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Exploring Transnational Entrepreneurship: On the Interface between International Entrepreneurship and Ethnic Entrepreneurship

Master's thesis within Strategic Entrepreneurship

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Master's Thesis in Strategic Entrepreneurship

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Abstract

Transnational entrepreneurship (TE) has been in the spotlight as an emerging field during the last decade. Previously being viewed from international entrepreneurship (IE) and ethnic entrepreneurship (EE) perspectives, TE has recently demarcating its own territory. However, the exact boundary in which TE differs from IE and EE is yet to be studied. This research is aiming to explore the interface of TE, IE, and EE through the entrepreneurs' sets of resources—economic, social, cultural, and symbolic capital. By studying the case of ten immigrant entrepreneurs in Jönköping context, we found four key features that distinguish TE with the rest: access to the sets of resources, economic and social development, ownership structure, and business operations.

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I Introduction

Economic stability is an important concern for every nation-state, especially after the 2008 economic crisis. In this vulnerable situation, the world's economy cannot any longer being dependent on established corporations only. Small and medium enterprises (SMEs) led by entrepreneurs, on the other hand, have been proven to be resilient in the tough times as they create jobs and make a great contribution to a nation as SMEs act as a cushion to the sudden shocks of economic crises (Berry, Rodriguez, & Sandee, 2001; Gregory, Harvie, & Lee, 2002). However, the impact of economic instability is much more severe in the developing countries, namely the global south, since the risk of investment is heightened, thus further diminishing the capital inflow (Bryant, 2006). Even worse, the human resources in these developing countries are facing a brain drain that aggravates the situation (Adams, 2003). People are looking for a better life outside the boundary of their nation-state and they migrate to another country that is perceived to have a promising future. Approximately 10% of the developed country's population are migrants (Riddle, 2008) and part of these migrants are being transnational by maintaining their bond towards their home country in the form of remittances, which is one of the largest contributors to the small and low-income developing countries which accounted 30% of its GDP (Mohapatra, Ratha, & Silwal, 2011).

The research on transnational entrepreneurship (TE) has been in the spotlight as an emerging field during the last decade. Transnational entrepreneurs, defined by Drori et al. (2009), are "entrepreneurs that migrate from one country to another, concurrently maintaining business-related linkages with their former country of origin and currently adopted countries and communities." As the boundaries between nation-states began to lessen due to the rapid advancement of information and communication technology, the prevalence of TE is becoming more apparent and important. In the US, for example, Chinese immigrants jet to Hong Kong for meetings with investors, Bombay movie stars fly in for standing-room only performances at the Nassau Coliseum (Sontag & Dugger, 1998) while in Mirpur, Pakistan going abroad to the UK while maintaining the link to their home country is a tradition in which people cherished (Ballard, 2003).

TE has offered a way for entrepreneurs to build a venture that connects both worlds and it used to be viewed as part of international entrepreneurship (IE) and ethnic entrepreneurship (EE) since TE touches upon the issues of cross-border activity and ethnicity, respectively. Recent development shows that TE has been demarcating its own territory on its relation with IE and EE as researchers began to put efforts to reconcile studies on transnational and immigrant entrepreneurship in a globalized world, most notably by Drori et al. (2010). Seemed to be similar in the outset, delineation has been made between those three in the area of definition, unit of analysis, and research questions in order to make it clear for researcher to identify which type of entrepreneurship is being (or to be) studied. As the strategic position of TE calls for a more concrete explanation for its nature, this study is addressing the problem to explore how actually TE works in a specific empirical context and, furthermore, what are the boundaries of TE when it comes to the interface to its siblings, IE and EE.

1.1 Problem Discussion

A precise distinction between IE, TE, and EE is an important step in immigrant entrepreneurship research, especially for TE as an emerging field. It is one of the ways to ensure validity of the corresponding research. Compiling from the previous studies, Drori et al. (2010) have categorized each type of entrepreneurship in terms of its definition, unit of analysis, and research question. However, distinguishing between the three is still a

challenging task. We still do not know, in a more concrete way, based on what features do we ascribe certain diaspora's entrepreneurial venture into one type or another. The next problem is, there is a tendency—as an effect of this classification—to perceive that one type is better than another.

Responding to these problem, we attempted to put together these gaps and discovered a need to explore the phenomenon in a specific context. In this way, we opted to explore TE in Jönköping as Sweden's ten largest municipalities for the empirical context to carry out the research.

1.2 Purpose

Departing from the above-mentioned problem, this study is aimed to explore TE by using Jönköping as a proxy of our inquiry and to analyze the interface of TE with IE and EE.

1.3 Research Questions

We propose the following research question for our study: how is the interface of TE on its relation with IE and EE?

1.4 Delimitation

On this research we are focused on studying immigrant entrepreneurs within the area of Jönköping municipality. This research is also cross-sectional, which means all the data we gathered are bounded to the time frame when the research is conducted.

1.5 Structure of the Thesis

In short, this research is structured as follows: Chapter One (Introduction) introduces the reader to the importance of TE and bring in the problem discussion on exploring TE on its interface with IE and EE. Chapter Two (Frame of Reference) discusses the relevant topics revolving TE and short background on migration in Sweden. Chapter Three (Method) explains the research design and how processual analysis being applied to conduct the study. Chapter Four (Empirical Findings) descriptively shows the findings collected through the data collection process on ten entrepreneurs in Jönköping. Chapter Five (Analysis) takes the empirical findings forward by analyzing them in the perspective of TE. Lastly, in Chapter Six (Concluding Remarks) we conclude the discussion by highlighting the features in which differ TE to IE and EE.

2 Frame of Reference

Two main parts are to be discussed in this section. Firstly, we discuss the conceptual background of the study. It begins with the origin of TE and going deeper into the recent development on TE research performed by various scholars. Secondly, we discuss the contextual background of the study, exploring Sweden on its history towards immigrants.

2.1 Transnational Entrepreneurship

2.1.1 Origin of the Concept and Definition

It is important to understand the concept of TE from the history of international entrepreneurship (IE). It is argued that IE is different from the international business (IB) because of their level of scope and nature (Dana, Etemad, & Wright, 1999). IB is more related to big multi-national companies as a firm whereas IE is more related to the early-stage ventures. The concept of IE has lately been further distinguished into various forms of cross-border and/or ethnic-related entrepreneurship. Drori et al. (2009) point out that there is a common misunderstanding in viewing IE by ascribing any cross-border entrepreneurial activity as IE. The fact is, there is a distinction between IE itself and other type of cross-country entrepreneurial activity ranging from transnational entrepreneurs, international entrepreneurs, ethnic entrepreneurs, and returnee entrepreneurs. This delineation is particularly important since each of them has its own characteristics that researcher might be biased in their data due to the inclusion of one or another type of entrepreneurs on their research.

However, on the body of TE itself, scholars still do not have a joint perspective. The spectrum ranged from a narrow to a broad definition of it. One of the views see transnational entrepreneurs as ‘self-employed immigrants whose business activities require frequent travel abroad and who depend for the success of their firms on their contacts and associates in another country, primarily their country of origin’ (Portes, Guarnizo, & Haller, 2002). Here they give emphasis on the *frequent travel abroad* as a defining feature for transnational entrepreneurs. In contrast to that, Rusinovic (2008) opts for a broader definition by looking at the transnational activities and networks as ‘contacts or associates in the home country’ which, in his words, are of importance for the business of immigrant entrepreneurs, thus the actual travel abroad to the home country is less important. This definition is also true since the ease use of ICT nowadays can compensate the physical travel itself. Among all, Drori et al.’s definition is more precise in describing the nature of transnational entrepreneurs by defining them as ‘entrepreneurs that migrate from one country to another, concurrently maintaining business-related linkages with their former country of origin and currently adopted countries and communities’ (Drori, Honig, & Wright, 2009). In this view, the emphasis is more specific on the maintenance of the business-related linkages (compare to Rusinovic’s that open to any contacts in the home country) and less on how or the mean in which the linkage is being maintained.

Table 1 - Definition of Transnational Entrepreneurs from Various Authors

Author	Definition of Transnational Entrepreneurs
Portes et al., 2002	Self-employed immigrants whose business activities require frequent travel abroad and who depend for the success of their firms on their contacts and associates in another country, primarily their country of origin

Author	Definition of Transnational Entrepreneurs
Rusinovic, 2008	Entrepreneurs who obtain transnational activities by using their contacts or associates in their home country
Drori et al., 2009	Entrepreneurs that migrate from one country to another, concurrently maintaining business-related linkages with their former country of origin and currently adopted countries and communities

2.1.2 International, Transnational, and Ethnic Entrepreneurship

Drawing upon the subject of this study, i.e. immigrants or diasporas who run a business, a clear distinction between international, transnational, and ethnic entrepreneurship is necessary as shown below.

Table 2 - Comparison of IE, TE, and EE (adapted from Honig & Drori, 2010 p. 205)

	International Entrepreneurship	Transnational Entrepreneurship	Ethnic Entrepreneurship
Definition	Entrepreneurial activities (the discovery, enactment, evaluation, and exploitation of opportunities) across national borders to create future goods and services	Entrepreneurial activities that involve individuals who migrate from one country to another, concurrently maintaining business-related linkages with their former country of origin and currently adopted countries and communities	Entrepreneurial activities that involve individuals whose group membership is tied to a common cultural heritage or origin and are known to out-group members as having such traits
Unit of analysis	Firm-level actions of an export firm or internationally oriented organization, usually a multinational corporation; also an early stage firm's role and position within a network of cross-border relationships	Individual actions of an immigrant engaged in two or more socially embedded environments, maintaining global relations, enhancing creativity, and maximizing his or her resource base; also entrepreneur's role and position within a network of transnational relationships	Individual actions of an immigrant, often with distinctive language and customs, engaged in formal, informal, or illegal self-employment and/or businesses in adopted country; also entrepreneur's role and position within an ethnic community network

Through Table 2 we can see the definition IE and EE as the end-side of the spectrum where IE is more about firm-level actions, outward-looking to the global market, less emphasis on 'who' is doing the business, and EE is more about individual actions, inward-

looking about the entrepreneurs (particularly their ethnicity), less emphasis on ‘where’ is the market. TE, on the other hand, is a blend of both. It is an individual actions and has a dual-focus of tapping upon the ethnicity of the entrepreneurs themselves as well as their role in a cross-border network both in their home and host country. This dual-focus is what we spot as a determining characteristic of transnational entrepreneurs. Figure 1 below summarizes these distinctions.

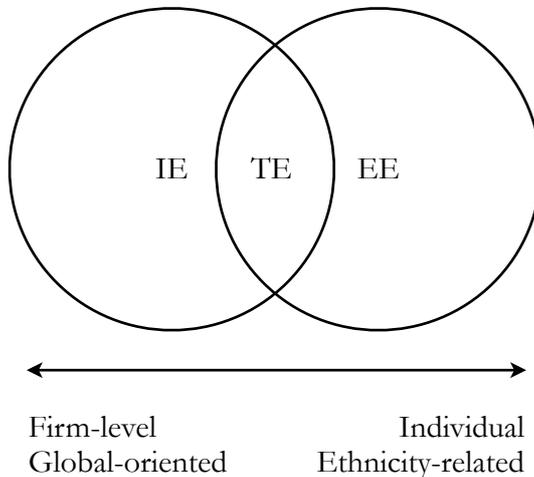


Figure 1 - Spectrum of IE, TE, and EE definition

2.1.3 Transnational Entrepreneurship Theoretical Framework

Going deeper into the subject, Drori et al. (2009) formulate a theoretical framework towards TE. There are five factors that influence transnational entrepreneur’s individual capabilities and the resources:

- (a) Agency. Agency approach highlights transnational entrepreneurs’ embeddedness in both contexts of home and host country. It requires transnational entrepreneurs to pay special attention to handle socioeconomic and political resources (state, class, network, family) on multiple levels, assessing a simultaneous operations in at least two social contexts (Drori et al., 2009).
- (b) Cultural perspective. Cultural perspective views the cultural repertoires transnational entrepreneurs use for their entrepreneurial actions. Through the multi-culture acquired by the entrepreneurs, they are able to elaborate, adapt, or modify the rules to novel circumstances.
- (c) Institutional perspective. In general, institutional contexts can be distinguished into developed and emerging market economies. Since each type of market economy requires different strategy to operate, transnational entrepreneurs who understand the rule of the game will affect the performance on their venture. Studying TE from an institutional perspective will help to understand the logic and actions, practices, and rules that govern and coordinate organizational and human activities in certain national context (Drori et al., 2009).
- (d) Power relations perspective. Transnational entrepreneurs’ business strategies inherently bear political meanings and consequences. This perspective underlines the strategic position transnational entrepreneurs can obtain by leveraging the political context in both worlds. Thus, the dimension of power relations and the political context shape both the choice and the meaning attached to a particular form of transnational entrepreneurs (Drori et al., 2009).

