conferences* (Vol. 182, p. 04006). EDP Sciences.

Silverman, D. ed., 2020. Qualitative research. sage.

Skiba, R., 2025. *Advances in Cosmetology: Beauty Therapy Technology, Treatments, Sustainability, and Holistic Wellness*. After Midnight Publishing.

Stats SA, 2022. Polokwane. [https://www.statssa.gov.za/?page\\_id=993&id=polokwane-municipality](https://www.statssa.gov.za/?page_id=993&id=polokwane-municipality).

Sriwidodo, J., Wahid, S.H. and Kususiyannah, A., 2025. Toward Equitable Healthcare: A Medical Dispute Resolution Framework to Address Medical Supply Delays in Health Law. *Journal of Legal Affairs and Dispute Resolution in Engineering and Construction*, 17(3), p.04525040.

Stenfors T, Kajamaa A, and Bennett, D., 2020. How to ... assess the quality of qualitative research: Association for the Study of Medical Education and John Wiley and Sons Ltd.

Stratton, S.J., 2021. Population research: convenience sampling strategies. *Prehospital and Disaster Medicine*, 36(4), pp. 373–374.

Sung, J. and Paik, Y., 2022. Experience of suffering in patients with hypertension: a qualitative analysis of in-depth interview of patients in a university hospital in Seoul, Republic of Korea. *BMJ open*, 12(12), pp. e064443.

Surgeons ASOP (2016) Plastic surgery statistics report. <https://www.plasticsurgery.org/documents/News/Statistics/2016/plastic-surgery-statistics-full-report-2016.pdf>Return.

Suminar, S.R. and Mufidi, H.F., 2019, March. The Indonesian Law Perspective on the Authority of Beauty Practitioners in Performing Aesthetic Plastic Surgery. In *Social and Humaniora Research Symposium (SoRes 2018)* (pp. 54-58). Atlantis Press.

Tavallaei M. and Abu Talib M., 2010. "A General Perspective on Role of Theory in Qualitative Research" *The Journal of International Social Research*. Vol 3/11 Spring 2010 pp 570-57.

Ten Have, H. and Patrão Neves, M.D.C., 2021. Aesthetic Medicine (See Cosmetic Surgery). In Dictionary of Global Bioethics (pp. 101-102). Cham: Springer International Publishing.

Tiwari, A., Mishra, S. and Kuo, T.R., 2025. Current AI technologies in cancer diagnostics and treatment. *Molecular Cancer*, 24(1), p.159.

Tomás, L. and Bidet, O., 2024. Conducting qualitative interviews via VoIP technologies: reflections on rapport, technology, digital exclusion, and ethics. *International Journal of Social Research Methodology*, 27(3), pp. 275–287.

Treacy, P., 2022. *The Evolution of Aesthetic Medicine: The Evolution of a New Field of Medicine by a Pioneer Voted the Top Aesthetic Doctor in the World*. Austin Macauley Publishers.

Triana, L., Palacios Huatuco, R.M., Campiglio, G. and Liscano, E., 2024. Trends in Surgical and Nonsurgical Aesthetic Procedures: A 14-Year Analysis of the International Society of Aesthetic Plastic Surgery—ISAPS. *Aesthetic Plastic Surgery*, pp. 1–11.

Umoren, O.A. and Umoren, F.O., 2023. Contributions of perceived leadership communication and achievement motivation to counterproductive work behaviour. *Nnadiesube Journal of Social Sciences*, 4(1), pp. 136–150.

Usman, F.O., Kess-Momoh, A.J., Ibeh, C.V., Elufioye, A.E., Ilojiana, V.I. and Oyeyemi, O.P., 2024. Entrepreneurial innovations and trends: A global review: Examining emerging trends, challenges, and opportunities in the field of entrepreneurship, with a focus on how technology and globalization are shaping new business ventures. *International Journal of Science and Research Archive*, 11(1), pp.552-569.

Vera Gil, S., 2024. The influence of gender on academic performance and psychological resilience, and the relationship between both: Understanding the differences through gender stereotypes. *Trends in Psychology*, pp.1-20.

Virtanen, T., 2000. Changing competences of public managers: tensions in commitment. *International Journal of Public Sector Management*, **13**(4), pp. 333-341.

Warkhad, M.J.B., Tambe, P.R. and Dighe, N.N., 2025. INNOVATION IN ENTREPRENEURSHIP: A MARKETING PERSPECTIVE. In *International Conference on Entrepreneurship and Innovation 3rd and 4th April* (p. 263).

