EBW-phenomenon

The Driving Forces Behind Businesswomen in Nybro

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ABSTRACT

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Preface

There are many factors that determine our failure or success in our endeavours one way or another without us directly noticing them. They influence one’s life during different phases.

I would like to take this opportunity to express my appreciation to the sources of the encouraging factors which enabled me to go through my program and thereby conclude it with this thesis.

To my interviewees:

“My hat off you” for confirming once again that women are good in “multi tasking.” Many thanks for your great cooperation, not to mention for sharing your innermost thoughts about something which the entrepreneurial side of you craved to be done.

To my mentor, Pernilla:

What a perfect chance and opportunity finding a mentor whose flexibility have proven that nothing actually is impossible nowadays with the modern IT as a back up. Many thanks for sharing your vibrant spirit; I surely am glad that you joined me in this “trip”.

To my former program leader, Christine:

For silently giving me the “push” I needed to feel, a confirmation that it is really possible to go back “behind the bench” irregardless of the geographic location, age and life situation one is in.

Most of all…

To my sons, Patrik & Henrik:

Mamma would not come to this concluding part of my program without the spirit of “team work” that you gave me. Thanks for your love and faith.

&

To my “extra” mother/sister/counsellor, Vivian:

For playing all these roles for me- best friend!

Thank you.
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Summary

This research was actualized by deep interviewing seven businesswomen from Nybro. The scientific approach used in arriving at a conclusion was done using the deductive method, i.e. the thesis has made use of theoretical references as evidence in order to conduct the empirical study involved in this research and is able to conclude out of it.

The purpose of the research was to identify the driving forces behind SBWs in Nybro when they engaged in business during the 1980s, the 1990s, and year 2000. These driving forces have gone through an analysis from human needs as driving forces that motivates choices and were later analyzed against the theoretical data about the entrepreneur persona as described in general and through the eye views of Business Economists and historians from different era.

The formulated problems were first, if the seven SBWs in Nybro live up to the concept of an entrepreneur, second, if the entrepreneur persona in them (if it exists) have influenced the driving forces that motivated their business engagements and third, was or were there any common denominator/s among these identified driving forces.

The study has concluded that all the SBWs interviewed in this thesis do live up to what an entrepreneur stands for. It was not only manifested when they started their businesses but even years after. The entrepreneur persona in them has been influencing factors to their choices of entering the field of entrepreneurship. Thereby these seven SBWs are in fact EBWs in their own rights.

The common driving force for all of them was freedom. For Kati (1982), it was the freedom to work with something that she likes most which is selling elegant clothing. For Lena (1989), the freedom to apply her creativity by working with her salon’s interior design by herself, besides running her own race. Same is true for Annie (1996) who also needed to set free of her creativity by working on different projects that she has the power to choose as an own entrepreneur as well as Susie (2003), Vera (2004) needed the freedom to make her own priorities without anyone deciding it for her such as attending to the hotel rooms. This goes for Perry (2005) and Lissie (2005) as well though applied in their specific situations.
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1. Introduction

This chapter will cover a short Background about the research which will be succeeded by a discussion on the problem area. The Problem formulation will be presented thereafter and it will be succeeded by the Purpose of the research. Lastly, the chapter will be rounded off by a presentation of the decided Delimitations of the study.

This thesis is about the “entrepreneurial businesswomen” (henceforth EBW) phenomenon studied from the time they joined the entrepreneurial society. The thesis’ primary intention is to shed some light on this phenomenon from different perspectives with the help of existing and relevant theories, articles and close contact with some EBWs in Nybro.

The fundamental knowledge about women’s business engagement are open for development parallel to the development of the business climate not only in Sweden and for that matter Nybro, but also in the entrepreneurial society as a whole. Is the topic about women entrepreneurship as vital to put focus into for the mere fact that they are one of the actors who comprise the entrepreneurial society of today? Sundin & Holmquist (1989) believe that the reality that women are in fact part of humanity and their business engagement, part of the trade industry is undeniable. Thus, women and their business engagement deserve the attention it needs as much as the men’s. The presence of women in the entrepreneurial society is neither new nor controversial anymore. Compared to the beginning of 1980, this topic has grown to be as much interesting to discuss and focus into as men’s entrepreneurship (SUNDIN, E. & HOLMQUIST, C, 1989, p 7-8).