(e) Social capital and network perspective. TE implies three domains for simultaneous network formation: network of origin (ethnic, national), network of destination, and network of industry (Drori et al., 2009). For transnational entrepreneurs, acquiring new network in their adopted country (along with their home country's network) will influence their capability to exploit certain opportunities differently.

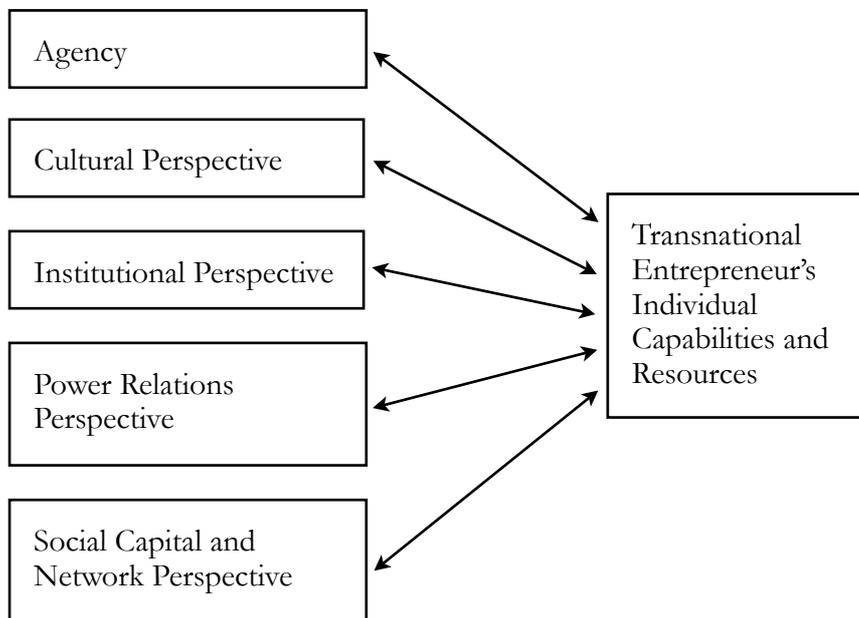


Figure 2 - Factors Influencing TE and Their Outcomes (Source: Drori et al., 2009)

2.2 Transnational Entrepreneurs' Sets of Resources

Guided by Drori et al.'s (2009) theoretical framework, Terjesen & Elam (2009) investigate transnational entrepreneurs' internationalization strategy through Bourdieu's theory of practice. The premise of the theory of practice is that every social group has a theory about various aspects of its existence, which stems from their everyday experience (Bourdieu, 1977 as cited in Drori, Honig, & Ginsberg, 2006). Thus, acknowledging the nature of transnational entrepreneurs who operate in at least two social contexts, it is relevant to use theory of practice to understand TE. The result is four resources: (a) economic, (b) social, (c) cultural, and (d) symbolic capital; are essential for transnational entrepreneurs and it plays a central role for them to navigate between many institutional contexts they are operating—cultural repertoires, social networks, legal and regulatory regimes, and power relations (Terjesen & Elam, 2009).

Economic capital refers to money and other material possessions that hold immediate economic value (Terjesen & Elam, 2009). Similar to other type of entrepreneurs, bootstrapping is the most common practice for nascent entrepreneurs to get a quick fix on their venture to get economic value possession (Bhide, 1992; Ebben & Johnson, 2006). The bootstrapping of resources in an economical fashion that is often necessary for a startup on a limited budget, is in itself a rare and valuable resource that can be brought together through an entrepreneurs diverse social connections (Alvarez & Busenitz, 2001). Interestingly, access to economic capital is more about the outcome of the entrepreneurs' access to the social, cultural, and symbolic capital, which will be discussed next.

Terjesen & Elam (2009) refer social capital to the relationships or network ties held. Other scholars refer social capital to the potential benefits derived from belonging to a specific group (Menzies, Brenner, & Filion, 2003). Portes (1998) discussed the matter extensively by

highlighting three basic functions of social capital, applicable in a variety of context: (a) as a source of social control; (b) as a source of family support; and (c) as a source of benefits through extra-familial networks. Particular to its relation with entrepreneurship, involvement by entrepreneurs in distant and varied social interactions facilitates the gathering of diverse, unusual, and sometimes specific information (Alvarez & Busenitz, 2001). Levin & Cross (2004) found that, regardless of the tie strength, trust is especially important for knowledge transfer and weak ties provide access to non-redundant information. Transnational entrepreneurs are particularly unique in this type of capital since their operations rely on the possession of social capital in at least two countries.

Cultural capital, in a broad sense, ‘can exist in three forms: in the embodied state, i.e., in the form of long-lasting dispositions of the mind and body; in the objectified state, in the form of cultural goods; and in the institutionalized state’ (Bourdieu, 1986). In the context of TE, it relates to the cultural bond entrepreneurs have to their ethnicity or nationality. Transnational entrepreneurs who have the knowledge of the culture of both worlds, host and home country, are in advantage to utilize them to leverage their position (Portes et al., 2002).

Symbolic capital is about status and symbol embedded to the transnational entrepreneurs’ life. Bourdieu (1989) points out that social space tends to function as a symbolic space, a space of lifestyles and status groups characterized by different lifestyles. This means that a person who obtain a symbolic capital is perceived by others as possessing a certain degree of power. As an example, power and status, as representation of symbolic capital, can be reinforced through cultural and institutional artifacts such as awards and keynote presentations (Terjesen & Elam, 2009).

Comparing Terjesen & Elam’s (2009) and Drori et al.’s (2009) work, there is a subtle difference on how they portray the resources. Drori et al. did not distinguish between individual resources and institutional contexts in which transnational entrepreneurs are operating. They put both matters together resulting in five factors influencing TE. Terjesen & Elam (2009), on the other hand, take these factors further and make it easier to understand by distinguishing them into individual resources and institutional contexts.

2.3 Streams of Research on TE

Apart from the research on TE mentioned above, there are other studies covering transnational and immigrant entrepreneurship issues revolving in three major topics: conceptual framework, strategy, and case study.

Table 3 - Recent Research on TE (non-exhaustive list)

Topic	Author (Year)	Focus	Findings
TE conceptual framework	Drori et al. (2010)	Approach based on the theory of practice	10 main propositions regarding micro and macro-level processes of TE
	Lin (2010)	Contemporary diasporic entrepreneurship	7 main propositions as a comparative framework

Topic	Author (Year)	Focus	Findings
	Oliver & Montgomery (2010)	Transnational scientific entrepreneurship	Conceptual building blocks with 4 main factors
	Kerr & Schlosser (2010)	Progression of international students into transnational entrepreneurs	Dimensions and temporal nature of the choice sets available to international students
TE strategy	Wakee, Groenewegen, Englis (2010)	Network strategy and emerging virtual organization	3 main propositions regarding network strategy and virtual organization
	Patel & Conklin (2010)	Dual institutional focus to enhance performance	Quantitative study that proves the importance of dual focus in enhancing TE activities
TE case study	Walton-Roberts (2010)	Trade and immigration nexus in the India-Canada context	Immigrants contribute to creating trade networks between their home and host locations in a positive relationship
	Urbano, Toledano, Riberio-Soriano (2010)	Legal and social institution for TE, multiple case study in the Spanish context	2 main propositions regarding the importance of formal and informal institution

As more research on TE are being performed, we believe that more case study should be performed for a ‘reality check’, especially in a welfare state country. Institutional support for TE in the capitalistic countries such as Canada, US, and UK is a logical consequence since they attract immigrants to do business in their country. Therefore, people who intentionally migrated there are more likely to have, at least, an economic capital on their disposal. This might not be the case for most people who migrated to welfare state country such as Sweden for example, since there are lots of people who migrated because of political instability in their home country. Consequently, they might not have an adequate economic resource or even don’t have any propensity to go back to their home country, which in turn hinders the nascence of TE. Through this study in the Swedish context, we are taking part on such investigation.

2.4 Sweden, Immigrants, and Transnational Entrepreneurship

In this part, short review of Sweden and its relation to immigrants and TE is given as the contextual background of the research.

Sweden has undergone several significant influx of migrants during its history, most notably after the World-War II. Once it became a net immigration country during the great depression in the 1930s (Bengtsson, Lundh, & Scott, 2005). In that era, Sweden was in a huge need of human labor and its policy was made possible for immigrants to get a job immediately. People from neighboring Nordic, Baltic, and Eastern-European countries were among the initial majority who migrated to Sweden in hope of a betterment of their lives.

Several spikes on the immigration flow during 1946-1968 was a result of the liberalization of migration policy during the rapid economic and industrial growth. On those years, GNP increased by about four per cent per year and the manufacturing industry by even more (Bengtsson et al., 2005). In 1968, restrictive migration policy was introduced. It is, among other things, to limit the rapid increase in labor immigration from Finland, Yugoslavia, and Greece in the early 1960s. The result was unexpected for the policy makers, there were a shift from labor migration to refugee and family reunion migration and from Nordic and Western European migrants to Third World and Eastern European migrants. The next highest influx was in 1992 when Bosnia was in war that led to a large-scale migration of refugees, the number of asylum-seekers increased to over 84,000 in Sweden (Bengtsson et al., 2005). Since then, the majority of immigrants was coming to Sweden as asylum seekers and family reunion.

Nevertheless, immigrants have to struggle again when another depression hit Sweden in the beginning of 1990s resulting in an increased inflow of self-employment among immigrants (Persson, 2008). They went through survival by being self-employed, acquiring new knowledge in the host country, and/or utilizing their connection back home to start a venture (Portes et al., 2002). This occurrence marks the development of ethnic—and later, transnational—entrepreneurship in social science.

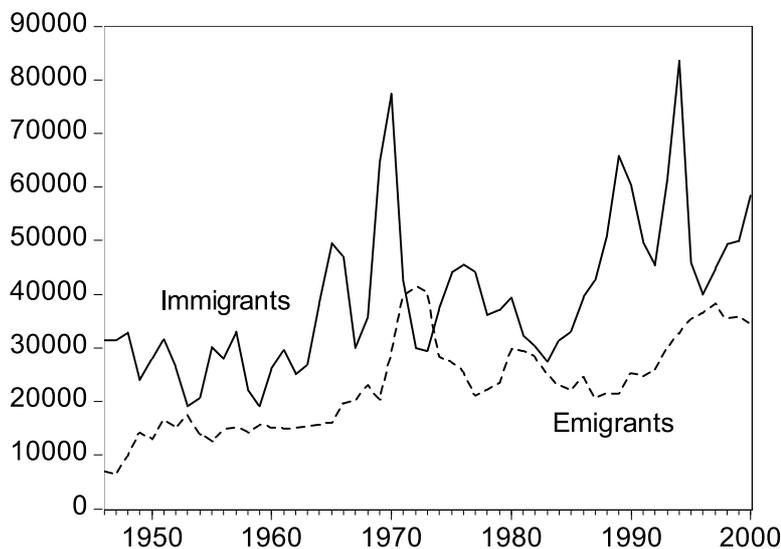


Figure 3 - Sweden's Migration Exchange, 1946-2000 (No. of migrants) (Source: Bengtsson et al., 2005)

However, not all scholars agree that this vast amount of immigration is at best have good impacts for Sweden's socio-economic life. Oates (2006) argues that as the number of immigrants increased over year, so do the unemployment and crime rate. This is partly due to the shift that immigrants are less skilled today than they were in the industrial boom (Oates, 2006). Furthermore, he adds that this shift disrupts the homogenous social value

Swedes used to held since 1950s that supports social democratic system and if the trends keep on going, the collapse of Sweden as a welfare state is inevitable (Oates, 2006).

