Entrepreneurship

Master Thesis, 15 credits

Effects of cultural differences on non-European entrepreneurs while establishing a start-up company in Sweden

Tutor and examiner:
Malin Tillmur

Author:
Munira Hossain (890819)
Foreword:
I would like to thank our professor Frederic Bill, Marianna and Examiner Malin Tillmur for their guidance and tutoring and that helped me to make my way easy while doing my thesis. I also like to thank those who were involved in my interviews. Furthermore, a special thanks to my fellow opponents who have contributed with their brilliant ideas and criticism, which makes my paper more readable.
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Munira Hossain
Abstract:
The aim of this thesis is to illustrate how cultural differences influence start-up companies established by young non-Europeans and how they overcome this. When immigrants want to start a business in a foreign country they have to overcome a number of challenges. One of the challenges is the difference in cultures between their country of origin and the country where they want to start their business. A culture includes what distinguishes members of one group of people from another. The differences in culture can have either positive or negative impacts on the entrepreneurial decisions of an immigrant entrepreneur.

The data for this study was collected through exploratory qualitative method using inductive approach. The findings of this study suggest that the main driving forces behind immigrant entrepreneurs are either “pull” or “push” factors, like being pushed by the exiting circumstances for self-employment, fulfillment of one’s ambition, passion and being their own boss. The respondents of the study claimed that culture affects different aspects of their business, like development of promotional mix, marketing strategy, pricing strategy, language, product design to consumer level interaction.

The important thing to bear in mind when an entrepreneur starts up their business in foreign land is how to tackle the cultural differences by learning to respect the other culture and their host language and by learning host countries language competitive advantage can arise.

Keywords: Immigrant entrepreneurship, Entrepreneurship, Cultural differences, Self-employment, start-up.
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Introduction
The purpose of the introductory chapter is to familiarize the reader with the research topic. This chapter discusses the current and past research related to our research area and its importance as a research topic. This chapter also highlights the research background, research questions, research objectives and limitations of the research as well.

Research background
Entrepreneur and entrepreneurship are terms that are more common to the most of the people today. Entrepreneurship is not a new concept and it originated from the 18th century economists. Over the past years the word ‘entrepreneur’ has become more established and is considered in regards to business projects. Entrepreneurship has meant different things to different people for the last eight hundred years “since entreprendre (with the connotation to do something) was in use as early as the twelfth century and in the course of the fifteenth century the corresponding noun developed” (Wayne Long, 1983, p.47). The first formal theoretical use of the concept of entrepreneurship appears in the work of Richard Cantillon around 1730.

Probably, the largest obstacle in creating a conceptual framework for the entrepreneurship field has been its definition. According to Venkataraman (2000, p.218), “the field involves the study of sources of opportunities, the process of discovery, evaluation, and exploitation of opportunities, and the set of individuals who discover, evaluate and exploit them”. In the language of Casson (1982, p.991), “entrepreneur is someone who specializes in making judgmental decisions about the coordination of scarce resources. They want to keep their specialized information secret, but in order to convince someone else to lend them venture capital, they must reveal their idea to the potential lender”. Casson also describes how competition leads entrepreneurs to various forms of strategic behavior to protect their monopoly of information. It would be more in keeping with the spirit of Casson’s (1982) analysis to argue that the greater the number of entrepreneurs, the more rapid the pace of discovery and of economic development. Schumpeter considers an entrepreneur as someone who is engaged in ‘creative destruction’. As per Schumpeter’s theory innovation is the key element of entrepreneurship.
Kirzner (1973, p.902) emphasizes “entrepreneurship and competition as a market process by which, in a Hayekian manner, bits and pieces of necessarily isolated and decentralized information become coordinated through a process of learning and train-and-error by all the participants in the market”. He also presents a brilliant critique of the Schumpeterian view of the entrepreneur, demonstrating that, in contrast to the innovating disrupter of equilibrium in Schumpeter’s schema, the entrepreneur is actually the instrument of a continuing removal of disequilibrium and of an approach toward an equilibrium position.

Throughout history as we know it, the entrepreneur has worn many faces and played many roles. One of those roles is innovator. “Throughout the 16th and 17th centuries the most frequent usage of the term connoted a government contractor, usually of military fortifications or public works” (Robert, 2006, p.589).

There are many factors which influence an entrepreneur to start-up his/her own venture. According to (Thelocal.se, 2016), “Residents born outside of Sweden, the likelihood of being employed is much lower”. In this situation how can immigrants survive without jobs? Then they usually develop a plan for their business and do the necessary steps to set up their businesses. In the language of Hjerm (2004, p.741), “… an increase in entrepreneurship among immigrants has taken place in Sweden, and elsewhere, during the past 15 years. The proportion of ethnic entrepreneurs was until the 1970s proportionately low, but changed rapidly during the 1980s when the proportion of immigrants that became entrepreneurs began to increase”. Ethnic entrepreneurs also referred to as immigrant entrepreneurs including people who have migrated in the past times excluding those from ethnic minority groups who lived there for many years in the host country (Volery,2007). However, many of the ‘newcomers’ struggle with the registration process and the requirements. While these are just the first struggle the immigrant entrepreneurs face in order to run and operate their business legally, they seem to be decisive in how soon those immigrant entrepreneurs can be successful. Literature has emphasized that the entry barriers for new entrepreneur’s may differ between countries and even locations within one country because of differences in the business environment and national cultures. According to Isenberg (2008), “nations political, regulatory, judicial, tax, environmental, and labor systems vary”. In his language, “When the husband-and-wife team of Andrew Prihodko, a Ukrainian studying at MIT, and Sharon Peyer, a Swiss-American citizen studying at Harvard, set up an online photo
management company, they thought hard about where to house Pixamo. Should they be placed in Ukraine, which has a simple and low tax structure but a problematic legal history? Or Switzerland, where taxes are higher but the legal system is well established? Or Delaware, where taxes are higher still but most U.S. start-ups are domiciled? Prihodko and Peyer eventually chose to base the company in the relatively tax-friendly Swiss canton of Zug, a decision that helped shareholders when they sold Pixamo to NameMedia in 2007.”

By studying history, we can learn that people are migrating from one continent to another for the betterment of life. “In the last few years, Europe of refugees from Asia and Africa have become a constant feature of all major European media outlets” (Fasani, 2016, p.1). Wide variety of factors are the reasons behind increasingly long-distance movements. For Crisp et al., (2002, p.01) “these include growing disparities in the level of prosperity and human security experienced by different societies; improved transportation, communications and information technology systems; the expansion of transnational social networks; and the emergence of a commercial (and often criminal) industry, devoted to the trafficking and smuggling of people and illicit goods across international borders”. Within the last decade there has been a major immigration inflow in many developed countries including Sweden. “The total annual inflow of immigrants steadily increased from about 2 to 3.5 million between 2000 and 2007” (Francesco, 2016, p.2).

So far, many studies have been done to understand the phenomenon of immigrant enterprise and its effect on the on the economy of the host country for example; Chrysostome (2010) and Dalhammer (2004). According to Chrysostome (2010, p.77) “The influence of immigrant entrepreneurship in the host country is not limited to its economic aspects. It includes important noneconomic effects such as the development of vibrant ethnic communities, social integration and recognition of immigrants, a nurturing entrepreneurial spirit, and providing role models for immigrants”. He also states that, “it creates jobs through new business ventures that contribute to wealth creation” (Chrysostome (2010, p.77)). Dalhammer (2004) makes a broader observation that the number of immigrants and especially ethnic minority groups have increased in many industrial societies.
When it comes to cultural differences, it poses major difficulties in the assumptions people make about how business is organized. Every culture has its own values. These values determine markets. People’s way of communicating and relating to others are actually influenced by their cultural heritage. Religious beliefs are also another cultural factor which can create issues in the workplace. To have a good knowledge of cultural differences goes a long way towards resolving them.

According to Hofstede (2004), people are likely to believe that deep down all humans are alike when it comes to behavior, regardless of their culture. In many instances managers of businesses and entrepreneurs maintain similar ways of action in their new countries like the culture in their place of origin resulting in decisions that do not match their environment. One key challenge of doing business internationally is to adapt effectively to different cultures. Such adaptation requires an understanding of cultural diversity, perceptions, stereotypes, and values. (Hodgetts et al., p.92). It is essential to remember that when a company enters a new market, there are various problems it might encounter, especially cultural differences.

Communication is the most important element which involves all three aspects mentioned above (culture, communication and religious beliefs), when doing business in the foreign market. Due to misunderstandings which are based on cultural differences, a business deal can very easily be disrupted or damaged. A new market’s culture can have impact on the immigrant entrepreneur’s strategy in many ways and one of the aspects that this research focuses on is entrepreneur’s decision making which in many ways is decided by cultural differences. This matter is observed in the article “Choice of entry modes in sequential FDI in an emerging economy” by Yi Zhang, Zigang Zhang and Zhixue Liu (2007). The shift to the new market will have little risk as the owners might think that the cultures are comparatively similar. Such differences in the context of Russian market were studied by Alan Jones, Grahame Fallon and Roman Golov in their article “Obstacles to foreign direct investment in Russia” (2000).

The research problem this paper seeks to solve is that many entrepreneurs are uncertain when it comes to starting business in a country where they have migrated to mostly because it is often seen as risky, as declared by the authors mentioned above who explained the ways by which the
differences between countries’ cultures may cause significant problems for entrepreneurs when starting business in a new country.

