

**SUSTAINABLE ENTREPRENEURIAL BUSINESS MODEL
TO UPHOLD
SRI LANKAN TEXTILE HANDLOOM COMMUNITIES**

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168025B

Degree of Doctor of Philosophy

Department of Textile & Apparel Engineering

University of Moratuwa

Sri Lanka

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Thesis submitted in partial fulfilment of the requirements for the
Degree of Doctor of Philosophy in Textile & Apparel Engineering

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DECLARATION PAGE OF THE CANDIDATE & SUPERVISOR

“I declare that this is my own work and this thesis does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any other university or institute of higher learning and to the best of my knowledge and belief it does not contain any material previously published or written by another person except where the acknowledgement is made in the text. Also, I hereby grant to the University of Moratuwa the non-exclusive right to reproduce and distribute my thesis, in whole or in part in print, electronic or other medium. I retain the right to use this content in whole or part in future works (such as articles or books).

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Date 26. 05 2022

The above candidate has carried out research for the PhD thesis dissertation under my supervision.

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PUBLICATIONS

Journal

1. Wanniarachchi, T., Dissanayake, D. G. K., & Downs, C. (2022). **Application of design intervention in the Sri Lankan handloom industry.** *Journal of Fashion Practice* <https://doi.org/10.1080/17569370.2022.2112423>
2. Wanniarachchi, T., Dissanayake, D. G. K., & Downs, C. (2022). **Community-based family enterprise and sustainable development in rural Sri Lanka.** *Community, Work & Family*, 1-19. <https://doi.org/10.1080/13668803.2022.2068406>
3. Wanniarachchi, T., Dissanayake, K. & Downs, C. (2020). **Improving sustainability and encouraging innovation in traditional craft sectors: the case of the Sri Lankan handloom industry.** *Research Journal of Textile and Apparel*, 24 (2), 111-130. <https://doi.org/10.1108/RJTA-09-2019-0041>

Conference

4. Wanniarachchi, T., Dissanayake, K. & Downs, C. (2018). **Developing creative industries in Sri Lanka: The case of handloom textiles.** The 91st Textile Institute World Conference: Integrating Design with sustainable design, Leeds UK, 23-26 July 2018. <https://www.textileinstitute.org/wp-content/uploads/2021/03/TIWC-2018-Programme-Final.pdf>
5. Wanniarachchi, T., Dissanayake, K. & Downs, C. (2018). **Exploring opportunities and barriers of community-based entrepreneurship within handloom communities in Sri Lanka**
International Conference on Business Research, Business Faculty, University of Moratuwa, Moratuwa, Sri Lanka, June 13, 2018, 1-9.
<https://doi.org/10.31705/ICBR.2018.2>

Abstract

This study develops a sustainable business model that can foster the growth of the textile handloom industry in Sri Lanka. The research identified opportunities for product innovations through design intervention and highlighted the potential for community-based entrepreneurship, allowing the development of a novel theoretical model that emphasizes diversified interventions to encourage benefits including and beyond economic growth.

This study relied on qualitative data from empirical work, including 9 case studies, 35 semi-structured interviews and field observations. Additionally, three participatory action research focus group workshops were conducted using the KETSO tool. The study reveals the textile handloom industry is inherently sustainable but structural barriers hinder innovation and growth. The environmentally conscious manufacturing process and social inclusion within weaving communities are the key driving forces of sustainability in the sector but the structure of the industry, lack of skills in product design and development, and limited access to markets act as barriers to innovation and growth. The study further discovered that entrepreneurial culture is not prevalent in community life.

As a result, the study proposes a theoretical notion of sustainable community-based entrepreneurship within the textile handloom industry is determined by the four factors of social capital (networks), family web, social status and innovation mix. The proposed business model consists of four layers; economic, social, environmental and entrepreneurial.

Keywords

Handloom communities; Design intervention; Sustainable community development; Community-based entrepreneurship; Social networks; Family web; Innovation mix; Social status

DEDICATION

To

My amazing husband

For his endless love, support, encouragement and blessing beyond words.

ACKNOWLEDGEMENT

I wish to express my sincere gratitude to my research supervisors, Dr G D K Dissanayake, Senior Lecturer, Department of Textile & Apparel Engineering, Faculty of Engineering, University of Moratuwa and Dr Carolyn Downs, Senior Lecturer, Lancaster University Management School for their invaluable support and guidance given throughout the research.

Furthermore, I would like to thank my research progress reviewer, Dr Traves Perera, for their insightful comments and encouragement, but also for the very hard question which incited me to widen my research from various perspectives.

Moreover, a special thanks go out to Madmpelle, Thalagune and Marathamunie handloom community members, Southern, Western and North Central Provincial handloom divisions, and handloom private business owners who contributed towards data collection. I acknowledge the assistance rendered by Mr Chinthaka Dharmakeerthi and Mr Prabod Munasinghe in conducting data collection workshops.

I am grateful to my loving husband, Samantha, for his spiritual and financial support in making this task possible. I express my sincere appreciation to my wonderful sons, Ovin and Mihin, for their understanding, sacrifices and support by which I was motivated and managed to complete this thesis.

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LIST OF ABBREVIATIONS

BM	Business model
CBE	Community Based Entrepreneurship
CBPAR	Community Based Participatory Action Research
DI	Design Intervention
EDB	Export Development Board
GDP	Gross Domestic Product
GVA	Gross Value Added
PAR	Participatory Action Research
SME	Small and Medium Entrepreneurs
UN	United Nation
TBL	Triple Bottom Line
TLBMC	Triple Layered Business Model Canvas

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