Juxtaposing this argument with the potential of TE leads us to a paradox: immigrants are a liability to one country as well as an asset. The challenge is to leverage this phenomenon of ever-increasing presence of immigrants and further support them for starting entrepreneurial venture as we know that SMEs has proven to be resilient in economic uncertainty (Berry et al., 2001).

2.5 Theoretical Framework

Bringing together the conceptual and contextual background discussed before, Figure 4 below depicts the theoretical framework and the direction of this research.

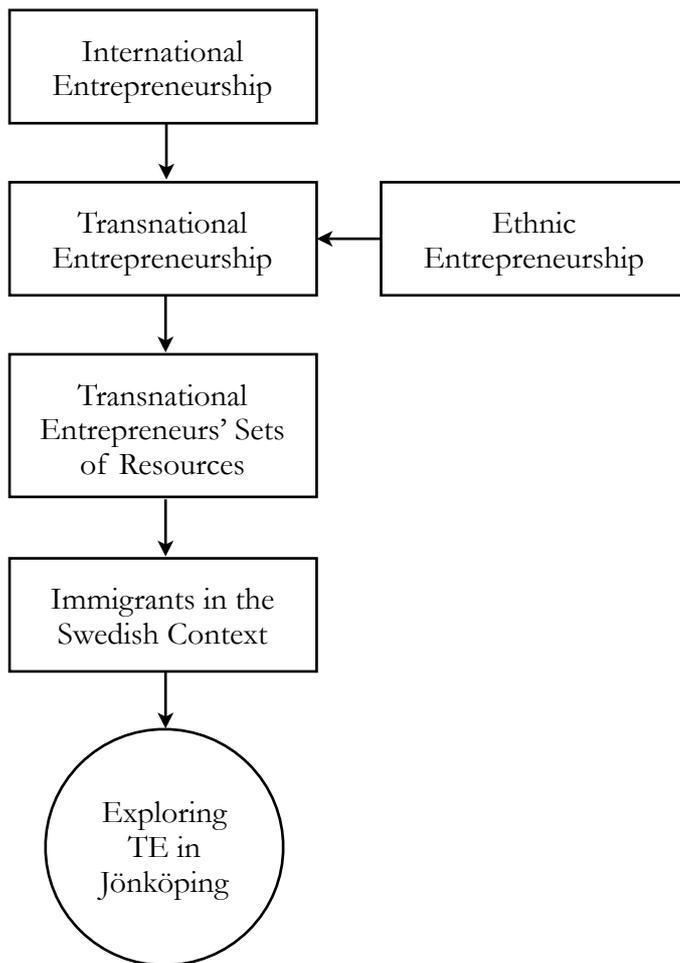


Figure 4 - Theoretical Framework

3 Method

3.1 Research Design

This study is a qualitative exploratory research. On the pursuit of in-depth understanding, qualitative study is the way to dig through the complexity in which will be difficult, if not impossible, to be captured using a quantitative study (Berg, 2009). Both deductive and inductive reasoning are also applied in this study. Deductive reasoning is a theory testing process that begins with an established theory or generalization, and seeks to see if the theory fits to specific phenomenon (Dubois & Gadde, 2002; Hyde, 2000). This study uses deductive reasoning in a sense that the emergence of TE made it important for researchers to familiarize themselves with existing research on the matter, to know what has been done, spot the gap, and address further questions. It acknowledges the existing framework on TE and based on that we investigate the case. Inductive reasoning, on contrary, is a theory building process, commencing with observations of specific instances, and seeking to establish generalizations regarding the phenomenon under investigation (Dubois & Gadde, 2002; Hyde, 2000). In this case, the research is inductive since it is aimed to contribute to the body of knowledge itself through hypotheses formulation. Figure 5 below depicts the process of the research.

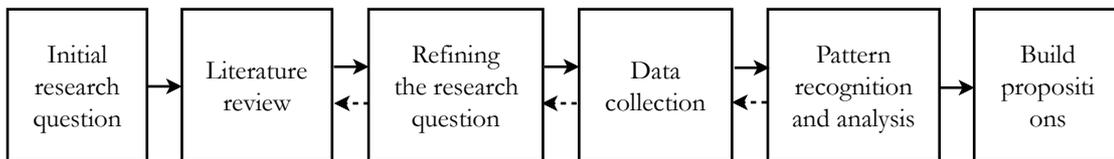


Figure 5 - Research process

Chronologically, we conducted the research as follows:

1. Based on the topic of TE, initial literature review was performed by tracing back the research done by Drori et al. (2009). Special issue on TE in Journal of Entrepreneurship Theory and Practice was discovered and reviewed as an initial draft.
2. From our draft review, we spotted a rough gap on the TE research. In this phase we honed our initial research question. The process of developing the research question led us to re-evaluate whether our research question hasn't yet been addressed by the existing research. Further inquiry on the existing research on TE was then initiated. Resulting in the exploration of topics in transnationalism, ethnic entrepreneurship, and international entrepreneurship. There was an iterative process of research question formulation and literature exploration. This cycle was conducted until the research question was robust enough to be taken to the next step, which is data collection.
3. In the beginning of data collection process, interview questions were developed by acknowledging the life story interview technique (Atkinson, 1998). First draft was made and being tested on our interview with Hamzah, the person in charge in Frukthall Huskvarna. Through the first interview, the interview questions and technique were reviewed and revised.
4. As more interviews were conducted, new emerging topic was spotted. We were then going back and forth to our research question and concretize it. Necessary literatures were added and reviewed to reinforce the research foundation.
5. After all the targeted respondents were interviewed, we started to analyze the pattern through content analysis (Charmaz, 2006). Transcription of the interviews were made

and scrutinized. Emerging patterns throughout the interviews were collected and compared. In this phase, we were still open for the possibility to add more data to our research in the process of pattern recognition. Three more interviews were added later, which brought us to reiterate the analysis to acknowledge the new data.

6. Lastly, propositions were developed in accordance to the analysis.

3.2 Sampling Method

Yin (2011) describes that in qualitative research, the samples are likely to be chosen in a deliberate manner known as purposive sampling. Purposive sampling is utilized for this study in order to have the most relevant and plentiful data in the particular field (Tongco, 2007; Yin, 2011). We also combine purposive sampling with snowball sampling—selecting new data collection units as an offshoot of existing ones (Yin, 2011)—to fit the exploratory nature of the study.

An example on how the method is being applied will be discussed on the following. After we had a sufficient literature review and a robust research question has been formulated, a sample was chosen. We went to Frukthop Huskvarna and met the person in charge, Hamzah. The reason of choosing this particular sample is because through our observation in few months prior to the research was conducted, we saw that this shop is not owned by a native Swede. This was a clue that he is an immigrant entrepreneur. Besides, we also saw that there was a boy helping the person in charge to run the shop. We suspected that he is his brother or relative. Looking into the products they sell, among them were some specialty products from Turkey. These clues led us to assume that they might be transnational. Thus, we purposively select them as our first case for the empirical study.

So we began to meet Hamzah (details on the result can be seen in Chapter 4). From Hamzah we got information that his uncle is also running the same business in Österängen, near Huskvarna. This was when we began our first snowball sampling. Having this lead in front of us, we went to Frukthop Österängen to inquire more data. These methods of purposive and snowball sampling are applied throughout the research for selecting the respondents. Table 4 below summarizes how each sample was approached.

Table 4 - Methods Applied to Select the Respondents

No.	Respondent's Venture	Sampling Method	Interview date
1	Frukthop Huskvarna	Purposive	27/3/12 22/4/12
2	Frukthop Österängen	Snowball	11/4/2012
3	Afro Shop	Purposive	11/4/12
4	The Greek Restaurant	Purposive	11/4/12
5	Frukthall	Purposive	16/4/12
7	Roki Tex AB	Purposive	24/4/12
6	Asia Livs	Snowball	27/4/12

No.	Respondent's Venture	Sampling Method	Interview date
8	Strategy Engineers GmbH & Co. KG	Purposive	7/5/12
9	City Billack AB	Purposive	9/5/12
10	Tectorius AB	Purposive	9/5/12

3.3 Data Collection

3.3.1 Primary Data

In our exploration of TE, dealing with immigrants—or diasporas—is a logical consequence. It is a sensitive case in a way that it intersects with the entrepreneurs' personal life. And when it comes to immigrant's personal life, it touches the issues of politics, social, economy, and ethnicity in which might be too personal to be disclosed for some respondents. Thus, to approach such issues, a life story interview is applied to collect the data.

A life story is a fairly complete narrating of one's entire experience of life as a whole, highlighting the most important aspects (Atkinson, 1998). Further he adds that life story interview has its own merits regarding reliability and validity since no two researchers can precisely replicate the interview. It takes a subjective stance in which cannot be compared to quantitative type of reliability and validity. However, one method can be strengthened by utilizing other method to triangulate (Yin, 2011). This is when we used semi-structured/semi-standardized interview. Semi-structured interview involves the implementation of a number of predetermined questions and/or special topics (Berg, 2009). In this research, we combined life story interview with semi-structured interview directed to inquire three themes from the respondents: personal history, business model, connection to their home country (see Appendix A).

In executing the primary data collection process, mostly both of the researcher attend the interview session in order to strengthen the reliability and consistency. Interviews were recorded once we got permission and note-taking was also performed. In two cases did we let single presence of the researcher for flexibility, those were on the second visit to Fruktshop Huskvarna and the interview with Asia Livs. Practically, collecting a primary data in a non-English speaking country posed another challenge. Some of our respondents can only speak Swedish along with their home language. Consequently, we have to rely on our interpreter who speak fluent Swedish who acts as intermediary between we and the respondents.

3.3.2 Secondary Data

While most of the data is primary data, secondary data was also gathered to reinforce the strength. During the study, secondary data is taken through the web search of the corresponding respondent prior to our first encounter. This is to familiarize the researcher to their background. Or in another way, it is also used subsequent to our contact with respondents to clarify the information in hand. For Roki Tex, Strategy Engineers, City Billack, and Tectorius, they have web presence which enables the secondary data gathering through web search. In this way we could familiarize ourselves to their background and acquired some knowledge of their business. But for Glädje Grön (details can be seen in

Chapter 4), secondary data was gathered subsequent to our encounter with Hamzah from Fruktshop Huskvarna.

3.4 Data Analysis

3.4.1 Processual Analysis

With the research questions in hand, we identified that the direction of our inquiry are to describe the subject of the phenomenon and to analyze the process of the phenomenon occurred. In that way, this research is about understanding the subjects' history, their personal life, their past and present as well as their future aspirations. Pettigrew (1997) posed an approach to deal with these type of natures by a method he called as processual analysis. As he points out,

“... [it is] to catch reality in flight, to explore the dynamics of human conduct and organizational life and to embed such dynamics over time in the various layers of context in which streams of activity occur.” (Pettigrew, 1997, p. 347)

Applying processual analysis for this research is particularly suitable since it fulfills the guiding assumptions of the method (Pettigrew, 1997):

- Embeddedness, studying processes across a number of levels of analysis;
- Temporal interconnectedness, studying processes in past, present and future time;
- A role in explanation for context and action;
- A search for holistic rather than linear explanation of process; and
- A need to link process analysis to the location and explanation of outcomes.

This study is constructed in two layers of analysis. At the basis, it analyzes TE in the specific context of location, in this case it is in Jönköping, Sweden. On top of that, we then analyze the phenomenon on its relation to other type of entrepreneurship, i.e., IE and EE.

Entrepreneurship is an ontology of becoming, it is a process of creation (Hjorth & Johannisson, 2007; Johannisson, 2010). So do TE, this notion implies interconnection between the past, present, and future that has to be explored to explain the context and action of the subject. As we are exploring TE on its interface with IE and EE, a holistic process explanation of the research is also required. Lastly, the processual analysis is in particular appropriate for this study due to its contextual background which requires linkage of the analysis to the location for explaining the outcomes.

3.4.2 Content Analysis

The data is analyzed through content analysis. Content analysis is a method to interpret the data by a careful and detailed examination of the textual documents through coding, categorization, and pattern recognition (Berg, 2009; Charmaz, 2006). If through literature review the authors are exposed to various issues pertinent to the subject in study, i.e. TE, through content analysis the researchers are able to relate the phenomenon to a particular issue as well as open up the possibility of capturing any new issue that might come up. In other words, to contribute for a better understanding regarding the phenomenon.