Wathanakom, N., Sranrom, A. and Juicharoen, N., 2023. Operationalizing the 7Ps Strategy for Aesthetic Clinic Success. *GMSARN International Journal*, 18, pp. 516–522.

Wendler, D., 2022. Deceiving research participants: Is it inconsistent with valid consent? *The Journal of Medicine and Philosophy: A Forum for Bioethics and Philosophy of Medicine 2022*, Oxford University Press US, pp. 558-571.

Wernecke, B., Mathee, A., Kunene, Z., Balakrishna, Y., Kapwata, T., Mogotsi, M., Sweijd, N., Minakawa, N., and Wright, C.Y., 2021. Tracking progress towards the Sustainable Development Goals in four rural villages in Limpopo, South Africa. *Annals of Global Health*, **87**(1).

West, C., 2024. Excelling in Patient Management within Private Healthcare: Best Practices for Medical Assessment and Aesthetic.

Wijethilaka, H.P., Yadav, M. and Vij, R., 2025. Optimizing Business Models in Entrepreneurship: The Role of AI in Iterative Business Planning. In *Improving Entrepreneurial Processes Through Advanced AI* (pp. 71-98). IGI Global.

Wilson, M., 2023. Curiosity, Complexity and Conversations.

Willoughby, A., 2024. *Geophysical, technical, and engineering feasibility assessment of solar-powered groundwater abstraction in rural areas of Greater Giyani Municipality, Limpopo* (Doctoral dissertation, University of the Western Cape).

Wiratno, T.A. and Callula, B., 2024. Transformation of beauty in digital fine arts aesthetics: An artpreneur perspective. *Aptisi Transactions on Technopreneurship (ATT)*, 6(2), pp. 231–241.

Wright, N.L., 2023. No title. *Entrepreneurial Strategy and Scaling in a Global Digital Economy*.

Wu, Q., Yan, D. and Umair, M., 2023. Assessing the role of competitive intelligence and practices of dynamic capabilities in business accommodation of SMEs. *Economic Analysis and Policy*, 77, pp. 1103-1114.

Wu, Y., Alleva, J.M., Broers, N.J. and Mulkens, S., 2022. Attitudes towards cosmetic surgery among women in China and the Netherlands. *Plos one*, 17(4), pp. e0267451.

Wuisan, D.S. and Handra, T., 2023. Maximizing online marketing strategy with digital advertising. *Startupreneur Business Digital (SABDA Journal)*, 2(1), pp.22-30.

Xiang, S., 2024. No title. *Enterprise Gamification and Employee Psychological Ownership: A Quest into Workplace Experience Around Gamified Strategies in Organizational Context*.

Yani, A. and Zaakiyyah, H.K.A., 2024. The importance of mentorship in stimulating the growth and success of entrepreneurial business entities. *Journal of Contemporary Administration and Management (ADMAN)*, 2(1), pp.337-342.

Yasser, A., 2023. Incorporating Individual Creative Thinking Skills into Leadership Development Programs (LDPs) to Enhance Organizational Innovation: With a Special focus on the Fourth Industrial Revolution (4IR). *Osaka Sangyo University Journal of Business Administration*, 24(2).

Yücel, A.F., Cenger, C.D., Arinci, R.A. and Tüzün, B., 2024. Evaluation of Medical Malpractice Claim Reports Regarding Aesthetic Medical Intervention Cases. *Turkish Journal of Plastic Surgery*, 32(2), pp. 49–53.

Zbar, R.I., Taylor, L.D. and Canady, J.W., 2023. Applying Principles of Evolutionary Biology to Plastic Surgery at an Organizational Level Predicts an Extinction Event, *Aesthetic Surgery Journal Open Forum* 2023, Oxford University Press, pp. ojad057.

Zhan, C., Joksimovi, S., Ladjal, D., Rakotoarivelo, T., Marshall, R. and Pardo, A., 2024. Preserving Both Privacy and Utility in Learning Analytics. *IEEE Transactions on Learning Technologies*.

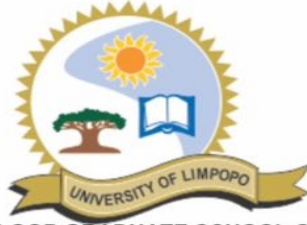
Zhang, Y. and PAPI, M., 2024. Regulatory focus predicts individual differences in pragmatic versus grammatical awareness and sensitivity. *Studies in Second Language Learning and Teaching*, 14(2), pp. 267–290.

Zhang, Y., Sangsawang, T. and Vipahasna, P.P., 2023. Assessing Factors and Simulating Innovation: A Study of Innovative Capacities Among Data Science Professionals in China. *Journal of Applied Data Sciences*, 4(3), pp. 213-228.