An entrepreneur plays a vital role in the development of the society and the growth of the economy. Shane and Venkataraman (2000, p.217) suggest that research about entrepreneurship is the study of how some people can explore opportunities of new markets and businesses, and what they face after their decisions in this particular process.

Immigrants play a vital role in the economic growth of Sweden. According to Storen (2004), immigrants have more risk of unemployment than natives. Miller et al. (1997) discuss that unemployment rates for immigrants from English-speaking countries are lower than for those from non-English-speaking countries. According to Hjerm (2004, p.741), “…an individual with an immigrant background started every fifth company during 1999”. The Local (2016) puts the figure of immigrant owned businesses by March 2016 at 95,000 providing employment to 300,000 residents in Sweden. Another characteristic of the Swedish labour market “is that non-western immigrants, in particular, immigrants born in Asia, are self-employed to a higher extent than natives” (Joona, 2009, p.119).

Although immigrants have attracted much attention from the Swedish government, the unemployment means they have to start their own businesses. According to OECD (2014), “Newly arrived immigrants tend to have fewer networks that are relevant to the labor market than do native-born Swedes” (P.15). Under these circumstances, opening a company to start new business may be a step which is taken by mostly immigrants to save their livelihood and future. The immigrants (non-Europeans) like to start their businesses on small level.

In Sweden, the government has put effort to work and improve the laws for entrepreneurship. Almi and other organizations are playing the major role to help immigrants to be entrepreneurial. These organizations help them to develop their business plans and help them in post implementation process. Almi is the state owned Swedish development bank and was established in 1994. For financing to SMEs Almi offers loans and venture capital financing when the private capital market actors consider the investments to be of high risk (Bilic, 2015).
According to Shobhit Seth (2015, p.), “Entrepreneurs are thought of as national assets to be distinguished, motivated and compensated to the greatest possible extent. Entrepreneurs can change the way we live and work”. If successful, then their uprising may improve our living standard. Like the article of Alexander S. Kritikos (2014, p.01) “Entrepreneurs and their impact on jobs and economic growth”, where he argues “how the entrepreneurs create new firms and help in employment level of an economy”. Furthermore, entrepreneurs creating firms and doing business enhance the host country’s economic growth by doing business there. However, it does take some time and difficult measurements to sustain business in a foreign land as there are cultural, belief and value differences.

There was earlier research done in the fields of rising markets, culture, marketing, as well as form of entry, by authors such as by Geert Hofstede, Svend Hollensen(2007), Charles Jonscher and Jonscher and Summerfield (1994) in addition to several others. Professor Geert Hofstede conducted the study of how values in the workplace are influenced by culture. He analyzed a large database of employee values scores collected by IBM, covering more than 70 countries, between 1967 and 1973. Hollensen (2001) defines various concepts of culture as language, manners and customs, technology and material cultures attitudes and values, social organizations, aesthetics and religion. The reason for doing this research is that companies of non-European countries are always looking to expand to new opportunistic markets and their attraction for foreign markets comes mostly from the new-found political freedom in those countries (Hollensen, 2007, p.52). For every new country a company establishes itself in, there probably is a new culture which may create issues for the company in several business areas, due to cultural differences. To understand the factors how the differences in culture affect the experience of non-European entrepreneurs while establishing a start-up company in Sweden is the main focus point of this thesis.

Limitations
This study is limited by conducting a research on non-European young entrepreneurs who choose to start their business in Sweden. Due to the limited time allocated for this 15 credit master’s thesis, it is only practical to get the research done with few non-European entrepreneurs. Sweden is a growing country and it has a lot of potential for aspiring non-European immigrant entrepreneurs.
The main external factor that only we are looking at is cultural differences and how it influences the experience of non-European entrepreneurs while establishing their business in Sweden. For my study, I have selected five respondents who have been doing business for more than two years in Sweden.

Research purpose
The aim of this thesis is to illustrate how cultural differences influence start-up companies established by young non-Europeans and how they overcome the cultural differences. Such study will be helpful for the future non-European entrepreneurs especially in the process of starting a new business. From our study, different new research paths will open for future researchers. Hofstede’s cultural dimensions will be employed to PEST model in order to examine the macro environment as well as cultural constrains for young non-European entrepreneurs in Sweden.

Research Question
RQ: How do the differences in culture influence the experience of non-European entrepreneurs while establishing a start-up company in Sweden?

In summary, in the introduction above we have discussed four parts, these are; research background, research limitations, research purpose, research question. In research background, we have mentioned about the effect of immigrant entrepreneurship in host country, effect of cultural differences in non-Europeans startups in Sweden. We highlighted the limitations to our study on non-European entrepreneurs while stating the purpose of this thesis is to serve a better understanding how cultural differences influence start-up companies established by young non-Europeans and how they overcome the cultural differences. We mentioned on the models used in the thesis such as Hofstede’s cultural dimensions with the integration of PEST model to examine the cultural constrains for young non-European entrepreneurs in Sweden.

The sections following the introduction include literature review, methodology, empirical findings, analysis and discussion, conclusion.
Literature review
In order to understand the cultural differences in Sweden and its effect on non-European entrepreneurs, this thesis will use Hofstede’s cultural dimensions with the integration of PEST model to discuss the theory behind the meaning of an entrepreneur, immigrant entrepreneurship and culture categories.

Immigrant Entrepreneurship
Immigrant entrepreneurship states to the process of setup and running of firms owned by immigrants. Chrysostome & Lin (2010) classified the three level of integration for immigrant entrepreneurship as low level of integration, middle level of integration and high level of integration and further discussed the categories of entrepreneurs. Ethnic entrepreneurs are the people who have the same background and have common goals for future, immigrant entrepreneurs are the persons who arrive in the country and have to start new business; they make connections with other natives and other immigrants. “While any ventures involving two or more environments simultaneously can be viewed as transnational entrepreneurship, the type of entrepreneurship is often associated with those of immigrants”. (Chrysostome & Lin, 2010, p.81).

After studying the different definitions and categories of immigrant entrepreneurship, and looking at other previous studies, this research study will focus on immigrant entrepreneurship in Sweden. After different studies, the definition of immigrant entrepreneur for this research topic is a person who is born outside of Sweden and owns a business in Sweden through business techniques.

In recent decades, immigrant population’s size is increasing day by day in Sweden, as in many other western countries. In most of the Swedish cities, towns, small rural and unimportant towns, immigrant-owned small businesses are highly visible. Most of the earlier Swedish research claims that immigrant businesses are created due to unfair trend in employment, and a lack of acknowledgment of immigrants’ education or work experience (Andersson and Wadensjö, 2004; Darin, 2006; Ljungar, 2007). It takes time for a newcomer/immigrant to establish her/his own association in a new country.
Nowadays, immigrant entrepreneurship has become an important socioeconomic phenomenon. United States, Canada, the United Kingdom, and Australia are major destinations for immigrants and they play a critical role in these countries’ economic development. Immigrant entrepreneurship creates jobs through new business ventures which leads to wealth creation. Immigrant entrepreneurship has a great impact in the host country which is better known today, as it has been studied by many researchers. According to Chrysostome (2010), who proposes this classification, there are two motives for venture creation by immigrant entrepreneurs: on the one hand, the necessity of survival of the immigrant in the host country in which it is difficult for him or her to find a job, and, on the other hand, a business opportunity identified by the immigrant in the host country. On the basis of the existing literature, Chrysostome (2010), suggests that necessity immigrant entrepreneurs are, in general, middle-aged males who come from developing countries with a relatively limited professional experience. Many of them have to rely on their families, friends, and ethnic community to find the resources they need to operate their businesses.

Writing on the subject of motivators of immigrant entrepreneurship, Laurice (2014, p. 161), notes that “individuals who are unable to adapt to a social system, such as ethnic and migrant minority groups, their marginal social position is a driving force to become self-employed.” Through self-employment the immigrant therefore sees a way to gain recognition and a place in society. Unlike necessity immigrant entrepreneurs, opportunity immigrant entrepreneurs are not always from developing countries. In general, they are highly educated, with a graduate degree from the host country and are proficient in English. They have access to the financial institutions of the host country.

It is recognized that extensive deviation exists in entrepreneurial activity between countries(countries where immigrants come from and Sweden), with cultural and social rules accentuated as the major strength and weakness of entrepreneurial support structures (Reynolds et al., 2002) which actually relates to this study conducted in the thesis of how the immigrants face difficulties in networking and socializing due to cultural differences in another country which leads to taking time making familiar sources after which the economic and other factors are also determined.
In order to measure the extent to which culture and entrepreneurial actions relate, in an inter-state analysis, Sobel et al, (2010) studied five dimensions of entrepreneurship like how productive the enterprise is, number of patents created by each person, amount of venture capital contributed by each person, the rate of average business start-up and the rate of net business creation. Their study provides interesting results indicating that the rates of entrepreneurial actions are higher in states with greater cultural diversity. The study reveals that uniqueness of culture varies across the globe. Together with the worsening situation in the labor market, an increase in entrepreneurship among immigrants has taken place in Sweden, and elsewhere, during the past 15 years.

Self-employment among immigrants
When it comes to self-employment, there are differences in the rate between immigrants and the native population. The study in Storen (2004) shows that non-Nordic immigrants in Sweden who arrive at an early date have higher self-employment rates than the native population. “An alternative to unemployment and to obtaining financial resources via the income security system is to become self-employed” (Hammerstad, 2001, p.148). Often the expectations are high that self-employment will lead to lower unemployment among immigrants. “Immigrants from regions with high self-employment rates are more likely to possess small business skills, and are more likely to be self-employed” (Hammerstad, 2001, p.157). According to Storen, (2004, p.71) “In most of the OECD countries non-western immigrants face a larger risk of unemployment than non-immigrants”. Usually immigrants go for self-employment because “labor market situation varies with the immigrants’ levels of skills, and on average, the foreign labor force is relatively less skilled than that of nationals” (Storen, 2004, p71.). In his language “especially non-western immigrants would experience a greater degree of unemployment during the first three to four years following graduation than non-immigrants”. On the other hand, Bates (1997, p.777) argues that people will not choose self-employment if they can take advantage of other employment opportunities that offer higher returns.