Women’s presence in this entrepreneurial society can be discussed and studied through different angles. One of them is through the driving forces that motivated their choices and another is through the unique qualities that they possess which eventually lead them to the choice of their profession. The driving forces that motivate persons to do what they do are many. Maslow (1908-1970) asserts that they can originate from human needs while Schumpeter (1883–1950) believes that it lies within the personality of a person possessing different qualities that eventually lead them to their chosen line of work.
1.1. Background

Entrepreneurs, there included businesswomen with entrepreneurial qualities is not a new phenomenon. It is a concept that already existed during the 16th century when the word was first defined and was developed through the years by different Economists and Historians. Schumpeter (1883–1950), among others, associated the concept with different qualities that best describe the persona behind it as well as functions.

Since Swedish businesswomen (henceforth SBW) have showed an active participation in Sweden’s entrepreneurial society for one, they have thereby placed themselves in the business arena whose actors play a vital role in the economic development in Sweden (Företagens villkor och verklighet 2005, R2005:10, NUTEK, 070522). This study aims to make its contribution for a deeper understanding of EBWs with the SBWs therein. The underlying goal of which is to enable a better use of the society’s resources in so doing.

What were the influencing factors behind Swedish women’s business engagements or entry into entrepreneurship during different periods? What were the possibilities made open for them from a historical perspective? What were the surrounding limitations that affected this engagement or entry?

Sundin and Holmquist (1989) discussed the scarcity of the possibilities which was made available for Swedish women to engage in business or entrepreneurship especially in the 18th century and a century after. According to them, it was not until around the 1970s that this experienced a dramatic change when women, especially married ones made their entry into the labour market. The number of professions which were made available for women has increased then in comparison to the early century and the 1900s first decade. The resistance against letting women engage in business was especially noticeable within trading representatives who only welcomed widows. Yet, women engaged themselves in trading companies such as tobacco trading and wholesale with some help from the authorities. These help can be traced for example through special provisions which made these branches open for women as well during year 1749 especially for the wholesale trade, and 1771 and 1790 for the tobacco trade in Stockholm specifically (SUNDIN, E. & HOLMQUIST, C., 1989, p 13).
1.2. Discussion on the problem area

The Sweden of today shows that both women and men run companies within different branches all over the country. According to Sundin and Holmquist, women work almost in the same extent as men outside their homes starting from the 1980s. The difference between the intensity of acquisition was hardly 8% during that time and men were observed to decrease their employment rate continuously while women increased theirs (SUNDIN, E. & HOLMQUIST, C., 1989, p 22). According to a statistic published by NUTEK under year 2006, approximately 21% of today’s registered small companies in Sweden are driven by women (Företagens villkor och verklighet 2005, R2005:10, NUTEK, 070522). Another statistic shows that women stand for 31.3% of the newly registered companies in Sweden today (ITPS Nyföretagarstatistiken 2005, NUTEK 070522). NUTEK, which stands for “verket för näringlivsutveckling”, is a Swedish Agency for Economic and Regional Growth. The agency’s primary goal is to help strengthen businesses throughout Sweden by helping contribute to establishment of new enterprises and supporting existing ones. This promotes a sustainable economic growth throughout the country as a result (NUTEK.SE, 070520). A continued study on this subject is therefore necessary in order to continue the development of economic growth in the country.

How do we start the study? Sundin & Holmquist claim that Swedish women’s engagement can only be understood through factors such as the place where they live, their family situations, their branches, etc. Their study showed that there were material circumstances that constitute the outer frame for their business engagements (SUNDIN, E. & HOLMQUIST, C., 1989, p 140).

How does this apply to EBWs in Nybro? What were the driving forces behind their motivations of choosing to engage in business?

The concept of motivation and as such driving forces is a wide subject which can be studied from different perspectives as I have mentioned in the introduction to this thesis. The individual factors such as emotional needs among others, according to Maslow’s (1908-1970) theory, play a vital role in the analysis of why people do what they do and why they give preference to doing something instead of another (BOLMAN & DEAL,
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1995, p. 129). The entrepreneurial qualities, as described by Schumpeter (1883–1950) among other Business Economists and Historians that gear people into their own choices are another aspect from which motivating factors or driving forces can be studied from.