After interviews are conducted, the next process is to transcribe the audio files into textual documents. In this way, the documents are available for content analysis. Color coding is applied during content analysis process. Four major themes were firstly developed before we began analyzing, which are: economic capital, social capital, cultural capital, and

symbolic capital. Each of them has its own color and being marked accordingly on the text body. Next, the documents were analyzed while being aware of any emerging topics that might come up.

4 Empirical Findings

Here, ten diaspora entrepreneurs in which they or their parents have been migrated to Sweden are interviewed. The results are as following (also represented by their venture's name).

4.1 Frukthall

The person in charge for Frukthall is **Yusuf**, a Turkish 20 years old entrepreneur. He said that their experience in business began with his father's business of kebab and pizza restaurant in some 25 years ago in Jönköping. It goes that way until 3 years ago his cousin in Göteborg started to work with fruits and vegetables. When that happened, his cousin told Yusuf's father to open a fruit store since it's a good business. His father said it's okay to start, but needed his cousin's help to do it. Yusuf and his brother went to Göteborg to work there and learn the entire operation for about two months. After they are ready to begin their own business in Jönköping, they utilize the place in Herkulesvägen (near ICA MAXI) and build the fruit shop called Frukthall. This shop has been established for 2,5 years. Frukthall get the products from his cousin who deals with importing the fruits and vegetables to Göteborg. His cousin has 10 stores and 1 grocery there. Moreover, Yusuf's cousin has fields in Turkey where he grow the fruits and vegetables.

Frukthall is a family business with he and his relatives working in the store. Yusuf's father is involved in purchasing the products. Two times a week he goes there to Göteborg to arrange the supply. Yusuf said that they don't get paid in a fixed amount of money, but instead, their financial need is supported by the family whenever they need it. For example, when he needs a car, he can just ask his father to buy him a car. The elders take responsibility for the financial.

4.2 Frukshop Huskvarna

The family that owns and runs this shop is Turkish. Here, **Hamzah** is the person in charge with his brothers and sisters helping him. Their father migrated from Turkey to Lebanon, where he married his Turkish cousin and moved to Germany with his wife. From Germany they further moved to Sweden and now they have relatives in Germany but not with Turkey any more. Therefore, they have relatives in Sweden and Germany. The eldest son went to Göteborg and helped his cousins to open a fruit shop there. He liked the idea and opened a shop in Huskvarna, Jönköping.

Later, Frukshop Huskvarna is a side business for Hamzah's father while he focuses on managing and staffing the business that belongs to his friends. This shop is now run by Hamzah and has been in business for two years. They are doing well, but there are challenges as they believe people have a decreased buying power these days and they spend less now. Hamzah mentioned that this fruit shop is connected to the supplier network of Glädje Grön and purchases wholesale products from them. Frukshop Huskvarna also has a focus on fruits along with other exotic goods and is only in retail business. They have one full time employee, who is helped by the three younger siblings of the entrepreneur. It is more like a one big happy family business.

4.3 Frukshop Österängen

The owner of the shop is Hamzah's uncle, a Lebanese who moved to Jönköping in 1987. He began his involvement in business by selling fruits in the Saturday market in 1991 while he was working. In 2005 he started to be full-time in business by opening a small shop. Then in 2011 he moved to Österängen to open a bigger shop which where is it today. He

said he got the products from suppliers in Göteborg and Stockholm. This shop offers a wide variety of fruits, vegetables, and foods, especially halal foods.

4.4 Asia Livs

Asia Livs has been in business since five years back. It is a retailer that not only does retail for the imported grocery items but has also improvised further on its business model by moving it towards a delivery service. It also caters business-to-business segment and delivers the needed grocery at the doorstep. One of its big clients is the Greek Restaurant (will be discussed soon). Unlike others, they do not offer fruits as their products, while being connected with the same wholesaler as Fruktskop Huskvarna, Glädje Grön.

4.5 The Greek Restaurant¹

The entrepreneur is an immigrant from Iraq, who is a Swedish citizen. At the time of Iran-Iraq war, he and his family desired to move to United States of America in order to have a sustainable and safe life, but he ended up in Greece. He kept on trying to leave Greece and go to USA but could not and hence lived in Greece for five years. He said that he saw the world amped and saw Sweden, a welfare state. Therefore, he, along with his family, moved to Sweden in 1985. He lived in the social welfare for six months and was very dedicated to assimilate within the Swedish society by spending 270 hours learning Swedish. After one year, he found a job in a shoe factory and worked there for three years. He also worked in a pizzeria for two months after which he went to a hotel and restaurant school for six months. After that he purchased a pizzeria for 75,000 SEK with his brother, which was a very good deal at that time. He ran the pizzeria for two years and after which he sold it at almost double the price of that which he purchased for and rented another pizzeria which they started running. He moved to Karlstad in 1991, where he met a business man, from whom he started taking goods on credit and used to sell them to the consumers, this is how he and his brother worked there together. This leads towards a successful business that they were able to have two pizzerias there and one restaurant in Nässjö. After five years, they winded up everything and came back to Jönköping in 1996. The basic reason of coming to this town was a large community of theirs was living here. It was really important because their parents, who did not speak Swedish, were also living with them so if they lived anywhere else, the parents will feel lonely and understood no one but here they can go to church every Sunday and have unions galore every week.

Now, he loves Jönköping and does not want his children to go back to Iraq, this is his life and here will he live forever. He said if one works hard in this country, then one can make a lot of money here. First when he moved to Jönköping, he opened a pizzeria in Elmia and ran it for eight years but later sold it. Now he owns a greek restaurant and a pizzeria that is under this greek restaurant located near the city center (further he added that he doesn't want his and the business' name to be disclosed). All the decoration of the restaurant is imported from Greece but was made by the previous owner, nothing is done by him and he purchased it the way it is. The procurement of the greek restaurant is outsourced and it is delivered by Asia Livs at its doorstep. So it is indirectly connected to the Glädje Grön network. The entrepreneur of the greek restaurant has lived in Greece and knows about the Greek cuisine and is connected to the country through the wholesaler in Göteborg. Apart of that, there is family who works at the restaurant and is paid just like an ordinary employee.

¹ Not the real name.

4.6 Glädje Grön (addendum)

For Glädje Grön, we did not directly in contact with them and not of our focus due to the location. But since during the previous interviews our respondents occasionally referred to them, we indirectly collected few information about this company. Glädje Grön is a transnational company located in Göteborg owned by **Hassan**, a Palestinian. Along with Sweden, it also has its operations and staff in other countries which has created a market for its own by offering wholesale products only to retailers. Glädje Grön is also well-known for its low prices, if one goes on its website there is always an offer of something at a lower price than usual.

4.7 Jönköpings Afro Shop

Fati Ringdahl is an entrepreneur around the corner near Sofia church in Jönköping, Sweden. She belongs to Togo, Africa but was born in Ghana. She came to Sweden through a refugee camp and was later given the Swedish citizenship. First, she was sent to Arbetsförmedlingen, where she was taught how to do business in Sweden and started her first shop in Växjö. Although she had some prior working experience from back home, her stepmother also had a similar shop of hair products in Holland. Through her help, Fati was able to get the same products from Holland to Sweden. Primarily, hair salon was her core business with hair products as a side business. But then, she saw potential in the product business and now the salon is just there, whereas her focus is the hair related products business. Afro Shop imports products from Chicago, USA, India, China, Thailand, and food products from Holland.

The business does not have any transnational operations or an office beyond borders. However, there is a mix of channels that she used to develop her network across the country. Firstly, Fati had her network of relatives in Holland. Secondly, she used the Internet as a medium to locate the potential suppliers in India and America. Thirdly, she actually visited China and Thailand in order to create new contacts. Now, once her network is built, she makes all her orders through telephone and the products are shipped to her. The cost of shipment is always included within the total cost. According to Fati, out of 100% of her customer base, 25% is African and 75% is Swedish. She targets a niche market that is the college going young girls. But then, she thinks the market is decreasing and she needs to either focus on marketing or others but pretty content with the position where her business is right now. This business is much like a lifestyle firm in present as she says that it is perfect if the business has no debts after paying off employees, the rent and her own expense. The desire to grow is present, but right now it is more important to keep the show running. She also told us that the employees she has are not her family, but even if she has one she will always pay them their due right. In the end, she said that she is not scared of taking risk but it has to be calculated.

4.8 Roki Tex AB

4.8.1 The Entrepreneur

Anwar Chaudhary, a Pakistani born Swedish citizen, at a young age had a desire to explore the world and came to Europe, Sweden was not his dream but destiny. Even he did not know what was ahead of life. He was born and raised in Lahore and was a textile engineer by qualification. Apart of this he was a national champion in squash, both in Pakistan and later in Sweden. The role of squash in his life is so great that it can not be neglected, one can also say that if he was not a squash player than he might also not be where he is now. In addition to his previous qualification, he also holds a Master's degree in textile engineering from Borås University, Sweden. Anwar has also worked for the textile

industry in Sweden for some time after his graduation. Presently, he lives in Jönköping along with his family that includes his wife and three sons, one of them has joined the family business and the other two have opted to live their lives in other ways.

4.8.2 The Second-Generation Entrepreneur

Asim Chaudhary, the second-generation entrepreneur, was born in 1980 and is Swedish born Pakistani who is a dual citizen like his father. Asim has lived in Jönköping, Sweden throughout his life, but from his Urdu it seems like he belongs to Pakistan. Though the family lives in Sweden but he is acquiring the Swedish as well as Pakistani culture at the same time. Asim has still not forgotten his values from back home and has adapted to Sweden perfectly as he has also studied here. Previously, he was studying web development in IT Department of Jönköping University, the old building that does not even exist now, as he told us. After two years he had to leave education in order to share responsibilities with his parents in their business. Asim is married to a lady from Pakistan, who now is also a Swedish citizen and lives with the family in Jönköping.

4.8.3 Born of Roki Tex

Anwar Chaudhary first came to Europe in a pursuit of exploring the world. The reason why he came to Sweden was a friend living in Malmö, where he first resided. Being a Pakistani national champion in squash, he could not stop playing the game in Sweden and ended up buying a squash club in Jönköping. While running the club he realized a potential in the sports equipments market in Sweden. Through his contacts back home in Pakistan, he was able to create a network through which he started to import sports equipments from Pakistan as it is one of the largest producers of it. Simultaneously, he utilized the squash club as a selling platform for his imported sports goods. During this time he was also an active player of squash and kept on playing in Sweden.

He also started to organize matches in his club along with Swedish national championships as well as a Swedish open in 1980. Whenever he used to arrange such an event, he used to call his friend, Jhangir Khan, a squash global legend from Pakistan, to play as well as promote the game. Through this club, Anwar made a lot of contacts at a national level in Sweden. While he was importing sports goods, he also used to order some textile related items as a side business. All of these was not intentional, nor with a deliberate plan to start a business, but more of as a hobby as he was a textile engineer and had earned a relevant master's degree from Borås and has acquired some experience in this field. There came a time when he, like most of the entrepreneurs, identified an opportunity. It was the boom of the textile market in Sweden. He could connect this opportunity with his home country, which is the 4th largest cotton producer now had been identified as a potential cotton growing country.

Anwar was smart to compare the trade offs and opted to go for the upcoming cotton industry against his passion in squash. It was probably his family that he thought of and their sustainable future that motivated him to go for this business. He right away sold his squash club, which had already given him a large network and name in Sweden and, in 1992, started his current venture: Roki Tex AB. Roki Tex, right from its inception, was a born global firm.

4.8.4 Roki Tex AB

Roki Tex is a business-to-business textile company that was formed nearly two decades ago. It is a transnational organization that started working between two countries, namely Pakistan and Sweden, with a total annual turnover of 15 million USD. Now it also buys products from other countries like India and China, but its major business in the towel

sector still comes from Pakistan. This is due to the reason that Pakistan is the home country of the entrepreneur and the country is also well-known for its towel and bed sheet production. The company offers products in the following categories: bed linens, kitchen items, furnishing textiles, curtains, rugs and carpets, and quality fabrics. Other than that, it also offers services to its clients that are technical support, design and product development, logistics, financial service, and quality control.