Brundin, et al., (2001) provides a comparison between small businesses run by immigrants and the ones run by the locals (Swedes). Their finding contrasts sharply with long held perceptions on why immigrants start businesses, the common belief that unemployment is the main reason why immigrants start their own businesses. Instead they show through their study that a motivator with
higher significance is independence through entrepreneurship, along with having the chance to actualize one’s own ideas. Another study in Bevelander (2005) between 1970 and 1995 of employment integration of immigrant women found that the limited similarity to Swedes presents language and cultural barriers for entry into the Swedish labor market along with institutional ones.

Recently there has been an increasing rate of self-employment level where small to medium sized businesses are used as an alternative for entrepreneurship activities. Most of the small businesses have shortage of funds and this is why small businesses are mostly funded through personal savings or loan from friends and family. Government acknowledges that small business contributes largely to the economic growth of a country. Governments are always encouraging small firms to carry on their entrepreneurship activities by creating new ideas, products, increase competition and increase the efficiency in a country. In start-up companies the person has to take different responsibilities such as of CEO, HR manager, marketing manager, finance manager and etc.

The above studies on unemployment will enrich the research and be helpful in the research to establish whether the immigrant entrepreneurs’ decision and choice of starting a business as a means of self – employment conforms to what has been presented in previous studies presented above.

**Culture**

A number of definitions for what is meant by culture have been put forward by researchers. Hofstede’s cultural theory provides a systematized structure for considering the differences between nations and cultures. According to Hofstede, “it is the collective programming of the mind that distinguishes the members of one group or category of people from others” (2001, p.6). On the other hand, culture can be defined as, “the learned ways in which a society understands, decides and communicates” (Hollensen, 2011, p.234).

Most of the startups are only focused on one thing – survival and culture are one of the vital factors for it. As stated by Andrés Rodríguez-Pose and Isenberg Rodriguez-Pose and Hardy (2014) in their article “how cultural diversity is increasing globally and that cultural diversity breeds entrepreneurship – but the nature of the diversity is critical”.
This thesis used Hofstede model to determine the cultural difference. Depending on cultures, individual performance and team performance has more or less importance. “Every group or category of people carries a set of common mental programs that constitutes its culture” (Hofstede, 2001 p.17) such as communication, profitability, employee morality and success is seen differently, depending on the culture. For example, culture of countries like China expects one to develop relationship before going down into business ventures but in other countries such as America, one starts discussing about business immediately after meeting someone. To know more about the importance of culture in entrepreneurship we need to know more about the cultural dimensions for which Hofstede’s cultural theory has been used in this thesis. The Hofstede’s model is presented and explained below:

![Hofstede's Model of Cultural Differences](http://www.ifets.info/journals/5_3/frank.html)

Figure 2.1: Hofstede’s Model of Cultural Differences (From: Jonathan Frank and Janet Toland, “Email as a learning technology in the South Pacific: An evaluation”, Educational Technology & Society 5 (3) 2002 (Available at: http://www.ifets.info/journals/5_3/frank.html)

According to Hofstede theory value can be placed upon six cultural dimensions which Hofstede has created through his research in order to compare cultures: Power Distance, Uncertainty Avoidance, Individualism/Collectivism, Masculinity/Feminity, Long-term/Short-term Orientation, and Indulgence/Restraint.
In the language of Hofstede (2001, p.61) power distance can be defined as “the extent to which the less powerful members of institutions and organization within a country expect and accept that power is distributed unequally”. This is concerned with how fair/equal or unfair/unequal people are within the confines of a particular culture whereas uncertainty avoidance shows uncertainty. “The essence of uncertainty is that it is a subjective experience, a feeling” (Hofstede, 2001, p.189). Scores related to individualism show how often an action occurs because of the performance of an individual. References to masculinity relate to how people act within a nation, whether there is high competition or development, or someplace in between. Degrees of long term orientation provides an understanding on whether decisions are made for the betterment of the present situations or have long term goals and effects. “Long-term orientation (LTO) index are: persistence, ordering relationships by status and observing this order and short-term orientation includes personal steadiness and stability” (Hollensen, 2007, p.247). Consideration of the scores of the six dimensions gives a picture of the various aspects of culture and trends of a nation.

In a study titled ‘The influence of cultural dimensions on entrepreneurial intention in Madagascar’s rural areas’ Ratsimanetrimanana, (2014) used Hofstede model and discussed that, when power distance and individualism versus collectivism has low levels, the chances of people becoming entrepreneurs are less whereas the chances of people becoming entrepreneurs are more when Masculinity versus feminity and Long-term versus short-term Orientation has high levels in those areas.

In another study about ‘Hofstede’s cultural dimensions and student’s ability to develop an entrepreneurial spirit’ Contiu et al., (2012, p.5555), quotes the language of Hofstede’ “…in individualistic societies there is a tendency to form multicultural teams compared against the collectivist cultures where the tendency is to form culturally homogenous teams”. They also note that, “The best way to deal with culture and entrepreneurship is to balance the cultural orientations” (ibid, p.5557).

In a study about ‘Effects of national culture on entrepreneurial intentions’ Ali et al (2010) used Hofstede’s analysis for Pakistan showing that “Higher power distance is discouraging the innovation and entrepreneurial intentions in the society, which resultantly hampering the
economic development of the country. Individualism and long-term orientations should be promoted in order to inculcate the culture of innovation and higher entrepreneurial intentions”. (ibid, p.690.).

Some of the strengths of Hofstede’s model are that no study has ever been based on such a large sample and it compares different nations’ cultures and looks deep into cultural values. One of the weaknesses of the model is that the respondents only work in a single industry, the computer industry (Hollensen, 2007 p.247). It is vital to follow the environment the entrepreneurs are operating in or are planning to launch a new project/product/service in.

**Elements of Culture and its impact on marketing strategy**

Culture differs from country to country and therefore poses a problem for companies, since due to it they have to plan their marketing strategy to fit the individual country’s culture in order to be successful. Since culture is a combination of values, beliefs and attitudes, what works in one country may not work in another. Hollensen (2011), Sarathy et al, (2006) have listed 8 of these elements that are commonly included in the perception of culture.

1. Language
2. Manners and customs
3. Technology and material culture
4. Social institutions
5. Education
6. Values and attitudes
7. Aesthetics
8. Religion

When operating business in another culture the elements of culture plays a big role. When it comes to marketing strategy an entrepreneur needs to analyze the perception of culture in the host country. “Marketing strategies are defined as combination of all goals into one comprehensive plan. It includes all long and short-term actions taken by marketers to launch a new product, its promotion and growth for a long-time period” (Kaur et al; p.327, 2016). The impact of the elements of culture on marketing strategy is explained by Kaur et al., (2006) below:
Language
Language is the key element of a culture. When a company is operating in foreign culture it is important to learn the local language for the growth of the company. Language is the first and foremost means to communicate with customers. It can be divided into two major elements:

a. Verbal language
b. Non-verbal language

Doole and Lowe (2008) use the example of how Coca-cola had to change the way their name sounds in Chinese so as to overcome the challenges created when the name initially sounded with a different meaning in Chinese language. Another example of how names have to be changed to fit different cultural context are General motors (GM) name “Nova” being unsuccessful in Spain because of the meaning of the name. GM eventually dropped the name Nova.

Manners and customs
Values are often the precursor to customs which mainly refer to the generally accepted norms or ways of doing things. It is crucial to understand manners and customs of different cultures otherwise there will be misinterpretation in the communication process.

Technology and material culture
Technology is the source of material culture and linked to how a society organizes its economic activity. There are cultural differences due to technological advancement, hence it is vital to have a good knowledge about it while operating businesses in a different culture. Providing an illustration, Bradely (1995) notes that electrical toothbrushes and electrical knives, which are acceptable in the West, would be considered a waste of money in countries where income could be better spent on clothing or food (Cited in Rashed, 2015, p.189).

Social institutions
Business, governmental institutions, class, family are known as social institutions which influence the work environment and employment practices. Social institutions define the roles of managers and subordinates and how they relate to one another. The position of cultures, managers and
subordinates are varied from culture to culture. In some culture they are separated whereas in other cultures they are on a more common level and work together in teams.

**Education**

Education encompasses the way skills are transferred, thought processes shaped and attitudes molded along with the attendant technical capacity development in a specific area or discipline. One of the most important roles of education is to spread the existing culture and traditions to the new generation. According to Czinkota et al., (2009), “*Education can be used for cultural Change*” (Cited in Rashed, 2015, p.188). Education differs from country to country and it shapes people’s desires and motivation. Education levels have an impact on various business functions. For example; training programs for a production facility will have to take the educational backgrounds of trainees into account.

**Values and attitudes**

These set forth what people hold dear through a system of beliefs expressing what is desirable and correct (right) and what is not. These have implications on marketing especially where they are religiously entrenched, thus calling for caution. In industrialized countries attitudes towards change is more positive rather than in tradition bound societies. The perception by distributors or consumers of new products should provide clues on the type of risks to be avoided by the marketer.