1.3. Problem formulation

- Do the businesswomen in this study live up to the concept of an entrepreneur perceived in general as well as defined and characterized by different Business Economists during different era?
- Does the entrepreneur persona in them (if it exists) influence the driving forces that motivated their business engagement?
- Is there any common denominator among the driving forces of the EBWs involved in this study connected to their identified needs?

1.4. Purpose

- To identify the driving forces behind SBWs in Nybro when they engaged in business or entrepreneurship during the 1980s, the 1990s, and early 2000.

1.5. Delimitations

I am interested in studying the driving forces behind EBWs in Nybro as I have mentioned in the beginning of this chapter. I am well aware of the different factors such as family, life situations and legislations that may influence the driving forces behind my chosen population group but I am not going very deep into these issues more than as surrounding information both theoretically and empirically which in its context could have possibly affected the EBWs concerned in this study. This is because I have chosen to establish a connection between human needs, business ownership, and entrepreneurial qualities. Therefore, the study will be made out of these angles.

The theoretical materials that will be presented in this thesis are mostly those of entrepreneur-relevant issues which should cover the businessman/ woman subject at the
same time. In this regard, there will be neither deep theoretical presentation nor discussion on businessman or businesswoman as a separate persona except for a short definition and description of the terminology.

The empirical investigation behind this research will be delimited into a qualitative interview of seven SBWs. As mentioned earlier, this research will focus on a specific group whose companies were registered during the 1980s, 1990s, and year 2000. One of the criteria behind the choice of Interviewees (henceforth IE) representing a company is that it should have its main activity in Nybro. Another is that the company should be owned by a woman, is run primarily by a woman and has a woman as its prominent figure. Lastly, the IEs included in this study were suggested by Nybro’s unified organization of businessmen, Nybro Företagsgrupp (henceforth NFG) together with personal contacts in my network. The choice was done with absolutely no prejudice meant to other businesswomen in Nybro at all.
2. Method

Methods in this field of research, according to Halvorsen (1992), are systematic ways of studying realities. Halvorsen (1992) claims that the methods applied are especially useful to improve and sharpen our abilities to analyze our field of study. It enables us to see the reasons behind different occurrences, the motives behind different actions and so with the social and material structure’s importance for each individual’s opinions or views as well as their actions. Otherwise, Andersen (1998) defined methodology as the scientific ways which we use to collect, analyze and summarize information or data so that the results can be considered as a scientific knowledge. It consists of rules and regulations that is why it is considered normative. These rules and regulations enable a researcher to act accordingly in concrete situations according to him (ANDERSEN, IB, 1998, p13-14).

2.1. Scientific Approach

Andersen (1998) claims that there are two principle ways to produce knowledge about the society, organizations or human behaviour. These are the “inductive” and the “deductive” ways. Both of which state approaches which we can draw conclusions from (ANDERSEN, IB, 1998, p 29).

2.1.1. Inductive

This is literally referred to as a “discovery’s way” by Holmberg (1987). A researcher using this method formulates a new theory based on the result of his or her study without relating it first into earlier theories. Induction method makes use of an assumption from empirical data in order to arrive at new theories.

2.1.2. Deductive

Holmberg (1987) claims that conclusions are achieved using the deduction method by presenting evidence in order to present its new-found knowledge. Evidence comes in
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form of existing theories which is then used to do the empirical study and thus draws conclusion based on general principles about it.

I have made use of the deductive way in my study in order to arrive at the conclusion that will be presented in the last part of the thesis.

**2.2. Motivation behind the choice of subject for research**

Choosing a subject of research is not an easy task for anyone. This is due to our different preferences that are highly affected by different factors such as personal interests, life and work experiences and the likes of it. It can also be a variety of queries that one seeks answers and explanations to. Andersen (1998) discusses some essential guidelines that a researcher must keep in mind. These are:

- An own scientific point of view
- The type of research one intends to actualize
- An own insight regarding the research result’s contribution to the society


The choice of subject for this research was strongly influenced by my own experiences as a businesswoman since late 1980s. This experience aroused a curiosity towards businesswomen in general. Curiosity about the driving forces or the influences behind other women’s desire to enter the field has increased my aspiration to uncover that side where I myself have been a part of for many years. The inquisitive interest regarding the subject of women who chose to engage into an own proprietorship; instead of an ordinary employment in order to earn their livelihood or simply to concretize a dream has become the starting point of this research. Another motivation is the desire to provide additional information to the EBW-phenomena in order to contribute in the continued economic growth through an entrepreneurial society’s sustained development’s perspective as mentioned in the problem discussion of this thesis.