4.8.5 Business Operations

Roki Tex is based in Sweden and has a head office in Jönköping. It also has an inspection office in Lahore, Pakistan. At this inspection office, they have hired a few professionals, who inspect the quality of the product that is being produced by the producer. Roki Tex used to have its own weaving factories but it is very cumbersome for the entrepreneurs to manage it remotely from Sweden. Therefore, they take orders in Sweden and outsource it to the large producers in Pakistan, India, or China based on the product that is to be produced. For instance, if it is polyester, they produce it in China and if towels and bed sheets, then Pakistan. But as the largest order of the company is related to bed sheets and towels, so Pakistan has the main streams of business operations. Roki Tex works with three big players: Chenab Textiles, Crescent group, and Gul Ahmed Textile. All three of them are the largest producers of textile in Pakistan as well as the market leaders. Once the order is placed, the inspection office closely measures the quality as to meet European standards. After the production is done, the goods are shipped to the buyer. Roki Tex rents a warehouse facility in Ljungarum, Jönköping to cater the local demand for immediate shipment.

4.8.6 Customer segments

Roki Tex is catering two customer segments, institutional segment and retail segment. In the institutional business, its largest client is the Norwegian government that orders white bed sheets and towels for the prisons and the hospitals. Apart of this, it also serves the Swedish military and other institutions in Finland for the same white bed sheet and towel market. In its second customer segment that is the retailers, they have JYSK, HEMTEX, and ÖoB from Sweden as their major customers. Whereas, in Norway they cater KID and Princess, each one of these have 100-120 retail shops. Therefore both of Roki Tex's customers segments are huge and with immense potential.

4.8.7 Financial Crises

Asim told us that, similar to the whole of Europe, they also had to face the challenges of the financial crises in 2008. This was a time when the business was doing good and they already had seven employees working for the company in Sweden so less attention from the owners was needed. However, during the crises, the company had no orders for an entire year with expenditures kept on incurring. Anwar and his wife finally thought of taking the business back on their own as they had started together without the help of any staff. The son, Asim, joined as well. Now the biggest challenge was to learn the work of the employees before laying them off. Asim had to work with each of the employee one by one before the company gave them their termination. The employees understood the situation as they saw the book of accounts themselves. Presently, the three members of the family, the father, mother and the son run the operations in Scandinavia. One more dynamic change that came within the company was the about interest or "*riba*" in Islam. Since 2008 they started to run their business in an interest-free policy. Previously, fifty percent of the finance was borrowed from banks with the rest was equity. But after the crises, the family decided that they would not do business with banks and only do the business to their own capacity. This has further modified its revenue streams: as now when

the order is too big to handle, the company becomes an agent between both the parties and negotiates the deal for them on the basis of agency commission.

4.8.8 Hinders on Economic Development in Pakistan

The entrepreneurs don't have any direct family in Pakistan who are dependent on their remittances. Asim and his family do send the payments for their supplier as well as the office expenses to Pakistan, but at the time of spending the corporate social responsibility fund or known in Islam as "*zakat*", there are a lot of restrictions by the European Union regarding sending money to Pakistan. They tried to send the money to Pakistan, but responded by suspicions from the authorities on any such financial activity that is not related to the business. This seems like a great hindrance in the economic development of the home country.

4.9 Strategy Engineers GmbH & Co. KG

Strategy Engineers is a management consultant firm that provides its clients with technical management solutions. The firm is based on a network of three thousand engineers around the world, whose services are rendered depending on the project. It deals with clients from automotive, aerospace, and alternative energy sectors. The company has created a unique market positioning by making strategy and engineering meet. It identified an opportunity that not all people with resources have the technical know-how to implement certain type of projects strategically. Therefore, the company facilitates the client in the procurement to implementation phase. The company is based in Munich, Germany with a branch office in Jönköping, Sweden.

4.9.1 The Entrepreneur

Thilo Langfeldt is the director of the Swedish branch office in Jönköping as well as a partner at the head office in Munich. He has an experience of thirteen years as a management consultant. He is an industrial engineer by qualification and is an expert in alternative energy sector. First moved to Sweden in 2004 with Booz Allen & Hamilton, he was the one responsible to bring the former to Sweden from Germany. He moved to Stockholm, where he lived for three years. Meanwhile, he also worked for his own start-up, Compania, as a freelance consultant. He was becoming a sort of a bridge between Germany and Sweden. He created business links within the Swedish market through projects in 2004. One of his major projects was with General Motors, the task was to connect the Swedish and German engineers to work together, this involved two brands namely Opel and SAAB, his responsibility was project management. In 2010 he started Strategy Engineers along with his former colleagues.

4.9.2 Inception of Strategy Engineers

Thilo met the co-founder, now the General Manager, in Munich, of Strategy Engineers at Booz Allen & Hamilton in 2002. The idea was initiated in 2010 in Munich, Germany. The idea was to fill the gap of management within the technological arena. The company had started with four partners at the time of its inception and now holds eleven partners. Shortly after the company started running, AVL Group bought shares within the company that made Strategy Engineer a financially stable company, simultaneously backed by the group that improved the reputation of the company in the market as it was not only a start-up any more. Due to some family responsibilities, Thilo had to move to Jönköping so he opened a branch office there. Thilo is also responsible to diversify Strategy Engineers' offering and identify new opportunities in Sweden. This branch office is responsible for the whole of Scandinavia. The company has five board members, who keep on meeting

regularly, at times even on weekly basis in order to facilitate the decision making process. These meetings are usually held over Skype as not all of the board members are based in Munich but are living in different parts of Germany. Presently, the situation is very challenging in terms of the trade off between growth and cost cutting. The company needs junior consultants, these are the business analysts, but do not know where to hire, whether in Germany or Sweden. Another challenge is to make the hiring at the right time as the company should bear the expenses without the need of the employee. The company also uses internships as a way to understand a potential candidate.

4.9.3 Business Operations

Strategy Engineers works in a project-basis. Once a project is acquired, the firm decides on how to go about and a project team is developed out of the pool of engineers. Depending on the nature of the project, the company chooses expert engineers and a consultant for them to work for the company on the given project. It deals in different segments in distinctive geographical locations within the Western Europe. In Germany it deals in automotive suppliers, small machine, and heavy truck suppliers. However, it deals in the wind power procurement sector within Sweden and Finland. Thilo is majorly responsible for the wind power procurement division, the last project for this segment was of 100 wind turbines that accumulated to the total project cost of worth 300 million Euros. For the future plan, Strategy Engineers is currently looking forward to open subsidiaries in China and USA.

4.9.4 Wind Power Market

The wind power market within Germany and Sweden differ greatly. Germany is a highly developed market regarding the alternative energy sector. There, the company focuses on renewing the old wind turbines with new ones as the technology has advanced at a large scale in the last thirty years, since Germany started installing these projects. Furthermore, the alternative energy sector of any country is highly dependent on the incentives being offered by the government. Sweden, on the other hand, has been developing the wind power sector as it had nothing a few years back and now the growth is in double digit, multiplying at a large scale. Finland has just announced the incentives within this industry so that is also a potential market. The prospect of this industry is better in Scandinavia than Germany, as Scandinavia is scarcely populated as opposed to Germany that is densely populated. Scandinavia has more land to have large wind turbine power plants. An edge for Strategy Engineer is also that it is a German company and as the German market is mature. Moreover, most of the suppliers are also German as the quality and expertise of these suppliers are top-notch.

4.9.5 Integrating with Swedish Society

Sweden has a great potential for the company but there are challenges for these entrepreneurs as well. Swedes like to deal with Swedish speaking people. Although Thilo speaks fluent Swedish, the Swedes are at times uncomfortable due to the accent he has, as he is not a native Swede. Another issue that Thilo told us is the way of doing business differs in Germany and Sweden. In Germany if one has a comprehensive document that says it all, it might be enough to close a deal. In Sweden the case is not so similar, relationship management and trust building plays a great role in this society. Therefore, Thilo has to maintain contacts with clients as well as go to trade shows, industry fairs, and also gives speeches there to become an active member of the industry.

4.10 City Billack AB

Horst is a 49 years old German entrepreneur who owns City Billack along with his wife, **Lisa**. The couple was previously settled in Munich, where Horst had his company and worked with BMW Formula 1. His life then was on the road, due to which he had less family life. This annoyed Lisa but he was doing a good business. Lisa herself has a Turkish origin. However, it was her grandparents who moved from Turkey to Germany and now she has no link with Turkey. All of their family members either live in Sweden or Germany. Lisa with her family used to come to Sweden to visit her sister every year. Somehow her sister convinced her to move to Sweden and they did move in 2008. It took a lot of effort to establish City Billack, a car furnishing company. "In the beginning we had to give it all that we had, but now we feel so proud," said Lisa. Primarily, Horst brought labor from Germany and started doing work in Jönköping. But later they realized that it is really difficult to manage German employees and were also difficult to stay in business in Sweden being a German company. Therefore, they had to adapt to the Swedish market. Now they have a diversified set of staff, that includes 2 Swedes, 1 Spanish, 1 Iraqi and 1 Moroccan. However, the guy from Morocco has lived and worked in Germany for 10 years and was also offered to be a partner in the company, but he likes to become an employee. The pattern of their business explains that actually the couple is moving from transnational entrepreneurship towards ethnic entrepreneurship.

4.11 Tectorius AB

Tectorius is a roofing company that coats roofs for protection from the weather. It is owned by **Josef Demirel** and his sister and has an office in Jönköping. The idea was brought to Sweden from Germany. The company has witnessed an enormous growth, from a turnover of a million SEK in 2006 to seventeen million SEK in 2011. Yet was projecting the turnover to reach twenty five million SEK in 2012. Its big clients include McDonalds and the City Hall (local government). It has an organizational structure that has a sales team and the technical entrepreneurs. The sales team includes 6 members, which cover from Stockholm to Malmö. Its biggest supplier is based in Germany and it trusts Tectorius so much that it gave Tectorius an exclusive rights to use their product.

4.11.1 The Struggle

Josef is a Turkish Aramaic entrepreneur in Jönköping, who has lived thirty-two years of his life in Germany. Since youth he had an entrepreneurial nature, after graduating from school, he was late on the first day of his job and apparently was fired. Therefore, he didn't like the idea of working and started his own video store in East Germany along with a partner. Though the business grew at a good level but then, due to marriage, he planned to change his business and sold everything before moving to Sweden in 2004. When he first came to Sweden, he started dealing in tires and rims but that was not enough. So he started going door-to-door asking for people to get their roofing done. He identified an opportunity but it was more based in his skill that he learnt while living in Germany that he wanted to utilize. The banks supported his business so there were no financial constraints but the technology he was using was a bit obsolete. Therefore, he bought better machines from Germany and also tried to get a dealership of a Danish supplier but was denied. Then he approached an other supplier in Germany and was granted the dealership, this was a better product and patented as well, so no one was offering it in the market.

4.11.2 Operations

The operations of Tectorius are transnational and based on a network of technical people called 'the entrepreneurs', who are the experts in roofing with Germany. In Germany, the

roofing market is more competitive in comparison to Sweden. In Germany these entrepreneurs look for work individually and have almost two roofs a week. In Sweden, Tectorius has an organized sales team, who looks for roof jobs, after which they contact an entrepreneur and decide on a deal involving an temporary contract. The company books an apartment for the entrepreneur and on arrival synchronizes the entrepreneur with sales team personnel, who work together on an agreed schedule. In Sweden, there is more work and the number of jobs a week is six. The human resources are mixed between Swedish and German, but the supply for the paint coat for roofs is produced in Germany.

4.11.3 The Growth

The most astonishing thing in this story is the realization of this tremendous growth at the time of the financial crises. The entrepreneur, who thinks that the crises are only the perceptions of people and does not actually exist, did not feel the challenges of the crises. The reason being that the product and the service that he offered was a breakthrough within the roofing business in Sweden. As the common practice was to change the entire roof in Sweden, this was too expensive and people were reluctant to do so at the time of these crises. The renovation of roofs was more economical and the next preferred way by the customers. Therefore, unintentionally the time of bringing this product to Sweden was a blessing in disguise for this entrepreneur that actually worked. Furthermore, the company plans to expand its operations to Estonia and Norway.