**Aesthetics**

The way people express their love for the finer and beautiful things in life including works of art, historical artefacts and dance among others tends to vary widely from one market place to another. When operating business in a different culture it is important for companies to assess in depth such aesthetic factors as product and package design, brand, brand name, symbols and colour.

**Religion**

Religion is greatly important in many countries. Religion affects the marketing strategy in many ways, such as, religious holidays, dress pattern, food habit etc. Religious taboos have in certain cases had a prominent role in marketing activities. For example, Dooley and Lowe (2008)
discussed how Macdonalds adjusted its strategy in Indian market where there is a large number of vegeterians who do not eat beef. In that way they were able to manage their social and cultural dimensions of the market.

Therefore, for companies operating in different culture it is very important to conduct in depth marketing research. It will help them to know how certain things work in the foreign marketplace, and enable them to choose the right promotional mix that fits the best according to host countries culture. Barkema et al., (1996, p.151) sums it up through the statement “When firms diversify beyond their national borders, they have to adjust to a foreign national culture”. Here, the author argues that, cultural distance is comparatively more significant as a foreign expansion barrier. According to Andreea (2015, p.1520), “there are four strategies to balance standardization and adaption, these are; Adaptation by indifference, Adaptation by submission, standardization by superiority, Disputable standardization”. These strategies describe how entrepreneurs handle issues when operating abroad in a different culture.

The management of the marketing mix is a very important activity for the company since several of the key points in the marketing mix, product, price, promotion and of course people are affected by a country’s culture. Price is one of the important factors for a company to consider as people from different cultures are more or less price sensitive. In some cultures, people choose a product which is low price with a slightly better quality. Whereas on the other hand people in some countries people like to pay more just to have better quality product. The differences in tastes and preferences which are impacted by the culture in a country tend to ensure that certain products may not be sold in certain places in the world. It is therefore incumbent upon a company to pay keen attention to the type of product offerings to the customers.

To have a country-relevant product promotion, a country’s culture has to be considered when designing the promotional mix. The advertising campaigns, promotional sales, sales by people, direct campaigns of marketing, marketing on the internet and sponsorship activities used by a company have to be relevant to the particular environment where the product is to be sold.
Of great significance in the marketing mix, a company needs to put into consideration people that it employs and those that consume the products. Getting an idea of issues relating ethics of work and styles of management in a country where the company intends to operate since these tend to vary in different countries.

PEST analysis
The classical approach to taking into consideration the external business environment is PEST analysis. According to Sammut-Bonnici et al (2015, p.01), “PEST is an acronym for four sources of change: political, economic, social and technological” adding that “it identifies the changes and the effects of the external macro environment on a firm’s competitive position”. PEST analysis refers to Political, Economic, Social, and Technological analysis and describes a framework of macro-environmental factors used in the environmental scanning component of strategic management but the word PEST is no more than a convenient mnemonic. The underlying thinking of the PEST analysis is that the enterprise has to react to changes in its external environment (Gupta, p.35, 2013).

A business needs to be cognizant of the environment and tailor its strategy accordingly. An example of political factors might include changes in the local political scene, effects of regional integration and regional breakup like Britain exiting the European Union and laws/regulations governing movement of labor across national boundaries. Economic changes likely include the effects of economic cycles, patterns of world trade, currency conversion rate changes, commodity prices, changes in capital markets, labour markets and rates, and economic effects on suppliers and particular groups of customers. Effects of demographic patterns, tastes and habits, and concerns about the environment and sustainable development are included in social change. Technological change includes the effect of technological changes on processes, distribution channels and products.

By nature, PEST analysis is very general and this makes it difficult to get clear idea on how to apply it in varying circumstances. A company with businesses that are located in different parts of the globe needs to consider the diverse conditions in the different regions and therefore conduct analysis for the separate regions. A thorough analysis of the environmental factors (PEST) means
the business will be better equipped to face the challenges ahead. This time spent thinking about how external change will affect the enterprise and its industry is likely to be well spent (Gupta, p.35, 2013).

In order to determine the socio-cultural factors of starting up a business in Sweden PESTEL analysis has been used. The PESTEL framework has classified six main types of macro-environmental controls that have an effect on a company:

- Political
- Economic
- Social
- Technological
- Environmental
- Legal

These factors are dependent on each other and not independent. In fact, many of the factors are linked to one another which mean that if one changes than another or few others will also change which changes the organization’s competitive environment.

The PESTEL framework is best used for determining the future impact of environmental factors since the effect of past and future may differ. The significant part of the PESTEL framework for this research is the socio-cultural factors. A study of how Chinese companies overcome challenges while undertaking infrastructure projects in Poland specifically focusing on the four aspects of political, economic, social and technological dimensions in the PESTEL framework (Dai and Cai, 2017) showed that because of the profound role played by cultural differences, the companies adopted strategies to manage cross-cultural challenges. The strategies included identifying cultural differences existing in the local markets, improving the communication competencies of their cross-cultural employees, picking up aspects of the local culture/innovation around culture. Dai and Cai (2017, p.103) sum it up that “…the enterprises can take advantage of this bi-cultural background to cultivate its distinctive corporate culture and establish a communication mechanism, thus creating an enabling environment inside the company. In order to be well
received in the host market, managers should be acculturated and globalized (global and local) to the host culture and give full play to its advantage of bi-cultural background”.

Figure 2.2: The PESTEL framework (From Johnson et al, 2006, p 68)

Conceptual Framework

<table>
<thead>
<tr>
<th>Power Distance:</th>
<th>Uncertainty</th>
<th>Long term Orientation:</th>
<th>Masculinity/Feminity: the degree of competition in the society</th>
<th>Individualism and Collectivism: which one’s result is better – individual’s performance or a group</th>
</tr>
</thead>
<tbody>
<tr>
<td>The length of equality of people</td>
<td>Avoidance: degree of uncertainty avoided by a society</td>
<td>focus in the betterment of long term or present times</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Legal
- Competition Law
- Employment Law
- Health and safety
- Product safety

Political
- Government stability
- Taxation policy
- Foreign trade regulations
- Social welfare policies

Economic factors
- Business cycles
- GNP trends
- Interest rates
- Money supply
- Inflation
- Unemployment
- Disposable income

Environmental
- Environmental protection laws
- Waste disposal
- Energy consumption

Technological
- Government spending on research
- Government and industry focus on technological effort
- New discoveries/developments
- Rates of obsolescence

Sociocultural factors
- Population demographics
- Income distribution
- Social mobility
- Lifestyle changes
- Attitudes to work and leisure
- Consumerism
- Levels of education
From the conceptual framework above, first we need to consider the Hofstede’s factors such as Power distance, Uncertainty avoidance, long term orientation, Masculinity/Feminity and Individualism/Collectivism (Dai and Cai, 2017) and the degree to which they have impact on the cultural differences (cultural factor).

Then we see the ways by which the other following factors can impact a startup business (business creation) in Sweden for which a non-European entrepreneur needs to the following facts: cultural differences of different countries can affect the working environment of non-European firms in Sweden; conditions of the economy (people’s standard of living, the interest rate, GDP, exchange
rate and inflation rate, etc), political factors (corruption, the length of strikes, legislations, tax and Vat, etc), improvement in technological aspects and the environment as whole (pollution, climate, natural resources and many more).

Siers (2013) notes that the Hofstede model serves to support the socio-cultural dimension of PESTEL framework. Pestod et al. (2015) lends support to this assertion by studying approaches to integration of immigrants for social change in the United States. They suggest 6 pathways to integration including “community wide planning, language and education, health well-being and economic mobility, equal treatment and opportunity, cultural and social interaction and civic participation and citizenship” (ibid, p.28).

According to Pestod et al. (2015), the dynamic interaction between these various components can either strengthen or water down progress in the various areas identified above, noting that “...Health care, employment, and other services and resources that promote economic mobility are essential for helping immigrants establish a foothold and contribute fully to society as workers, entrepreneurs, taxpayers and community members” (ibid, p.29). This demonstrates that the socio-cultural component of PESTEL model blends with the Hofstede’s cultural thesis theory and has an impact on immigrants’ settlement as economic actors (entrepreneurs) because as suggested by Gupta (2013), they have to be cognizant of the socio-cultural environment and tailor their businesses actions accordingly.

According to Dai and Cai (2017), the social dimension of the macro environment in the PEST model can be viewed through the cultural scores in the Hofstede model since it provides a background to provide cross-cultural training understanding in a business environment (in our case, starting up an immigrant business in Sweden). That business behavior needs to pay attention to cultural diversity in order for the entrepreneurs to either assimilate or accentuate cultural dimensions to drive their enterprises (Sahin, Nijkamp and Baycan-Levent, 2007).
Methodology

Scientific approach (philosophy)

The central focus of the scientific research approach is the determination of how to develop knowledge (Saunders et al., 2003). Armed with the research question, the researcher has to clearly define what to do and how to do it, thus establishing the paradigmatic direction (Gummesson 2000). Burrel and Morgan (1979) in Bryman and Bell (2011) describes the paradigms as either objectivist (a detached way of viewing an organization from outside) or subjectivist (social construction of an organization is best understood by those involved directly in its activities).

Objectivism, according to Saunders et al., (2003, p.128) “...embraces realism, which, in its most extreme form, considers social entities to be like physical entities of the natural world, in so far as they exist independently of how we think of them, label them, or even of our awareness of them”. This means in essence objectivism relies on use of measurable and observable data/facts and the researcher tries to eliminate bias in their findings by keeping their own values and beliefs outside the research process (ibid).