**2.3. Motivation behind the choice of method**

Andersen (1998) believes that the choice of methods involved in a research is highly dependent on different situations which are affected by different circumstances. Thus, it is essential for a researcher to clarify specific points such as the information necessary
in the research and his or her own argument for his or her choice of methods. Lastly, a proper documentation on these points is an important part of a thesis, not only for the researcher’s point of view but also for those who will make use of the research results. This will enable the researcher as well as the user to judge the quality (validity and reliability) of one’s scientific research besides the important regard that should be given to that part of the reality that a researcher endeavours to unfold (ANDERSEN, IB, 1998, p13-14).

This research’ primary purpose is to identify the driving forces behind women in Nybro who chose to engage in business or join the entrepreneurial society as stated in the first chapter. This played a vital role in the choice of methods used in this research.

The possibilities which a qualitative interview, particularly a deep interview method combined with a structured interview guide, provide closeness between a researcher and his or her subject of study. These were applied and used in gathering the empirical materials necessary for this study.

The internet, with the enormous information it provides and an easy access to electronic documents which are relevant to the study, besides the facts necessary to support some suppositions from other sources are quite helpful as well in order to arrive at a valid theoretical reference used in this thesis. These, besides student literatures were deemed considerable enough by me in order to arrive at the analysis that this research aimed to arrive at.

2.3.1. Internet as a tool in gathering information

Internet is a network of computers connected to each other which provides an important source when it comes to literature research and other information. It is made of unbelievably numerous “home pages” which contains information about different institutions, organizations and even private persons who want to relate special information via the internet. A home-page contains “links” to relevant information about different institutions which can provide related information necessary for the research. Internet, with its dynamic characteristic and fast flow of information, changes
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everyday and accordingly provides enormous resources available to different users (ANDERSEN, I-B, 1998, p 77).

This tool was quite useful in finding suitable theories which are relevant to the study to begin with. It helped identify proper materials in terms of books that can be helpful in this study through accessing different data bases online. An example of this is finding relevant books available in different libraries such as Växjö University’s, Åkrahäll’s and Nybro’s libraries. It did not only save time but also contributed to an effective research of relevant theories available not to mention the money and the effort saved since it can be done from a specific place like at home.

Another good contribution from this medium was the access to internet based dictionaries such as National Encyclopaedia’s and Merriam-Webster’s dictionaries. These sources were particularly useful in finding out definitions of important terminologies used in this thesis. In most cases, they were used as an introduction to the scientific data which was used in this thesis in order to arrive at a comparison between general definitions and scientific based studies. On top of this, articles from reliable sources which are available electronically were also used as a reference in some cases.

Otherwise, the internet was utilized to collect different facts and information about the different actors involved in this study. These are for example gathering facts about the town of Nybro and the different companies that constitute their entrepreneurial society. This made a faster and easier way of collecting the necessary data which was needed to be able to present the subject of this study in different angles besides the convenience of their availability electronically which not only is cost effective but is also time saving.

2.3.2. Primary and Secondary Data

According to Andersen (1998), primary and secondary data can be differentiated depending on the researcher’s involvement in collecting the raw data. Primary data are those which the researcher or his or her assistant collected themselves while secondary data are data collected by other researchers or institutions. In his differentiation, he also specified that secondary data, within the qualitative context, can be in the form of documents, notes, memorandum, letters, films, pictures, newspaper articles and other physical items which contain information (ANDERSEN, I-B., 1998, p 150-151).
This research has used both primary and secondary data. The primary data was gathered through the IEs and the secondary data are articles and books which are related and relevant to the phenomena and the subject of entrepreneurship. The combination of these two made a good support for each other and has helped greatly in the analytical process in order to arrive at properly grounded conclusion of the study among others.