4.11.4 Swedish Culture

Adapting to the Swedish culture was not a problem for the entrepreneur because Swedish and German are alike. He believes that as one goes to the north, the colder the people become. Swedes are cold and need to trust the party before getting into business. The society is transparent and regulated.

4.11.5 Familial Network

This Aramaic familial network is connected to each other through family ties. Lisa, the owner of City Billack, who is also our respondent as an ethnic entrepreneur, is Josef's sister. Altogether, there have been eleven nearby families related to Josef who have moved to Sweden after each other due to family ties. These sorts of networks as well as patterns help migrations to take place in a positive manner. People became inspiration for each other and a network of small businesses began to generate.

4.12 Summary

We interviewed ten entrepreneurs in total with one additional name, Hassan (Glädje Grön) in which our respondents were mentioning. Due to our focus in exploring TE in Jönköping, we did not take this lead further. However, we still put it on our analysis section since we believe that Glädje Grön plays an important role for the rest of our respondents.

Table 4 - Summary of the respondents

No.	Entrepreneur	Company's Name	Background	Industry
1	Yusuf	Frukthall	Turkish	Foods, fruits, and vegetables
2	Hamzah	Frukshop Huskvarna	Turkish-Lebanese	Foods, fruits, and vegetables

No.	Entrepreneur	Company's Name	Background	Industry
3	(undisclosed)	Fruktshop Österängen	Lebanese	Foods, fruits, and vegetables
4	(undisclosed)	Asia Livs	(undisclosed)	Foods and vegetables
5	(undisclosed)	The Greek Restaurant	Iraqi	Restaurant and pizzeria
6	Fati Ringdahl	Jönköpings Afro Shop	Togo	African hair products
7	Asim Chaudary	Roki Tex AB	Pakistani	Textile
8	Thilo Langfeldt	Strategy Engineers GmbH & Co. KG	German	Business & engineering consultancy
9	Horst & Lisa	City Billack AB	German-Turkish	Car painting
10	Josef Demirel	Tectorius AB	German-Turkish	Roof coating

5 Analysis

In this part, we connect the theoretical framework with our empirical findings in order to analyze each of the cases independently. The analysis is performed in two layers. First, we explore and analyze each respondent in the lens of TE through the perspective of transnational entrepreneurs' sets of resources by Terjesen & Elam (2009): economic capital, social capital, cultural capital, and symbolic capital. This will justify the categorization of each venture in to a separate type of entrepreneurial venture as shown in Table 5 below. Second, based on our exploration, we compare and contrast the boundary in which TE differs to IE and EE.

Table 5 - Classification of the entrepreneurs' venture

No.	Company's Name	Industry	Type of entrepreneurship
1	Frukthall	Foods, fruits, and vegetables	Ethnic
2	Fruktshop Huskvarna	Foods, fruits, and vegetables	Ethnic
3	Fruktshop Österängen	Foods, fruits, and vegetables	Ethnic
4	Asia Livs	Foods and vegetables	Ethnic
5	Greek restaurant	Restaurant and pizzeria	Ethnic
6	Afro Shop	African hair products	Ethnic
7	City Billack AB	Car furnacing	Ethnic
8	Roki Tex AB	Textile	Transnational
9	Tectorius AB	Roof coating	Transnational
10	Strategy Engineers	Business & engineering consultancy	International

Generally, the analysis is divided into four parts, which are the transnational entrepreneurial network, ethnic entrepreneurs, transnational entrepreneurs, and international entrepreneurs.

5.1 The Transnational Entrepreneurial Network of Ethnic Entrepreneurs

This network, which has been branded by us as a transnational entrepreneurial network, is a network of ethnic entrepreneurs connected to one transnational entrepreneur, thus helping transnational entrepreneurship in the country. Glädje Grön, a transnational venture, is one of the big players in Göteborg, which we found connected with our respondents in Jönköping that include Frukthall, Fruktshop Huskvarna, Fruktshop Österängen, and Asia Livs. All of these retailers visit Glädje Grön at least twice a week for their procurement and cater the general market within Jönköping municipality. Moreover, the network does not stop there, whereas upon our further inquiry we found out that our fifth respondent, the Greek Restaurant, was actually connected to Glädje Grön through Asia Livs.

Before we proceed further to discuss how these ethnic entrepreneurs as a whole leverage the big player's resources, we will firstly discuss each of the composition of this network and how they are connected.

5.1.2 Frukthall

Frukthall is an ethnic entrepreneurial venture, which can be called as an enclave entrepreneurial venture (Zhou, 2004), as their operations are restricted within the country but are connected to this group of migrants that does business with each other to survive. Here the social capital that Yusuf and his family has within the host country helped them identify the opportunity and get into business or in other words made it possible for them to become a part of the transnational network. Whereas, the cultural capital helps them assimilate into the network and expand. As most of the people within this network are co-ethnics in a broader sense and belong to the Swedish society as in they speak Swedish as a common language. This also proves the effort that they made in order to adapt to the host country. Sadly, they don't have any link back home, therefore, the social and the cultural capital on the other country is complemented by the wholesaler out of which Frukthall leverages.

5.1.3 Frukshop Huskvarna

Similar to Frukthall, Frukshop Huskvarna is also an ethnic entrepreneurial venture, headed by an enclave entrepreneur as they have a similar business model. Even the history is somewhat similar as this was initiated about two years back and also had cousins in Göteborg, who has a similar business and after working with them through the entrepreneurs social and cultural capital they began operations in Jönköping. The most important part is that it seems like the network in incubating new ventures in the industry and each relative convinces the other one to begin one. While the entrepreneur uses ones own economic capital to run the business, which indirectly supports the economic capital of the wholesaler, by receiving his money back through immediate sales.

5.1.4 Frukshop Österängen

This is another fruit shop in Jönköping, we believe its owner is also an ethnic entrepreneur similar to the other two. The entrepreneur has different pattern the first two entrepreneurs in terms of beginning his venture. The technique used here is effectuation; the entrepreneur started from a weekend business towards a full time business but through testing and slowly growing and now is a satisfied entrepreneur. On the other hand, it has the same business model as the earlier two respondents and enjoys the same leverages that are indirectly offered by the large wholesaler.

5.1.5 Asia Livs

Asia Livs, is an ethnic entrepreneurial venture in Jönköping that is a part of a transnational entrepreneurial network within Sweden. This is the most interesting respondent within our network of these entrepreneurs as it is the oldest in terms of having a proper shop before in comparison to all of the other respondents as well as its improvisation within its business model. Asia Livs saw an opportunity and was able to have a trade off by giving up on the fruit business, which is cumbersome, and a difficult job as it is a perishable item. However, it went in the grocery delivery business for business-to-business. The venture was able to attract the Greek Restaurant, within the network and delivers the products that is needed by the restaurant. Through its social and cultural capital along with the complementary social and cultural capital of the wholesaler abroad, it was able to connect the restaurant to a transnational network of migrants.

5.1.6 The Greek Restaurant

The Greek restaurant was initially bought by the present entrepreneur through his economic resource. It is interesting that not only he purchased the restaurant but the deal also included the transnational nature of the business. This restaurant is all decorated with artifacts from Greece. On the other hand, it had to develop a link towards Greece, which was not possible and neither desired by the entrepreneur. Therefore, he linked the inflow of international products for the recipes used in the restaurant with Asia Livs, which was already a part of this network of entrepreneurs connected to Glädje Grön. The Greek Restaurant is an ethnic entrepreneurial venture that is connected to the transnational venture. Therefore, even the connection with the network is unintentional and is only due to the delivery service as well as the cultural capital of the entrepreneur that owns Asia Livs. Thus, by becoming a part of this network, indirectly, the Greek Restaurant enjoys all the unique set of resources of Glädje Grön, while utilizing a few of its own with Asia Livs.

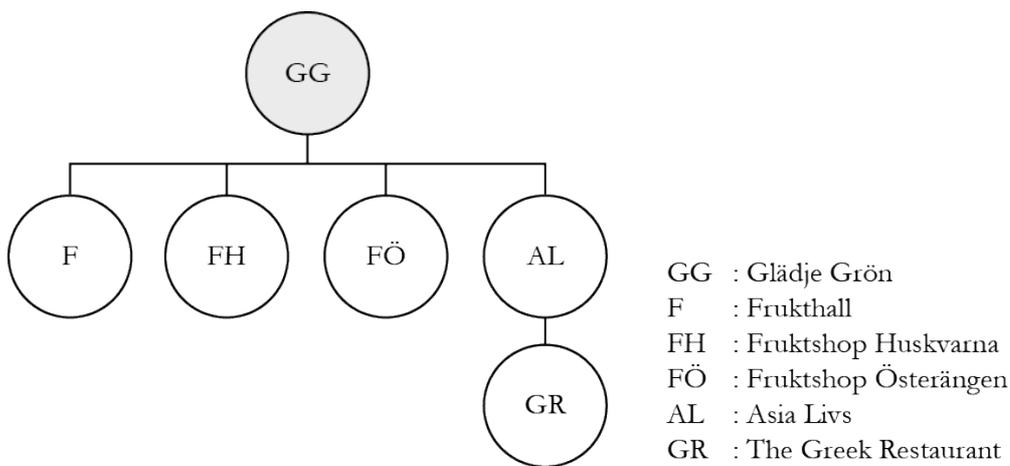


Figure 6 - Transnational Entrepreneurial Network Consisting Ethnic Entrepreneurs

5.1.7 Role of Network in Leveraging the Transnational Entrepreneur's Sets of Resources

This network is playing a great role in making things work for the small players. The first set of resources vital for a transnational entrepreneur is the economic resource. These small retailers don't have enough economic power to either utilize it as a working capital and import products from other countries of leverage nor do they have enough buying power that they could initiate bulk purchasing in order to achieve a lower cost on almost each product. However, Glädje Grön is self-sufficient in economic resources and apart of its products, indirectly is offering the retailers leverage on economic power that is required by a transnational entrepreneur.

The second set of resources of a transnational entrepreneur is the social capital. It must have social ties in both the countries in order to exploit the opportunities that are before hand. These small players don't have any source of social control in either of the countries; family support is only there as far as their moral support is needed, other than that because all of the family members are migrants and have left their home country, therefore, the support can not help one go transnational in most of the cases or at least as far as our respondents are concerned; furthermore, there are benefits through extra-familial networks that can be utilized for transnational operations but as these migrants don't have much to offer their extra-familial network, they would be least likely to help them in any business. However, likewise the leverage enjoyed by these small player in the economic sphere they

also utilize the leverage of Glädje Grön through its social capital that makes this entire network work in synchronization to each other.

The third set of resources is the cultural capital. It is the bond of an entrepreneur related to one ethnicity or nationality that helps the entrepreneur leverage their position in both the home and the host country. In this way most of the small retailers are middle easterners, likewise the owner of Glädje Grön, who is from Palestine. Their major supplier is also the Middle-East and Turkey that is why the cultural capital of the entrepreneur really helps in managing the operations between these two worlds. The retailers have this thing that they can always relate to the wholesaler and believe that he is one of them and this is how the cultural capital plays a very important role in creating the trust between suppliers and customers.

The fourth set of resources for a transnational entrepreneur is the symbolic capital. The symbolic capital of Glädje Grön helps it in two ways, one is due to it, it has a value because of which it can get a lot of financial help from banks as its one of the biggest players in the wholesale industry. This helps the fulfillment of the first unique resource that is the economic one. On the other hand the symbolic capital of being from Sweden that is a much more powerful economy than the other trading countries, helps it in gaining a bargaining advantage as a huge buyer, which is also enjoyed by the retailers in terms of low prices.

5.2 Jönköpings Afro Shop: Ethnic Entrepreneur with Direct International Contacts

By the nature of her business, Fati is an ethnic entrepreneur. Although all the suppliers the business has are international, it does not have its operations abroad. In other words, the operations of Afro shop in Jönköping are limited to the shop and are not transnational. However, the entrepreneur does have a link with her stepmother in Holland and orders food products from there but the food section is merely a small portion of her business. The suppliers that Afro shop has are from different countries including India, China, Thailand, Holland, and USA.