On the other hand, subjectivism presupposes that “...social reality is made from the perceptions and consequent actions of social actors (people)” Saunders et al., (2003, p.130). In other words, subjectivism seeks to uncover the various shades of opinion to make sense of various social realities (ibid). Brymann & Bell (2011) classifies the philosophical considerations as ontological and epistemological. This research adopts the interpretivist epistemological position and constructionist ontological positions for the considerations that are discussed below.

Epistemological and Ontological considerations

Epistemology: (Interpretivism, Positivism, Critical Realism, Pragmatism)

Epistemology relates to the type of knowledge in a specific discipline that can be/is acceptable and a particular point of focus is that the same principles can be used to study natural and social sciences. There are various paradigmatic positions that emerge such as positivism, interpretivism, critical realism and pragmatism.
The term positivism refers to “... an epistemological position that advocates the application of the methods of the natural sciences to the study of social reality and beyond” (Bryman and Bell, 2011, p. 15). Positivism revolves around the five principles of knowledge being confirmed by the senses (phenomenon), testing hypotheses generated from theory to validate laws (deduction), laws being based on facts gathered (induction), being objective in conduct of research and scientific and normative statement being clearly distinct. According to Saunders et al., (2003, p. 136), positivists “…focus on strictly scientific empiricist method designed to yield pure data and facts uninfluenced by human interpretation or bias”.

On the other hand, interpretivism considers the study of humans and natural order as very distinctive aspects that require a unique procedure. In fact, this position is often referred to as hermeneutics since there it “…is concerned with the empathic understanding of human action rather than with the forces that are deemed to act on it” (Bryman and Bell, 2011, p.16). Collins and Hussey (2003) considers interpretivism as a philosophical approach mainly considering a relatively small sample size and where the process of interviewing seeks to obtain highly detailed information.

Bryman and Bell (2011, p.17) further attempts to draw a distinction of interpretivism from positivism by stating that “The fundamental difference resides in the fact that social reality has a meaning for human beings and therefore human action is meaningful—that is, it has a meaning for them and they act on the basis of the meanings that they attribute to their acts and to the acts of others. This leads to the second point—namely, that it is the job of the social scientist to gain access to people’s ‘common-sense thinking’ and hence to interpret their actions and their social world from their point of view”. It is this focus on social reality espoused by interpretivism that is of interest to this thesis.

According to Saunders et al., (2003, p.138), “…critical realism focuses on explaining what we see and experience, in terms of the underlying structures of reality that shape the observable events”.
On the other hand, pragmatism is described in (ibid, p. 598) as “A position that argues that the most important determinant of the research philosophy adopted is the research question, arguing that it is possible to work within both positivist and interpretivist positions”.

For this research the theoretical background is built through literature presented in various books and articles used in the literature review to connect to the context in which culture impacts the entrepreneurial actions of immigrants (understand their own subjective experiences) in Sweden. Our interest is to examine the social world of the immigrant entrepreneur (social reality) just like Bryman & Bell (2011, p.403) states, “Many qualitative studies provide a detailed account of what goes on in the setting being investigated. Very often qualitative studies seem to be full of apparently trivial details. However, these details are frequently important for the qualitative researcher, because of their significance for their subjects and also because the details provide an account of the context within which people’s behavior takes place”.

Ontology: (Objectivism Vs constructivism)
Wahyuni, (2012); Bryman and Bell (2011); Rawnsley (1998) note that the major consideration in ontology is the determination of whether to take social entities as objective entities with their own reality separate from the social actors or to consider the social entities as social constructions emerging out of the social actors’ perceptions and actions. The terms often used for these positions in ontology are objectivism and constructionism.

Objectivism assumes independence of actors from events and social constructions and in using the analogy of an organization it positions an individual as an external entity separate from an organization even though rules and norms existing within organizations tend to give a certain kind of orientation to what individuals do/how they act (Bryman and Bell, 2011; Wahyuni, 2012). Constructivism on the other hand, according to Bryman and Bell (2011, p. 21) “...challenges the suggestion that categories such as organization and culture are pre-given and therefore confront social actors as external realities that they have no role in fashioning”. In light of the evolution of immigrant entrepreneurship and the current limited focus on its cultural dimension, the constructivism orientation seems the most suitable to adopt for our current research as Bryman
and Bell (2011, p.22) puts it that culture “…can be taken to be an emergent reality in a state of continuous construction and reconstruction”.

To arrive at the contextual factors related to culture that affect the entrepreneurial decisions of immigrants in Sweden, it is important to understand the subjective meanings behind their actions and the way they view the world (perceptions) since these are greatly shaped through their social interactions. These views cannot be obtained through generalizations and moreover people’s views change over time thus necessitating the use of constructivism to understand their specific and unique human actions. Saunders et al., (2003, p.111) aptly states “…culture is something that is created and re-created through a complex array of phenomena which include social interactions…”.

Research approach (theoretical orientation – deductive Vs inductive)

Building a link between theory and research is a key ingredient in the research process. As Bryman and Bell (2011, p.7) puts it, “…there is the question of what form of theory one is talking about. Secondly, there is the matter of whether data are collected to test or to build theories.”. The approaches to research include deductive, inductive approaches and mixed methods approach (Bryman and Bell, 2011; Saunders et al., 2003).

The deductive approach which is akin to scientific research (Saunders et al., 2003) works from what is known (evidence based) and tests a hypothesis against this theoretical background. Under this approach, deducing a hypothesis implies that the data collection process related to the concepts being discussed needs to be specified so that the social inquiry is empirically guided (Bryman and Bell, 2011). The deductive approach requires a degree of independence of the researcher from what is being observed and tends to rely more on quantitative data and less on qualitative data and therefore it is not explicitly a quantitative approach. In addition, this approach seems to lay a rigid methodological axis that restricts alternative explanation of events. (Saunders et al., 2003).
On the other hand, in the inductive approach to research the output of the research process is theory. In other words, it is a way of building theory in order to attach meaning to the way humans interpret the social events. Unlike the deductive approach which works from theory towards observations and findings, the inductive approach works from observations/findings to theory (Bryman and Bell, 2011, p.13). As stated by Bryman and Bell (2011, p.13), “…an inductive strategy of linking data and theory is typically associated with a qualitative research approach”.

The abductive approach combines both inductive and deductive research strategy as described by Saunders et al., (2009, p.145), “Where you are collecting data to explore a phenomenon, identify themes and explain patterns, to generate a new or modify an existing theory which you subsequently test through additional data collection, you are using an abductive approach”.

Relating the above to this research on culture’s effect on immigrant entrepreneurship in Sweden, a mixed (abductive) approach is used. Since our interest is understanding human interactions through exploring the cultural dimension to entrepreneurial actions, we use the inductive approach of research to achieve this. The theoretical grounding of this research follows a more deductive direction because a study of previous literature on how culture influences immigrant entrepreneurship represents a strong theoretical foundation. So, in a nutshell this research combines both the inductive and deductive approaches and could therefore be considered a mixed approach.

Research strategy (Quantitative Vs qualitative)

A research strategy sets out how the research will be conducted and can be broadly categorized as either qualitative or quantitative research strategies (Bryman and Bell, 2011).

<table>
<thead>
<tr>
<th>Quantitative data</th>
<th>Qualitative data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Based on meanings derived from numbers</td>
<td>Based on meanings expressed through words</td>
</tr>
<tr>
<td>Collection results in numerical and standardised data</td>
<td>Collection results in non-standardised data requiring classification into categories</td>
</tr>
<tr>
<td>Analysis conducted through the use of diagrams and statistics</td>
<td>Analysis conducted through the use of conceptualisation</td>
</tr>
</tbody>
</table>

Distinction between qualitative and quantitative data; Saunders et al., (2003), p. 482
From the above tabular representation, we see that in the quantitative research strategy, the collection and analysis of data relies heavily on quantification where theories are tested mainly using a deductive approach using the positivist scientific research model and considers social reality as objective reality (Saunders et al., 2003).

Meanwhile, in the qualitative research strategy for collection and analysis of data focuses on words where theories are generated using the inductive approach while paying attention to interpretation of the social world by individuals and recognizes the iterative and ever evolving context in which individuals exist. The use of mixed methods research has gained ground and Bryman and Bell (2011, p. 628) refers to it as “...research that integrates quantitative and qualitative research within a single project”.

According to Edwards and Holland (2013), qualitative studies very often combine several qualitative methods, and ethnography is a typical case in this regard. This mixing can involve qualitative interviews with other types of qualitative methods, life history or different versions of narrative interviews combined with documentary analysis, for example. A combination of interviews types may be employed in a single study, for example using individual interviews and focus group discussion, telephone interview, electronic interviews on skype or via videos on social media applications, along with various document and archival data analysis (Edwards and Holland, 2013).

The mixed qualitative strategy involving use of semi-structured interviews in combination with different types of documentary and archival data like records from government agencies such as Almi and business Sweden is the preferred strategy for this research. The way immigrant entrepreneurs view effect on culture on their entrepreneurial decisions is likely to be diverse which requires the understanding of meanings attached by the immigrants to social factors and these cannot be easily interpreted through a quantitative research strategy. Instead, in keeping with the interpretivist paradigm adopted in this thesis, a qualitative strategy is more suited since it will enable this study to uncover meanings attached by the immigrants to complex human interactions (power of culture) which cannot be detached from the social environment (foreign country) in which they do business. Through the use of semi-structured interviews which are guided by
themes/areas of interest and in-depth interviews which allow the respondent to freely talk about a topic, the respondents’ opinions and experiences can be solicited.