Zhou, S. and Lu, J., 2025. Exploring the Impact of Authenticity of Tourism Products and Customer Trust in Sellers on Electronic Word of Mouth Marketing Behaviors: --A Case Study of Generation Z Travellers. *Highlights in Business, Economics and Management*, 49, pp.76-89. 2013 Cosmetic Surgery Age Distribution. Age 40-54. 23 pages

## ANNEXURES

### ANNEXURE A: SCHOOL PERMISSION LETTER



TURFLOOP GRADUATE SCHOOL OF LEADERSHIP  
Private Bag X1106, SOVENGA, 0727, South Africa  
Tel: (015) 268 3735, Fax: (015) 268 3774, Email: [TGSL@ul.ac.za](mailto:TGSL@ul.ac.za)

**To:** Mbhiza K (202393550)  
MBA Candidate: TGSL

**CC:** Prof MX Lethoko (Supervisor)  
Prof TJ Musandiwa (Programme Manager)

**From:** Prof SK Mokoena  
Chairperson: School Research Higher Degrees Committee (SRHDC)

**Date:** 13 December 2023

**Subject:** Outcome of the SRHDC meeting

Dear Ms Mbhiza

Your research proposal titled **"AN EXPLORATORY STUDY OF ENTREPRENEURIAL STRATEGIES EMPLOYED BY AESTHETICS BUSINESSES IN LIMPOPO PROVINCE, SOUTH AFRICA"**, served at the Turfloop Graduate School of Leadership (TGSL) Higher Degrees Committee meeting, which sat on **13 December 2023**.

**The following are the committee's comments regarding your proposal:**

The student presented her research proposal, and the committee members made the following comments:

- Consider using purposive sampling because the sampling method seems to be purposive sampling rather than snowball.
- Provide the rationale for choosing one aesthetics business out of the ten identified.
- Clarify who is going to be asked what questions.

**Committee's Decision: Recommended to be submitted to the FRHDC for approval, after ALL the indicated corrections have been effected to the satisfaction of the supervisor.**

Prof SK Mokoena  
Chairperson: SRHDC

## **ANNEXURE B: A REQUEST LETTER TO UNDERTAKE RESEARCH STUDY**

P O Box 2087

Giyani

0826

12 July 2023

### **Attention: Dr Ellen Moila**

Orchids Medical & Aesthetics Clinic

46a Grobler Street

Polokwane, 0699

Dear Madam,

**Re: Application for permission to undertake a research study on “An Exploratory Study of Entrepreneurial Strategies Employed by Aesthetics Businesses Limpopo Province, South Africa.”**

---

1. The subject above refers.
2. I would like to request your permission to undertake the study with Orchids Medical & Aesthetics Clinic as part of my MBA research project.
3. I will provide a detailed research proposal once the Faculty of Management and Law approve the proposal at the University of Limpopo for your scrutiny.
4. Participants will be required to sign a consent form agreeing to participate in the study project.
5. Information collected as part of the research will be kept confidential and research results will be shared with members of the aesthetics clinic.
6. Therefore, I request your written consent to participate in this research study, which may help grow and improve the business of aesthetic entrepreneurs in Limpopo communities.

I am looking forward to your favourable consideration.

Kind regards



KF Mbhiza

Email: [vovozee@icloud.com](mailto:vovozee@icloud.com). | Mobile: 083 492 6903/ 082 604 8620

## ANNEXURE C: PERMISSION LETTER FROM ORCHIDS MEDICAL AESTHETICS



## **ANNEXURE D: CONSENT FORM FOR PARTICIPANTS**

### **RESEARCH TOPIC: AN EXPLORATORY STUDY OF ENTREPRENEURIAL STRATEGIES EMPLOYED BY AESTHETICS BUSINESSES LIMPOPO PROVINCE, SOUTH AFRICA.**

- I am a student at the University of Limpopo Turfloop Graduate School of Leadership doing a Master's Degree in Business Administration.
- The purpose of the research is to exploratory study of entrepreneurial strategies employed by aesthetics businesses Limpopo province, Limpopo face and how they differ from those used in urban areas.
- I will be conducting interviews as part of the research study to increase my understanding of the challenges aesthetic entrepreneurs face in Limpopo. The interview takes around 30 minutes.
- Please be informed that you are not compelled to answer any questions that make you uncomfortable, and you are free to withdraw from the study at any time.
- However, I would like to encourage you to participate in the study since it might help aesthetics enterprises in Limpopo grow and improve their businesses.
- If you agree to participate, please answer the questions as honestly as possible.