It is also worth mentioning how she worked on the development of her social capital with her present suppliers. Presuming that as a migrant she did not know anything about the business in Sweden as well as the international business, she slowly learned about the transactions and how things can work. The most important development was her first connection to Chicago because before this she only relied on familial networks. She first started searching for a potential supplier of hair care products and she found one, got their contact details and telephoned them and there it was, she managed to have a new supplier. Above all, she learnt how to create new contacts. Then followed India after the USA, she searched online and again created another supplier through their contact on the telephone. She then wanted more diverse products and tried to get Thailand and China within its suppliers net. But probably due to the language barrier she could not get through any supplier. Therefore, she travelled to these countries personally found the potential suppliers and now is doing her business with them.

She orders products on the telephone and the suppliers ship her the products. However, the sets of resources that we have discussed is not hers and she does not have either of them elsewhere. She is catering a niche, which is not only her own co-ethnics but her major potential customer base is the Swedish college going girls and the fact is that she is a part of a minority ethnic group in Sweden. So these all made her an ethnic entrepreneur.

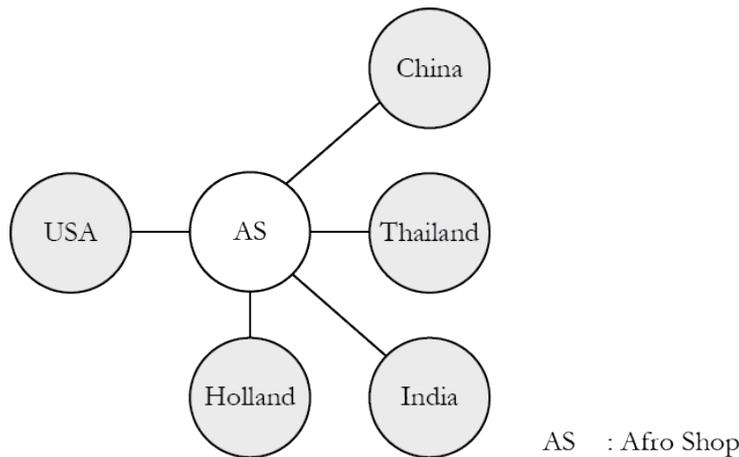


Figure 7 - Afro Shop's Business Operation: Ethnic Entrepreneur's Direct Contact to Overseas Suppliers

5.3 City Billack: TE Turning into EE

City Billack was a transnational entrepreneurial venture when it emerged in Jönköping. Yes, it is quite unique since they were turning into an ethnic entrepreneurial venture. This did happen in the pursuance of adaptation of the Swedish culture. Once the company came into existence, it hired labor from Germany and wanted to work with the German technology as well as human resource. But with time the couple came to realize that this is not what is demanded by the Swedish society and so they will have to change. Therefore, they hired more diversified people and instead of teaching Germans, how to speak Swedish, now they teach locally hired staff how to work in the German way.

Primarily, it is the social capital that motivated Horst and Lisa to come to Jonkoping and start-up City Billack. Lisa's siblings co-owned a roofing venture, Tectorius AB, in Sweden. She was motivated by her sister to move to Sweden from Germany. Apart of Horst and Lisa, there have been about eleven related families who moved to Sweden and this made it easier for all of them. They also have a small German group that meet every week and this makes them feel at home. Though the only transnational resource this venture had was the German human resource that it also gave up.

The symbolic capital of the venture is associated with the entrepreneur. Horst is a German and has the same philosophy at work. Though their clients are Swedes but they like the timeliness and quality that is offered at City Billack. Another aspect is his industry expertise and experience at working with BMW Formula 1, which is among the most prestigious places to work in the auto industry.

The economic capital was not an issue for Horst as he already had a company that he sold prior to moving to Sweden. Although they had enough funds to start and run the business, the couple did go through painful moments as they had to give everything to the business and had live a modest life until the business was on track. Lastly, the cultural capital includes the German belonging but as now the venture is losing its links with Germany, it is more dependent on the host culture. By hiring local staffs, they are trying to capitalize on the Swedish cultural capital only.

5.4 Roki Tex: TE between the Developing and the Developed Countries

Roki Tex is a transnational entrepreneurial venture in Jönköping. The entrepreneur has managed to grow his business through his lifetime and has been successful to keep his ties within both the countries.

The sets of resources of a transnational entrepreneur is its economic, social, cultural and symbolic capital that the entrepreneur manages in both of the countries simultaneously. These help create the entrepreneur to have a certain position in these two societies, which is distinct to others and helps one achieve leverage for ones business that connects both of his worlds. In the case of Anwar Chaudhary, he has done a marvelous job in managing his resources. Therefore, now we will discuss these resources pertinent to the case on hand.

5.4.1 Economic Capital

Anwar Chaudhary when first came to Sweden did have his economic capital as his story ascertains that he either belonged to an upper class or otherwise a middle class family in Pakistan. Whatever the case may be he was self sufficient within the economic spheres. However, the pattern shows some movements of funds as when he bought a squash club, it included his savings here as well as all the money that he held in his home country and settled in Jönköping. Therefore, all his economic capital was in Sweden now and nothing back home and it is still the same. He only pays off the customers and the rest of the money remains in the host country. While when he planned to begin Roki Tex he sold his club, which played the role of the working capital for the business as within this type of textile business a large amount of working capital is needed. On the other hand, to further expand his company's profits, he asked the banks for loans, which he was easily able to secure due to his prior holding of a business in Sweden. These loans helped increase the over all economic capital potential of the venture. But this monetary capability has made the entrepreneur an independent player in the industry.

5.4.2 Social Capital

The entrepreneur was very efficient with his social capital management as when he came to Sweden, he actually assimilated to the Swedish lifestyle. He bought a club, studied, learnt Swedish and was very focused with the adaption towards the host society though it wasn't his choice from the beginning. While this period, he was very social with the locals and made a lot of new connections. This is how slowly and gradually he made his way within this society and not only did he create his new contacts but also maintained his old contacts from his home country and kept on going back to Pakistan on annual basis. This he did even when he did not have any business links within Pakistan. His trips included different reasons like friends, family reunion and later on business but until now he still has the same routine. The most commemorating part is that he has also involved his second generation into this same lifestyle and they, who have lived in Sweden all their life, are adapting to their parents social capital back home. In Sweden, they already have a very strong foundation of social capital as they have had their up bringing in this country.

5.4.3 Cultural Capital

The cultural capital is a very important resource for a transnational entrepreneur. Especially if one is dealing with Pakistan, a country that is strongly based on kinship, and does not let any chance of survival for an alien. It is a country where the first thing that any one would inquire after ones name will be ones family and associations. Therefore, if one comes from a developed country and shares the same cultural heritage, that one is most likely to get all

of ones works done because of this resource. Though the reason to maintain the ties with the home country at first was the patriotism or love of the entrepreneur towards his home country but later also changed into an integral resource in his home country. One can also call it the acceptance to the home society due to the same culture. On the other hand, Sweden is a diversified society and it hardly matters that to what ethnicity one belongs. It will always accept one who knows the language and is willing to learn and respect the Swedish culture. Therefore, both the entrepreneurs enjoy their dual cultural capital in terms of culture of the society as well as the nationalities of the nation-states. Furthermore, what is appreciable is that the first generation entrepreneur went through hard ship to learn about the host country. While the host country of the father became a home country to the second-generation entrepreneur, when later had to go through hard ships in order to adapt to Pakistan.

5.4.4 Symbolic Capital

Symbolic capital is the status or the power position the entrepreneur holds in both the countries. Fortunately, and unintentionally with the drive of the entrepreneurs passion towards squash gained him a symbolic position in both the countries. His friendship with Jhangir Khan was one association that created his distinct position in both the countries. Apart of that the entrepreneur was also a national squash champion in Pakistan as well as Sweden. This helped him achieve a certain symbolic capital within both the countries within the initial period of his life. Whereas, he was entirely repositioned after he sold his club and stopped playing squash. Now he has a much more stronger position as he is an owner of a medium sized textile company in Sweden. Furthermore, this company is transnational and holds operations transnationally in both of his home and host country. Therefore, the owner has a symbolic position as an entrepreneur in both the countries. This is true for the second-generation entrepreneur as well, as he enjoys the same symbolic position of that of his fathers due to the lead younger actor of the company.

5.4.5 Emerging Topics on Roki Tex

Beside the four sets of resources mentioned above, we also found few emerging topics that affecting the economic, social, cultural, and symbolic resources of the entrepreneur.

5.4.5.1 Education

Education has played a massive role in the transformation of the entrepreneur from his early life towards the end. Anwar Chaudhary is a textile engineer and this education created an absorptive capacity for the entrepreneur to identify the upcoming trend within the textile industry. Even though the entrepreneur was really involved in the squash club, which was his passion. However, the second-generation entrepreneur has studied within Sweden, where the level of education is really high in comparison to Pakistan. Therefore, instead of getting into further education, Asim got involved in the family business and has been learning from the father about all the technical issues as well as expertise from his parents. However, if Asim did study further, he might have had more ideas about the direction in which to go forward as the steering wheel is going to come in his hands now.

5.4.5.2 Social Development

Social development is taking place in both the countries through this venture. In the simplest way, the family members and the customers are socially connected to Pakistan and learn about the lifestyle of Pakistan as well as the industry trend. On the other hand, the employees of Roki Tex keep on learning more about doing business with Sweden along with the Swedish culture that the entrepreneur and his family depicts in front of them.

5.4.5.3 Succession Planning

The entrepreneur has well managed the succession planning for the firm by training his son with the duality of their life style. They live in one country but do business with the other. The actions of teaching the second-generation entrepreneur about the culture of Pakistan, acquaintance with the urdu language and eventually the decision of getting his son married to a Pakistani girl are all supporting the effective succession. Therefore, when the time comes the second-generation entrepreneur must be ready to be adaptable within both the economies and cultures.

5.4.5.4 Role of Religion

Religion has played a great role in this family's life. The probable reason of getting the son married from Pakistan must be motivated because of the preservation of the religion. After the economic crises, the family realized that it is wrong to do business with interest, which is prohibited in Islam. However, it was due to the negative impact of the financial crises that trickled down all round the globe and it is an open truth that it was due to fake market created by the debts. Moreover, it is also at times called the debt crises. The company opted for an interest-free policy within Roki Tex and as there is no other way to get a loan except of interest, the firm indirectly moved towards a debt free policy. This did bring the firm towards its half potential that it actually was but the family is really satisfied. The family is also bound to give "zakat" on annual basis, which is given to some Islamic fund so that it could be given to a needy person.

5.4.5.5 Economic Development

This is the most important sphere in which the company is adding value at a great level. Roki Tex has connected two industries from two different countries. The venture previously had an annual turn over of 15 million dollars but after its interest-free policy, the turnover would cut by fifty percent. Hence, become 7.5 million USD that is the actual equity of the firm. This implies that within one year the firm sends or invests 7.5 million USD within the textile industry of Pakistan. Pakistan is a low-income country and therefore, this might support a very large number of people in the industry as well as the entire value chain within the textile sector. The value chain includes the agriculture sector that support poor farmers, ginning industry, weaving and eventually textile industry. Due to such transactions on annual basis, it will keep on making the jobs created more sustainable. In Sweden that is a cold country and a large consumer of textile products has a lot of textile retailers present in order to take over the Scandinavian market. Sweden is not a cotton growing country that's why it has to be dependent on other countries for its supply of textile to meet the soaring demand. These large retailers including JYSK, HEMTEX and ÖoB from Sweden and KID as well as Princess, from Norway, which are the clients of Roki Tex create jobs within this industry and supports the eco system of the industry through these transactions.

Furthermore, there is another way of economic development that is called the corporate social responsibility in the western language and according to Islam it is known as "*zakaat*" which means the due share of poor within your income. It is a tool for balancing the concentration of wealth. However, there is an EU regulation that hinders in sending the large amount of money to a developing country, especially in the case of Pakistan. Because of this there is a large number of needy people who are not being helped or otherwise there are communities that are not being developed.