Research purpose (descriptive, explanatory or exploratory)

The purpose of this research is to illustrate how cultural differences influence start-up companies established by young non-Europeans and how they overcome the cultural differences. Saunders et al., (2003) identifies three purposes of research as explanatory, descriptive and/or exploratory while at the same time noting that a single research project may have one or more of these purposes embedded within it.

An exploratory study, “...is particularly useful if you wish to clarify your understanding of a problem, such as if you are unsure of the precise nature of the problem” (ibid, p. 139), and this mainly involves literature search, interviews with subject matter specialists and focus groups.

A descriptive study helps “...to have a clear picture of the phenomenon on which you wish to collect data prior to the collection of the data” (ibid, p. 140) and since this study tends to come prior to an explanatory study it is often referred to as descripto-explanatory study.

An explanatory study on the other hand focuses on establishing relationships that exist between variables that affect the phenomenon under study, a kind of causal analysis.

In order to know what is happening and solicit fresh insights on the cultural dimension of immigrant entrepreneurship, an exploratory study using in-depth interviews and semi-structured interviews can be very helpful (Saunders et al., 2009, p. 322). Based on the need to understand the effect of culture on entrepreneurial experiences of immigrants in Sweden, this research leans towards an exploratory study where the personal views of the immigrants will be of significant importance in developing a more concrete understanding. To obtain the feelings and opinions of the immigrant entrepreneurs, there is preference of a qualitative strategy and inductive research.
approach. In light of the currently limited literature focused on analyzing the impact of culture on immigrants’ entrepreneurial actions, then the exploratory study is more suitable in this case.

Data collection (Secondary and primary data)

In order to ground the research in theory and at the same time link data collected to formulate theory it is imperative to use both secondary and primary sources of data for this research.

Secondary data which forms the theoretical grounding is obtained through literature search. The search using key words “Entrepreneurship”, “non-European entrepreneurs”, “self-employment”, “cultural differences” is based on articles and books accessed through Linnaeus university library search engine – One Search. The literature that fits within the search terms specified were downloaded for review. Further scrutiny of the reference lists of some of the articles using the snow ball method yielded more relevant literature that helped to shape and enrich the theoretical grounding on culture and its effect on actions of immigrant entrepreneurs.

Primary data for the research will mainly be obtained through the use of qualitative methods involving semi-structured and unstructured interviews which are described in Saunders et al., (2009, p 320) as “qualitative interview”. Semi-structured interviews revolve around a list of themes which may be varied from one interviewee to another (Saunders et al., 2009) whereas in-depth interviews, also called non-directive interviews give the interviewee an opportunity to freely express their views on a particular topic and thus the interviewees’ perceptions play a key part in guiding the conduct of this type of interview (ibid). The loosely structured approach allows flexibility. As Bryman and Bell (2003, p.406) puts it, the “...advantage of the unstructured nature of most qualitative enquiry (that is, in addition to the prospect of gaining access to people’s world views) is that it offers the prospect of flexibility. The researcher can change direction in the course of his or her investigation much more easily than in quantitative research, which tends to have a built-in momentum once the data collection is under way...”.
Selection of respondents (sampling)

Saunders et al., (2003) suggest that a sample is required where; reaching the entire population (in this case immigrant businesses) is impracticable, constraints related to budget make it difficult to reach the entire population and time available is not sufficient to reach the entire population. Identifying exactly which businesses in Vaxjo are owned by immigrants is difficult because there is no database that lists only immigrant owned businesses in the city. Using the probability sampling method in this research would require a sampling frame where the complete list, as per Saunders et al (2009, p.214) of all immigrant owned businesses in Vaxjo is known and therefore is not a suitable sampling method for this research. In such a case, other sampling methods that could be used include purposive, quota and snowball sampling methods (Grinnell & Unreau, 2005).

On the other hand, purposive sampling is informed by the research problem and research questions in a strategic way to help answer the research question and respondent chosen are those that will enable a better understanding of the phenomenon (Bryman & Bell, 2011). Snowball sampling, according to Saunders et al., (2009, p.240) “...is commonly used when it is difficult to identify members of the desired population...” and the first respondents provide contacts for the researcher to get other subsequent members of the population that are relevant to the research needs (Grinnell & Unreau, 2005).

In order to find a small but very informative number of immigrant entrepreneurs to interview, the most suitable sampling method adopted for this is the purposive sampling method where the judgement of the researcher is critical in selecting the most suitable of the targeted respondents. This study will consider a sample of four immigrant entrepreneurs based in Vaxjo city who have operated a business Sweden for at least 2 years. An open call will be issued through social media asking for an opportunity to have an interview with immigrant entrepreneurs based in Vaxjo for the purpose of an academic study. Another key criterion for selection is the ability to communicate in English since the interview material is prepared and will be conducted in English so that there would be no need for an interpreter during the interview process.
Empirical findings

This part of the study describes the data collected through interviews. I considered five respondents for the interview in Sweden. Each entrepreneur’s thoughts about the questions asked during interview can be explained in the following.

The data collection of the research consists of combination of primary and secondary data, such as published literature and interviews with immigrant entrepreneurs as a primary source. Secondary data is presented by scientific articles, which are related particularly to immigrant entrepreneurship.

The chapter presents findings and structures them with the five respondent interviews. Each interview is about one entrepreneur. In the thesis, our aim is to explore the experience of non–European immigrant entrepreneurs who are doing business in Sweden. We are making an attempt to portray a clear picture of what immigrants feel while running their business in Sweden. So, to connect relevant and useful data, we picked out some vital factors and points and asked about those factors to each entrepreneur. These factors or the issues about which the questions were asked are: reasons for starting business in Sweden, effect of cultural differences while running their business here. The findings are presented below:

Entrepreneur A
Personal background
Entrepreneur’s A’s country of origin is Pakistan. He first came to Sweden in the year 2015. He had finished his four-year bachelors in UK. He was working as a marketing officer in Pakistan before he come here. The reason he decided to start up his own business here in Vaxjo was because he wanted to be find a way to earn money. He said, “My background is marketing, for me it seemed like if I want a job with marketing background I need to be fluent in Swedish language. So, I instead thought to start working on some of my own ideas”.

Company background
The reason why entrepreneur A chose Vaxjo city for the start of his business was because he had been working in Vaxjo before so he wanted to do something for living. He said he did not choose
this city but in fact the city chose him. He wanted to try out his luck in business. He started his own business in October, 2015 so it’s just been 2 years since he started it.

His main business is a holding company, which has ownership stakes in different companies. The name of the company is “Globalities” which has launched some more companies like Pitchler, Adler. Now, Globalities has 6 companies right now. Each of the company has different digital platform. According to him, “One morning the idea of Globalities came into my mind and I started working on that. I did not plan it actually, it just happened”. He started Globalities in October, 2015 which makes it around 21 months now. But, Pitchler started 1 year ago and that was his first venture. So, most of his startups took shape in the last 1 year. In campus just came out two weeks ago but he started work on it 6 months ago.

Cultural factors
Entrepreneur A thinks, there are huge cultural differences he has faced. Sweden is a very well-planned society in terms of technology, human development. Swedish people are very careful in their everyday life, then imagine how careful they are when launching their businesses. According to him there are so many regulations when starting up a new business compared to his homeland. In Sweden it’s much easier to develop new ideas with assurance that nobody will steal your idea, nobody will push you out of the market. So, people are more trustworthy, open and educated society here compared to his homeland.

He also notes that one can pretty much market a product without the fear of religion but need to have fear of morality. For morality Sweden is one of the top country because in Sweden you cannot objectify women as that will be seen as something bad.

Politically there is nothing he faced but maybe there are some certain implications. In terms of his business, social networking and user based platform, at a particular level he came across legal issues. Right now, in terms of “in campus” he went across a lot of legal issues and how to construct a Swedish compliant legal agreement for consumers. Legal is a very important part of business especially in developed world there are lot of rules and regulations. Economically, he had to build a business model with zero cash. Therefore, he ended up with tech companies which does not
require money. Technology is a barrier for him personally, because it is not his background so he needs support.

There are many entrepreneurs who end up developing cultural businesses. He says cultural business is where you go to the same community. For example, creating something very new over here, like; cleaning company which has Swedish customers. It requires a huge cultural step. He says that if you are opening a business for a country which you are going to operate then there are huge cultural barriers and basically it depends on how different the business practices here due to cultures, how different are personal orientation and cultural orientations in those countries. That one needs to know the culture because at times one makes big blunders, one is very excited representing big numbers about the company then they realize that Swedes don’t like big numbers, they like very careful and simple plans that must be quietly presented.

According to him the way you express yourself, in Sweden is a very important matter. Another thing is language is part of the culture which one must know about. If you send somebody to a different part of the world, you need to know their cultures especially the way they view business. So, do they see business as something such as; are they risk taking or not?

Requiring other people to learn the Swedish culture, according to him, cannot be called discrimination, because discrimination is very much defined as a deliberate attempt to diminish somebody based on their gender, political or origin such things. But certainly, there are those kinds of things like cases when some of his natives have to do the same thing that he has to do since it was much easier for them to do, which he has not really enjoyed. So, there are lot of hardships even if the person does not show that on his face but that hardships the foreign entrepreneurs face here are mainly because they locals don’t understand them that well, and the immigrant entrepreneurs don’t understand them that well and sometimes it creates a lot of misunderstanding and a lot of expectations. In general terms entrepreneur A thinks culture makes a very big difference especially if one comes from a culture which is not similar.