## CONSENT

- I herewith give my consent to participate in this study.
- understand that I am participating voluntarily and without being obligated to do so.
- I understand that my responses and opinions will be treated confidentially and anonymously.
- I understand that I am free to withdraw from the study at any time without any consequences.
- I confirm that I am willing to participate in this study by completing the interview questions.

Signature of participant.....

Date: .....

If you have any questions concerning your participation, please feel free to contact me, Khomi Mbhiza at 083 492 6903, or email me at [vovozee@icloud.com](mailto:vovozee@icloud.com).

**ANNEXURE E: RESEARCH INTERVIEW SCHEDULE**

**Preamble:** Permission to record

Copyright waiver

**1. Introduction**

1.1 What educational qualifications do you have and what position do you hold within the company?

---

---

---

---

1.2 What are your main responsibilities?

---

---

---

---

---

1.3 How long have you been operating the aesthetics enterprise?

---

---

**2. Objection 1: To explore marketing strategies utilized by aesthetics businesses in Limpopo Province.**

2.1. Can you describe some of the most prevalent marketing strategies used by Limpopo's aesthetic entrepreneurs to market their businesses?

---

---

---

---

---

---

2.2. In your experience, what have been some successful marketing tactics used by aesthetic entrepreneurs in Limpopo?

---

---

---

---

---

---

2.3. How important is digital marketing for aesthetic entrepreneurs in Limpopo?

---

---

---

---

---

---

2.4. How do aesthetic entrepreneurs in Limpopo utilize social media platforms to market their businesses?

---

---

---

---

---

---

2.5. Are there any unique cultural or regional aspects that affect the marketing strategies employed by aesthetic entrepreneurs in Limpopo?

---

---

---

---

---

---

---

**3. Objective 2: To explore the innovation strategies implemented by aesthetics entrepreneurs in Limpopo Province.**

3.1. What motivated you to become an aesthetics entrepreneur in Limpopo Province?

---

---

---

---

---

3.2. Can you share with us some unique or innovative strategies you have implemented in your aesthetics business?

---

---

---

---

---

3.3. How do you stay updated on the latest trends and innovations in the aesthetics industry?

---

---

---

---

---

3.4. Have you collaborated or networked with other aesthetics entrepreneurs in Limpopo province to exchange innovative ideas?

---

---

---

---

---

3.5. How do you ensure that your innovative strategies are aligned with the preferences and expectations of customers in Limpopo?

---

---

---

---

---

3.6. Can you describe any instances where regulatory issues or legal constraints have posed obstacles for aesthetic entrepreneurs?

---

---

---

---

---

How crucial is ongoing professional development strategies and staying up to date with industry changes for aesthetic entrepreneurs in Limpopo?

---

---

---

---

---

---

---

**4. Objective 3: To make recommendations regarding the contemporary strategies that entrepreneurs can use to enhance their marketing and innovation strategies in the Limpopo province.**

4.1. Can you tell us about a specific challenge you faced as an aesthetic entrepreneur and how you overcame it?

---

---

---

---

---

---

---

4.2. What strategies do you use to stay motivated and focused when facing challenges in your industry?

---

---

---

---

---

---

---

4.3. Have you ever encountered resistance or criticism from clients or industry professionals? How did you handle it?

---

---

---

---

---

---

---

4.4. In your experience, what are the biggest challenges faced by aesthetic entrepreneurs in terms of managing finances? How do you address these challenges?

---

---

---

---

---

---

4.5. How do you leverage your past experiences and expertise to overcome new challenges that arise in the aesthetic industry?

---

---

---

---

---

---

4.6. Can you discuss a time when you had to navigate through a rapidly changing market or industry trend? How did you adapt your business to overcome the challenge?

---

---

---

---

---

---

***(Thank you very much for taking your time off for the interview)***

## ANNEXURE F: FACULTY PERMISSION LETTER



|  |
|--|
| <b>UNIVERSITY OF LIMPOPO</b>                               |
| Office of the Faculty Research Professor<br>Prof TS Setati |
| <b>03 June 2024</b>  |
| PRIVATE BAG X1106, SOVENGA, 0727                           |
| FACULTY OF MANAGEMENT AND LAW                              |

**University of Limpopo**  
**Faculty of Management and Law**  
**OFFICE OF THE EXECUTIVE DEAN**  
Private Bag X1106, Sovenga, 0727, South Africa  
Tel: (015) 268 3947, Email: [fml.postgradoffice@ul.ac.za](mailto:fml.postgradoffice@ul.ac.za)