5.5 Tectorius:TE within the Developed Countries

Tectorius is a transnational entrepreneurial venture. It has its operations between Germany and Sweden. The core business is to apply paint coat for roofing in order to protect it from weather. The production of the paint is done in Germany as well as the supply of technical labor comes from Germany. Sweden is a high potential market for Tectorius, where in a time span of six years the company has moved from a turnover of a million SEK to seventeen million SEK. This tremendous growth is also due to the financial crises as Sweden is a high spending country in terms of construction and had a tradition to change the roofs once it goes bad, but that was very expensive. The crises made people realize that the roof can be renovated in a lot less money and is durable as well. Therefore, the trend changed the destiny of the entrepreneurs and the service was adopted in the whole of Sweden, where Tectorius was able to have clients like McDonalds and the city hall (local government).

5.5.1 Economic Capital

In 2004 when the company was to be begun, the entrepreneur already had access to the economic capital, as Josef had sold his business in East Germany and he also had good relations with the bank, who liked as well as backed his business idea. Apart of this while having Tectorius, Josef also had a parallel business of tires and rims that helped the survival. Furthermore, due to the exploitation at the right time, the company made an astonishing growth and had an access to its own earned economic capital.

5.5.2 Social Capital

Joseph is the entrepreneur, who was inspired by his brother-in-law, Horst, the owner of City Billack and had a company working with BMW Formula 1 than, who also wanted to start-up a business. He used his social capital or the terms with Germans in Sweden to first get the equipment to work with the roofing clients individually. He also through his network was successful in locating a supplier in Germany, who already had a patent on his product. The company further made a network of technical Germans in the roofing industry an essential part of their business model. The sales team on the other hand has its social ties in Sweden and kept working harder to maintain these relations

5.5.3 Symbolic Capital

The Symbolic capital was that the company is a German company and everyone trusts it for the quality of work. Whereas, the Symbolic capital for the supplier is that the market is Scandinavia and it sees that Sweden has a greater market buying power so they do regard it as a good, potential company.

5.5.4 Cultural Capital

All of the entrepreneurs, the technical workers, are from Germany and the cultural capital has played a great role to control all this. Josef has social networking with the people who are in the field in Germany. Therefore, it was easy for him to maintain the contacts and organize the business operations.

5.6 Strategy Engineers:The International Entrepreneurs

International entrepreneurs might have similar sets of resources that transnational entrepreneurs have but it is more institutional focused than individual focus characterizing transnational entrepreneurs (Honig & Drori, 2010). The focus of IE is to exploit global market potential and the dependence of sustenance of the family over the business is

hardly the case. Therefore, we will analyze Strategy Engineers considering the sets of resources and further evaluate why it is not a transnational organization.

5.6.1 Social Capital

Strategy Engineer is a professional service provider, a management consultant in particular, that is based itself on a network of partners, who are the consultants, and engineers. This social capital is also a unique selling proposition for the company. All these partners live on distant locations and take care of the business as usual within their reach, while as soon as a project is scored, the partners choose a set of individuals best fit for the team to carry out the project, out of the existing network. Furthermore, when doing business in Sweden, there is a dire need of trust between the client and the firm. This trust is being extended and strengthened through Thilo's professional network in Sweden.

5.6.2 Symbolic Capital

The firm already enjoys a very strong symbolic capital in Germany but the same is not true in Scandinavia. As the findings denote that each of the partner has an experience more than a decade in their relative fields, therefore, the symbolic capital is immense and the entire team is probably well known in the home country. But the true challenge for the company is in Scandinavia. Thilo has been working hard to create a good network within Scandinavia through industry fairs and giving speeches in the seminar.

5.6.3 Economic Capital

A large sum of economic capital is needed in such an industry but the support of AVL Group has changed the fate of this firm and now there is a strong back-up regarding the financial status of the firm. It is also worth to mention that this industry is based on government incentives so the industry is yet to boost in this region and a lot of future inflow of economic resources could be expected.

5.6.4 Cultural Capital

Germany is a highly developed market in terms of the alternative energy sector. Therefore, Strategy Engineers have an edge over other companies through its cultural capital. Due to the fact that the German market is highly developed, it has one of the best suppliers within this industry as well. So the company also enjoys leverage, as it is a German company so it's easier for them to negotiate with German Clients. However, the same competence of their cultural capital also becomes a challenge as in Sweden the client relationship is based over trust and even if one knows fluent Swedish but does not have the right accent. The clients do feel a bit uncomfortable in doing business. So Thilo, in this matter, has to be extra careful.

5.6.5 Emerging Topics on Strategy Engineers

5.6.5.1 Education & Experience

The education and the experience of the partners have played a great role in the formation of this company. It is the formal education and the relevant experience that carves ways to identify such opportunities.

5.6.5.2 Economic Development

The firm has been playing a great role in the economic development of Sweden, as the alternative energy sector in Sweden is an immature market, this German company is helping Sweden develop its alternative energy sector. It also working for the same purpose

in Germany, where they are replacing old technology with newly advanced wind turbines, apart of other sectors in which the company is active as well. Furthermore, the revenue is also adding to the total worth of the firm based in Germany and this way it is helping both the economies. Moreover, the firm is looking forward to move to China and USA within the alternate energy sector and is waiting until it finds a good partner in these prospective locations. They plan to open subsidiaries in these high potential markets this makes it truly international.

5.6.5.3 Institutional Focus

One thing that makes this firm as an international entrepreneurial venture is its institutional focus as opposed to the individual focus. It is a young venture and though right now the operation involves Germany and Scandinavia but in future the firm plans to go global and reach all the potential countries around the globe. So the concept of home and host country involvement fades away here as well.

5.7 Discussions

Ten diaspora ventures were analyzed in accordance to the sets of resources by Terjesen & Elam (2009) resulting in the explanation of their dynamic historical progressions. By understanding their history, we get a snapshot of how each entrepreneur builds their own sets of resources. But this is not to say that the higher the access to those resources always means a progression from being an ethnic entrepreneur towards international entrepreneur. Lisa and Horst from City Billack, for example, have shown the opposite. They were transnational in the beginning but then, adapting to the market they were in, they became ethnic entrepreneurs.

Analyzing TE through the four sets of resources also provides insights on how the possession of each resource determines the entrepreneurs' business orientation. Drori et al. (2010) argue that one of the differences between TE and IE lies on the unit of analysis. Based on that, this research explains the connection between the individual-based view of resources (for TE) to firm-based view of resources (for IE) in the strategic management literature, namely the resource-based view (Barney & Arkan, 2001). The case of Strategy Engineers shows how Thilo's resources are adding up to the competitive advantage of the company in management consulting business.

Apart from the four sets of resources—economic, social, cultural, and symbolic capital—we also discovered few more emerging topics worth discussing pertinent to TE. Asim from Roki Tex involves religion, Islam, as a guiding principle in conducting the business. One of the principles is to give away *'zakat'* or philanthropic fund out of what he and his venture earned. His difficulty in sending this philanthropic fund back to his home country gives us a notion that there is a need to formulate such policy that supports economic and social developments of the developing country.

Roki Tex and Tectorius are both transnational entrepreneurs. However, the difference in their migratory pattern—developing to developed and developed to developed country—signals the level of social and economic contributions they made in their home country. Stated in another way, assuming they have a same amount of business, Roki Tex has a relatively greater direct economic and social development impact in Pakistan compared to Tectorius has in Germany due to their home countries' conditions.

Based on our analysis, we compare and contrast how TE is on its interface with IE and EE in Table 6.

Table 6 - Classification of the Entrepreneurs' Venture: Revisited

No.	Company's Name	Access to the Sets of Resources	Economic and Social Development	Ownership Structure	Business Operations	Type of Entrepreneurship
1	Frukthall	Low	Host	Family	Local	Ethnic
2	Fruktshop Huskvarna	Low	Host	Family	Local	Ethnic
3	Fruktshop Österängen	Low	Host	Family	Local	Ethnic
4	Asia Livs	Low	Host	Family	Local	Ethnic
5	Greek restaurant	Low	Host	Family	Local	Ethnic
6	Jönköpings Afro Shop	Low	Host	Family	Local	Ethnic
7	City Billack AB	High	Host	Family	Local	Ethnic
8	Roki Tex AB	High	Host and home	Family	Transnational	Transnational
9	Tectorius AB	High	Host and home	Family	Transnational	Transnational
10	Strategy Engineers	High	Host and home	Non-family	Transnational moving towards international	International

6 Concluding Remarks

Drori et al. (2010) have made a valuable contribution through their efforts on making the difference between IE, TE, and EE explicit. Through this study, we are attempting to take forward what has been done by Drori et al. (2010) and Terjesen & Elam (2009). Through our research question, *how is the interface of TE on its relation with IE and EE*, we found that all of the three are interconnected and interdependent to a certain degree. It can be in the form of one company moving between that spectrum or many companies working together as a network. Nevertheless, all of these attributions are bounded by the time frame of study. One venture might be TE in one time and might be EE in other time. This implies that to understand this phenomenon, the history of the entrepreneurs have to be taken into account.

In addition to the explanation of the interface of TE, IE, and EE, we propose four key characteristics that can help researcher ascribes a certain diaspora entrepreneurial venture into TE, IE, or EE. First, the entrepreneurs' access to the sets of resources. It describes the diaspora entrepreneurs' access to four sets of resources—economic, social, cultural, and symbolic capital—spanning from low to high access. Ethnic entrepreneurs are often, but not always, characterized by relatively low and medium access while transnational and international entrepreneurs are often characterized by high access to the sets of resources. Second, the economic and social development generated through the entrepreneurs' venture. It can be either or both, in their home host and home country.

Third, the ownership structure. This feature is what we see as the determining factor of IE, TE, and IE. A family-owned venture is more likely to be either ethnic or transnational, while a non family-owned venture is more likely to be international. This is partly due to the decision-making process and agency (Drori et al., 2009). A family-owned venture depends on the entrepreneurs for decision making to satisfy the benefit for the familial network, but a non family-owned venture make joint decisions to satisfy the shareholders. Once the decision making shifted from individual to institutional focus, it marks the difference between TE and IE.

Fourth, the business operations itself. Business with single presence, i.e. local, is more likely to be ethnic entrepreneurial venture, while business with dual or even multi presence (across national borders) is more likely to be transnational or international. Business operations can also be understood as market focus. Supporting the definition by Drori et al. (2010), the focus of IE is more directed towards exploitation of global opportunity across national borders to create future goods and services.

7 Limitations and Future Research

7.1 Limitations

Studying immigrant entrepreneurs is particularly challenging if the researchers don't speak the same language with their respondents, especially in a non-English speaking country. The information we get is based on how willing they are to speak, and their willingness to speak is affected by their language skills. In our case, there are two respondents that cannot speak English and to overcome this issue we had to rely on the third party as an interpreter.

During our research, we found a transnational entrepreneurial network consisting Jönköping-based ethnic entrepreneurs connected to a transnational venture in Göteborg, namely Glädje Grön. Due to the time constraint, we are not following this lead further for primary data investigation. Consequently, this study is limited in the scope only to Jönköping municipality.

7.2 Suggestions for Future Research

Our suggestion for the next researcher is to take the finding on the transnational entrepreneurial network forward, follow the lead, and explore the entire network of Glädje Grön. In this way, future research might take another perspective in capturing the interface of TE and EE by exploring the connection within one network compared to this study which captures the interface across various institutions.

Lastly, future research can explore the connection between TE and family business. Our findings showed us, qualitatively, that there is a strong relationship between the two. One can take this a hypothesis and, if it is accepted, take this forward by posing a research question such as *why transnational entrepreneurial venture is a family business?*

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Appendix A

Interview Guideline²

Date of interview:		Time of interview:
Name: (Interviewee)		Gender:
Interviewer:		
Current residence:	Age at interview:	Birthplace:
	Ethnic background:	Religion:
Personal History - <i>main exploration, make the interviewee talk as much as possible!</i>		
How did you come to Sweden? (explore the past until the present)		
Business Model - <i>understand his/her business operations</i>		
Do you have any link to your home country in running the business? <ul style="list-style-type: none"> - How do you get the products - How do you manage the business - What type of customers do you serve 		
Link to home country - <i>ask if not yet being described</i>		
Do you still have any link to your home country? <ul style="list-style-type: none"> - What kind of link If not, why so?		
Other important information:		

² The exact questions can be modified depending on the situation being encountered, but the main themes has to be intact.