Entrepreneur B

Personal background
Entrepreneur B is from India, she first came to Sweden in the year 2014. She had finished her four-year bachelors in India. She did not have any experience regarding business while she was in India.
The reason she decided to start up her own business here in Malmo was because starting a business was a good way to earn a living. She said, “I have done my masters in entrepreneurship but getting a job in Sweden requires Swedish language. This is why, I went for self-employment rather than job”.

Company background
The reason why Entrepreneur B chose Malmo city for her business is because her relatives live in Malmo. This is why, she decided it would be safer for her to start her business from there. Her business is an online store where she basically sells leather and jute accessories. When she first came to Sweden she had seen that leather products have a high demand among Swedes and besides Sweden is very eco-friendly country. This is why she also choose to sell jute shopping bags. She has run her business in Malmo for last 1 year.

She said, “Last year I have registered my business in Skatteverket. During my registration process I had to submit several supporting documents from my home country, this is why it took 2 months for me to register my business”. Regarding culture entrepreneur B thinks it is very important to have knowledge about culture of the host country. She also said it is important to have business networks while starting business because it helps a lot starting from the registration process till the end consumer level.

Cultural factors
Entrepreneur B thinks, there are lot of cultural differences between her motherland and Sweden. As her business is about selling things to consumer level, this is why, it is most important for her to understand consumer behavior in Sweden, promotional mix, pricing strategy etc. because Swedes’ choice of product is not same like her homeland. She states, “When I started my business I had to tackle all the effects of cultural differences such as consumer behavior, marketing strategy” etc. She noticed that Swedes are very much technology oriented such as they do shopping online, which was really positive for her.

She said that language plays a very important role in her business. As her business is Sweden-oriented she has to deal with customers who are mostly Swedes. According to her if she doesn’t
have knowledge about basic Swedish language then it will be completely difficult for her to run my business.

Regarding business environment, she did not face any political but environmental constraints. But regarding social effects she notes that Swedes are very much fond of better quality products compared to her homeland. In terms of her business, culture affected it starting from product design to consumer level interaction.

Entrepreneur C
Personal background
Entrepreneur C is from Bangladesh and first came to Sweden in the year 2015. He has finished four years of his bachelors in UK. He did have experience regarding business while he was in UK. The reason he decided to start up his own business here in Stockholm was because he wanted to have freedom and hate to make someone rich apart from himself. He said, “I am a motivated person and at the same time I love to have freedom. That was the thing which encouraged me to start up my business instead of looking for job. And at the same time actually I hate 9 to 5 work and make someone rich apart from myself”.

Company background
In the case of entrepreneur C, choosing Stockholm city for business was planned before. He thinks, Stockholm city has many renowned universities and most of the international students are more focused on the universities which are based on Stockholm. This is the main reason why he settles down his business in Stockholm rather than other cities thought he completed his masters from Linnaeus University. Since 2009, he was in UK for his bachelors and met up with so many international students and through them got the chance to help other international students with advice in areas like admission procedure and visa procedure. At the very beginning I helped them but did not take a single penny from the students. But later on, actually he decided to take this as a business.

He registered his business in January, 2016 so officially it is like one and a half year. He notes that it is really important to have business networks while you start up your business but if someone
doesn’t have it does not mean that they cannot start. But it really helps if someone has business networks it will help them in different ways like when I came to Vaxjo he met a person whose name is who works in Drivhuset who helped him to make application for business registration and some other things as well. It was not so hard though the application form was in Swedish because there was a person from Drivhuset who helped him to solve the problem. He filled the form and he just dropped it in Skatteverket and a couple of weeks later I got email from Skatteverket that the business was registered. According to him everything went very smoothly.

Cultural Factors
For entrepreneur C, language was not really an issue since at the university we have to work mostly with international students and different universities. Though they are Swedish but at the same time he works mostly with international office, so they speak in English. He notes that most of the time goes well, he did not find any cultural differences for his business especially.

In terms of political barrier, he has had no challenges and when it comes to technology he found positive differences as Sweden offers high speed internet compared to his homeland. The fast internet in Sweden helps his company to connect with their clients all the time. Regarding network, he says business networks works better, for example, he has friends from different parts of the world who recommending their friends to come to his company. As he is working with education consultancy firm so that type of networking obviously helps to grow his business.

Entrepreneur C revealed that, “In terms of my business, we really don’t need to know Swedish language as we deal with international offices. So, for us it is not important. But I believe if someone goes to other countries to start up a business then it is really important to have a better understand about the culture of the host country. For example, if someone opens a cloth shop they need to know the choice of the consumer of the host country. Even, learning language is also important to communicate with the customers”.
Entrepreneur D

Personal background
She has studied business graphic in associate degree, business management in bachelor, and now entrepreneurship management in master in Sweden. She says she focused on her dreams, skills, and ability. She comes from IRAN with more than 1000 different cultures and absolutely in each part she could understand they have different aspect, or expect from each reflection. She notes that she didn't have any experience in establishing a company in her country.

Company background
She has had the business for less than one year. Her business belongs to Art scope; hence, she wants to perform her culture but her customers belong are mainly from Scandinavian countries or other countries. She acknowledges that for short and long term her target has been to introduce the product like handmade paper products.

Through someone in one position she became successful to find other people and get more information, experience, and awareness about how to run her business well with high quality.

Cultural factors
The entrepreneur mentioned that culture plays a huge role when starting up a business in another country. She agrees that when you are living in bilingual country you need to learn the native language. She notes that having information on the economy situation is crucial since they play an important role in each business.

Entrepreneur E

Personal background
Entrepreneur E is from Iran and he first came to Sweden in the year 2011. He had finished his four-year bachelors in Iran. He did not have any experience regarding business while he was in Iran. He came here as political refugees. The reason he decided to start up his own business here in Vaxjo was because he wanted to be find a way to earn a living
Company background

The reason why Entrepreneur E chose Vaxjo city for his business is because he was living in Vaxjo last few years. Also because of the university the city of Vaxjo is multicultural he observed that this city would develop even more. He also mentioned that in because of the higher number of companies in bigger cities it is expensive to run a business there along with greater competition while running a business in Vaxjo is relatively cheaper. His business is located in Vaxjo campus where he sells computer accessories. When he first came to Linnaeus University he had seen that computer accessories had a high demand among students here in campus. This is why he also chose to sell computer accessories. He has run his business in Vaxjo for the last one and half year. He notes that it is important to have business networks while starting business because it helps a lot especially to overcome the seemingly big questions that need answers right from the registration process till the time of selling the actual product to the consumer.

Cultural factors

Entrepreneur E thinks, there are lot of cultural differences between his motherland and Sweden. Being in the business of selling things to consumer level, it is most important for him to understand consumer behavior in the Swedish context issues to deal with product promotional, pricing strategy formulation etc. Because Swedes choice of product is not same like his homeland, he states, “As I begun business I had to tackle some aspects regarding cultural differences such as the differences in behavior of consumers, strategy to marketing etc.”.

According to him language plays a very important role in his business his customer base is mainly composed of Swedes and this makes it imperative to learn the language to ease communication with clients. When it comes to business environment he notes that he did not face any political, environmental constraints. On the social front he says that he had to take notes of the preference of superior quality products by Swedes very much fond of better quality products as compared to preference of cheap products in his homeland. In terms of my business, culture affected starting from product design to incorporate quality issues to consumption level through issues like advertising for awareness.
Analysis and discussion

In this chapter, we will answer our research question by studying our findings from the empirical chapter. Our research question was: How do the differences in culture influence the experience of non-European entrepreneurs while establishing a start-up company in Sweden?

Personal background
Among the five respondents interviewed, one was from Bangladesh (Entrepreneur C), one was from India (Entrepreneur B), one was from Pakistan (Entrepreneur A) and two others (Entrepreneur D and E) were from Iran. All of them had different educational backgrounds ranging from bachelors to Masters before coming to Sweden. Entrepreneur A and C had finished his bachelor’s degree from UK while entrepreneur B, D and E completed bachelors from their respective countries. But all of the entrepreneurs finished their masters in Sweden except entrepreneur E. Education helps to shape people’s perspective on the world and is a good tool for cultural change as noted by Czinkota et al., (2009) among the elements that shape cultural perception. The education of the entrepreneurs in Sweden has enabled them to appreciate things from a Swedish perspective and thus be able to develop businesses fit in the context of Sweden. Entrepreneur E came here as political refugees. Before, coming to Sweden all respondents except entrepreneur C and E did not have experience about business. Entrepreneur A worked as a marketing officer in Pakistan, which is in conformity with what Hammerstad, (2001) wrote that immigrants possessing business skills from their home countries are more inclined to start their own business while entrepreneur B and D did not have any prior job experience, contrary to the view held in ibid but supporting the suggestion in the literature by Chrysestom (2010) and Storen (2004) that entrepreneurs of necessity are generally those with fairly limited professional experience.