03 June 2024

**MBHIZA KF (202393550)**  
**TURFLOOP GRADUATE SCHOOL OF LEADERSHIP**  
**MASTER OF BUSINESS ADMINISTRATION**

Dear KF Mbhiza

### **FACULTY RATIFICATION OF SCHOOL APPROVED PROPOSAL**

I have pleasure in informing you that the Faculty of Management and Law has ratified the approval of Masters Research proposal. The research proposal has served at the School Higher Degrees Committee meeting on **13 December 2023** and was approved as follows:

Title: "AN EXPLORATORY STUDY OF ENTREPRENEURIAL STRATEGIES EMPLOYED BY AESTHETICS BUSINESSES IN LIMPOPO PROVINCE, SOUTH AFRICA"

Note the following: The study.

| <b>Ethical Clearance</b>   | <b>Tick One</b> |
|--|-----------------|
| Requires no ethical clearance.<br>Proceed with the study   |                 |
| Requires ethical clearance (Human) (TREC) (apply online)<br>Proceed with the study only after receipt of ethical clearance certificate | ✓               |
| Requires ethical clearance (Animal) (AREC)<br>Proceed with the study only after receipt of ethical clearance certificate               |                 |

Yours faithfully,

**Prof TS Setati**

**Research Professor: Faculty Research Higher Degrees Committee**

CC: Supervisor, Prof MX Lethoko; HoD, Prof TJ Musandiwa ; Director, Prof SK Mokoena

*Finding solutions for Africa*

## ANNEXURE G: ETHICAL CLEARANCE CERTIFICATE



University of Limpopo  
Department of Research Administration and Development  
Private Bag X1106, Sovenga, 0727, South Africa  
Tel: (015) 268 3935, Fax: (015) 268 2306, Email: tukiso.sewapa@ul.ac.za

**TURFLOOP RESEARCH ETHICS COMMITTEE**  
**ETHICS CLEARANCE CERTIFICATE**

**MEETING:** 19 September 2024  
**PROJECT NUMBER:** TREC/1585/2024: PG  
**PROJECT:**

**Title:** An Exploratory Study of Entrepreneurial Strategies Employed by Aesthetics Businesses in Limpopo Province, South Africa.  
**Researcher:** KF Mbhiza  
**Supervisor:** Prof. MX Lethoko  
**Co-Supervisor/s:** N/A  
**School:** Turfloop Graduate School of Leadership  
**Degree:** Master of Business Administration

**PROF D MAPOSA**  
**CHAIRPERSON: TURFLOOP RESEARCH ETHICS COMMITTEE**

The Turfloop Research Ethics Committee (TREC) is registered with the National Health Research Ethics Council, Registration Number: **REC-0310111-031**

**Note:**

- i) This Ethics Clearance Certificate will be valid for one (1) year, as from the abovementioned date. Application for annual renewal (or annual review) need to be received by TREC one month before lapse of this period.
- ii) Should any departure be contemplated from the research procedure as approved, the researcher(s) must re-submit the protocol to the committee, together with the Application for Amendment form.
- iii) PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES.

## ANNEXURE H: LANGUAGE EDITOR'S LETTER

Dr G editorial solutions  
[Gmalis30@gmail.com](mailto:Gmalis30@gmail.com)



Kenmure flats, Polokwane

|                           |  |
|---------------------------|--|
| <b>Editing report for</b> | Khomanani Fredricca Mbhiza   |
| <b>Title</b>              | An exploratory study of entrepreneurial strategies employed by aesthetics businesses in Limpopo province, South Africa |
| <b>Type of study</b>      | Master Of Business Administration  |
| <b>Type of text</b>       | Mini Dissertation  |
| <b>Date</b>               | 2025.04.18   |

**Extent of editing:** A light editing was performed which includes correcting of spelling, grammar and punctuation, fonts, capitalization as well as basic layout of the text using tracked changes.

### General notes:

- Read through the text carefully to ensure you correctly apply each comment and/or suggestion and address them individually and thoughtfully; editor cannot be responsible for corrected errors that are not addressed by the client.

Findings of the editing are summarized below:

#### 1. External Structure:

- The dissertation is well structured, font size, line spacing and the general layout.
- Update table of contents accordingly.

#### 1. Internal structure:

- There is cohesion and logical flow throughout the dissertation.
- Consider breaks for long paragraphs and sentences to ensure easy read and flow.
- Few grammatical errors, incorrect tenses, order of words, incorrect verbs and prepositions corrected.

#### 2. Reference list

- Inconsistent use of ampersand (&) and “and” in text reference, align in line with your referencing style.

Dr Gundo Nefumbada

Independent editor