Company background
There are various reasons for each entrepreneur to start up their companies in different cities in Sweden. The entrepreneurs acknowledge differences in the entrepreneurial culture between Sweden and their countries of origin as stated by Reynolds et al. (2002) and their motivations to start businesses in Sweden even without much previous experience suggests cultural diversity as
a factor for their action, especially in the case of entrepreneur B who considered presence of culture similar to hers in deciding where the company will be. Entrepreneur A, D and E started their business in Vaxjo because they had finished their education from Linnaeus University except entrepreneur E. So, they are more familiar with Vaxjo and they thought it would be safer to start their company from here. There are other reasons in case of entrepreneur E, he thinks as Linnaeus university is the center for many international and Swedish students (cultural diversity) alluding to Sobel’s (2010); Andrés Rodríguez-Pose and Isenberg Rodriguez-Pose and Hardy (2014) point about cultural diversity providing a rich ground for entrepreneurship, hence, selling computer accessories would be a profitable business for him here. This also agrees with what Chrysestom (2010) proposed as one of the 2 motives for immigrants to start businesses, namely to take advantage of an opportunity they have identified in the host country. Entrepreneur E came in Vaxjo city as a political asylum. Entrepreneur B started her company in Malmo because her relatives are living there whereas Entrepreneur C started his education consultancy firm in Stockholm because Stockholm is the center for many renowned universities.

Depending on the opinion of each entrepreneur the reason behind self-employment varies. Entrepreneur A, B and E wanted to do something as a way of living, this is why, they all started business; consistent with what was observed in the literature by Laurie (2014) who holds that marginal groups like immigrants take up self-employment to earn a living in order to fit in the society whereas in the case of entrepreneur C, he thinks doing business is more freedom rather than a job as suggested by Brundin (2001) who enumerates independence and a chance to turn one’s ideas into tangible business as drivers of entrepreneurial behavior among immigrants. Though none of the entrepreneurs explicitly states the higher returns that can be realized through a business as a driver of self-employment (Bates, 1997), the very essence of business analysis points to selection of the most viable option available to earn a decent living for the immigrant entrepreneurs.

None of the entrepreneurs however cited barriers of entry into the mainstream labor market in Sweden due to language deficiencies, lack of acknowledgement of their educational qualification and cultural difference (Bevelander, 2005; Andersson and Wadensjo, 2004) as a reason for seeking self-employment.
Five of our respondents’ company is totally different in term of their activities. Entrepreneur A owns holding company, entrepreneur B import products from all over the world and sell it in Sweden through an online store. Entrepreneur C has totally different company, which is about education consultancy. Entrepreneur D and E sells unique paper products and computer accessories. The variety of business ventures by the entrepreneurs shows that they are aware of the opportunities in the environment as suggested by Gupta (2013) when writing about analysis of the macro environment, also referred to as PEST analysis, done by entrepreneurs prior to starting a business venture.

Cultural factors
From our interviews we can see that countries from where the respondents come from have different entrepreneurial cultural background. Referring to Hofstede’s cultural dimensions, power distance has a bearing on what is considered as inequality/unfairness within a culture (Hofstede, 2001). In that perspective, entrepreneur A thinks, one can pretty much market a product without the fear of religion but they must have fear of morality when market a product in Sweden.

Adding the other aspects of culture as specified in Hofstede’s model, long term orientation (Ratsimandrana, 2014; Hollensen, 2007) seems to have played a part in the entrepreneurial decision making process of entrepreneur C as they had a preconceived choice of where to locate their business in Sweden and saw the need to develop further their business concept from UK. This agrees with Ali’s (2010) suggestion that long term orientation and individualism encourage entrepreneurial actions and innovation. Meanwhile Entrepreneur C’s consideration of Malmo based on strong family ties to the city points to the aspect of trying to find a balance to the orientation between individualistic and collectivist cultures (Contiu, 2012). To entrepreneur C the collectivist culture drove her entrepreneurial actions towards the homogeneous team existing in her family in Malmo. This was an important determinant to the entrepreneur where to situate the business.

Considering the elements of perception of culture in immigrant entrepreneurs’ marketing strategy, Dooley and Lowe (2008) suggests that religion should be taken into account when an entrepreneur
is establishing marketing strategies for their business in a different country so as to effectively navigate the cultural and social barriers as was the case of MacDonald’s having a locally fit strategy relevant for the Indian market which had some religious values related to consumption of beef products. In the case of Entrepreneur B and A, they think Sweden is very much technology oriented and therefore doing online business is acceptable as discussed by Rashed (2015). This conforms to Gupta’s (2013) take in the literature on PEST analysis where the technological changes in a host country have to be considered by an immigrant entrepreneur when starting a business. This way they will be able to provide what fits within the changing trends.

Further, as suggested by Berkema (1996); Andreea (2015), immigrant entrepreneurs need to demonstrate adaptability to national culture and local conditions when taking entrepreneurial actions (start or run a business). This was demonstrated by entrepreneur D who sells art which required her to take cognizance of Swedish material culture (Bradley, 1995), paying keen attention to aspects of quality that are very keenly appreciated in Sweden.

When it comes to language barrier, with exception of entrepreneur C, everyone agrees that language plays a very important role while doing business in foreign culture. This is in agreement with Kaur et al., (2016) and Doole and Lowe’s (2008) proposition that to start an enterprise in another country, the entrepreneur needs to consider the language aspect and meaning attached to words so as to avoid being rejected as was the case of General Motors’ ‘Nova’ brand in Spain. In case of entrepreneur C, he said as his company is an education consultancy firm, they mostly deal with international offices in universities where English is the most common language.

Considering the PESTEL framework discussed by Sammut-Bonnici et al (2015), some of the elements were important for the immigrant entrepreneurs studied. When it comes to political barriers, entrepreneur A, C, D, and E did not face any political barriers but regarding legal issues entrepreneur A only faced legal constraints. To overcome the constraints required adapting corporate strategy as suggested by Dai and Cai (2017). The socio-cultural aspects relating to creation and management of business networks mentioned by Siers (2013) greatly determined what entrepreneur C needed to assimilate to run an acceptable and compliant business (consumer level agreements). This level of awareness as noted by Sahin, Nijkamp and Baycan-Levent (2007) influences the chances of success of the immigrant business. According to Gupta (2013) the macro
environment shapes the conduct of business as seen through the use of laws regarding business and environmental practices among others.

The social institutions mentioned by Hollensen (2011); Sarathey et al., (2006) which include government agencies (like Skatteverket and Bolagsverket in Sweden) and business institutions such as Drivhuset have guided the practice of business and the immigrant businesses pass through them as noted by entrepreneur A. This helps the immigrant entrepreneurs find their footing and integrate in the society as suggested by Pestod (2015). The ability to start a business anywhere in Sweden represents economic mobility which is essential toward tapping entrepreneurial opportunities.

In terms of environmental constraints, entrepreneur B and D had to tackle environmental stringent environmental laws (as observed in ibid) as they import products from all over the world and sell it here in Sweden.

Conclusion
In this chapter the researcher will present the conclusion based on the literature review and empirical findings of this whole study and also define the gap for future research in this area. The main purpose of this study was to find out the effects of cultural differences when immigrant entrepreneurs start up their business in Sweden and how they can overcome the challenges. Being pushed by the exiting circumstances for self-employment, fulfillment of one’s ambition, passion and being their own bosses were valued the most from our findings. From this research, it is evident that although entrepreneurs, particularly immigrant entrepreneurs, are driven into self-employment by either ‘push’ or ‘pull’ factors as suggested by previous researches (Rissman, 2006; Williams, 2008; Clark & Drinkwater, 2000; Jones et al., 1992). From the research we can notice that entrepreneurial actions are sometimes crucially affected by culture. To overlook issues related to culture may result in improper negotiations and consequently business failure. It is very important to keep in mind the cultural differences when starting up a business in foreign culture because it affects the whole entrepreneurial process. Culture affects different aspects of business like
promotional mix, marketing strategy, pricing strategy, language, product design to consumer level interaction. Foreign entrepreneurs who are not aware of the cultural differences can fail to manage future business abroad.

To be successful, it is important to be open-minded towards new culture and various aspects within it. Before starting up a business in foreign culture familiarizing oneself with the information about a country (how things are done, what is considered normal and/or not normal) is one aspect every foreign entrepreneur ought to think about. This is a very important factor which needs to be handled in a correct way to cushion against misunderstandings that could arise. The way things are done and the penalties that accrue when there are indiscretions related to things that are culturally revered are strictly followed in certain cultures. Handling the mistakes is often more challenging than observing the unique cultural at the beginning.

**Further research**

The literature review in this thesis raise more questions which can be studied further in another thesis. The topic of culture is wide and further research could be done in for example deeper studies of language barriers and how these barriers impact while starting up a business in foreign culture especially in the Sweden where language is a bigger issue. The behavioral traits of successful foreign entrepreneurs in Sweden can, as an example, be a rich ground for further research.

These studies will be helpful especially for non-European entrepreneurs to gain some knowledge before entering the Swedish market. Since the entrepreneurial undertakings are marred by challenges, what sets the entrepreneurs apart is how they prepare for such challenges in order to confront them when they happen.
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Appendix 1

Interview guide:
1. What factors influence your decision to start up a business instead of looking for some other jobs in Sweden?
2. Why did you choose Vaxjo for your business?
3. How did you come up with this business idea?
4. How long have you had this business?
5. Is access to business networks important when starting up a business in Sweden?
6. How did your social network help you in your business?
7. How do you perceive cultural differences between your motherland and Sweden?
8. Did you ever feel that culture affected your business? How?
9. What kind of positive cultural differences did you notice while operating business here for the last two years?
10. Did you start the business with short or long term goals and have any backup plan when starting a business for uncertainty avoidance?
11. How can language affect doing business in Sweden?
12. What are the effects of business environment (political, economic, social, technological, environmental and legal) on establishing a business?
13. At what point during the business process does culture become important?
14. What is your experience of registering your business in Sweden, tell me your story.
15. Do you believe that it is important to educate the personal (about culture) before starting up a business here?
16. Are there any issues due to cultural differences that you have encountered that we have not asked about that you think may be of interest to us in our research?