2.3.3. Qualitative method

Qualitative method of gathering data allows not only flexibility but also openness besides a more vivid picture of the reality which is involved in any research. The flexibility and the openness make it possible to gather details which are unique for every reality that a researcher wants to study. The data that one researcher gets becomes more vivid somehow because of the nearness between the researcher and the reality that this method allows. There are two sides of the coin though as Jacobsen (2002) implies. The aforementioned were the good side. The other side is the disadvantages in using this method. One of them is that it requires resources such as the time or duration of the interview. Jacobsen (2002) mentioned another disadvantage which is the long time it takes to summarize all the data gathered when using a qualitative interview. Thus, Jacobsen (2002) believes that the risk of not being able to interview as much as one wants to may be one of the problems in the latter part of the process. He emphasizes that a thorough planning and an effective control on the disposition of time may then be required in advance (JACOBSEN D-I, 2002, p 142ff).

The qualitative method’s characteristic of enabling a researcher to get close to the reality that will be examined, and as such the usage of a qualitative interview method with all its advantages and disadvantages, was seen through in this research. It was especially useful in gathering the empirical facts that are necessary to confirm the theoretical baseline for this research. Reading about entrepreneurial businessmen or businesswomen and meeting, at the same time interacting with them in person are definitely two different issues. With this possibility given through the usage of this method, a good amount of weight can be made available for the final analysis and conclusion of this thesis.

The risk of not being able to interview as much as one may want to was however eliminated already at the early stage of this research. This was through an early
delimitation on the population group that should be involved in the research for example. A thorough planning and effective control on the disposition of time were also points that were considered carefully from the start and thus designed the timing and interview schedule in accordance to it.

2.3.3.1. Qualitative Interview

Lantz (1993) claims that the easiest way to get information on how a person understands a problem that a researcher wants to study is to ask questions. According to her, this can be made possible for example through an interview. A critical examination of the collection of data is deemed necessary though in order to get the value required for it to be considered as a data gathering method (LANTZ, A., 1993 p 11). There are two participants in an interview, the Interviewer (henceforth IR) and the Interviewee (IE). The IR is the person who asks the interview questions and the IE is the person who answers the questions. An interview can be completely or directly open. The open form of interview means that the IR asks an open question that the IE can develop his or her thoughts around. The questions can be about where the phenomenon stands, how things are and the importance of the subject itself. The IE defines and delimitates the phenomenon (emphatic determined context) and the IR advances from that point. A number of interviews, manoeuvred on the same subject, using different IEs, can result differently which is considered an advantage for the qualitative analysis (LANTZ, A., 1993 p 17).

As mentioned previously, reading about EBWs and meeting, at the same time interacting with them in person, are definitely two different issues. With this in mind, the usage of the interview method and that of a depth interviewing was applied. This enabled a thorough research in the sense that me as an IR met my IEs face-to-face. In comparison to using questionnaires, an interview allowed gathering of more detailed information from the IEs. I was able to discuss the research questions thoroughly and elaborate on them in those cases where it was necessary. Further, it allowed me as an IR to explore on the answers that I received from the IEs and eventually clarify some vague answers that I received. Questionnaires have its limitations in such a way that both the questions and answers are normally brief thus limiting the scope of the subject area. Interviews on the other hand can form a discussion between participants which can
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widen the scope of the empirical material necessary for the research and which was made possible to me when I gathered the empirical data for this study. Lastly, the interaction between the two parties in an interview process is the best characteristic that an interview provides and which a questionnaire does not. It helped me explore on the “EBW-phenomenon” after given a good chance to develop more on the subject area in person.

Lastly, Lantz (1993) believes that an interview can be designed in different ways. However this was designed, the starting point remains the same: there is a problem that needs to be solved or questions that need to be answered. The researcher must first formulate the purpose of his or her study, reflect on why the problem is interesting and thereafter decide which method is useful (LANTZ, A., 1993 p 24).

This was exercised at the early stage of this study. The purpose of the study, as well as the research questions among others were identified prior to gathering both the theoretical references and the empirical data needed to deliver and present this thesis.

2.3.3.1.1. Deep Interview

Banaka (1971) says that a deep interview consists of three phases namely “input” (IP), analysis and “output” (OP). IP consists of the information derived from the IE. This specifically pertains to the answers to the questions asked by the IR. Analysis on the other hand is the IR’s interpretation and thereby his or her conclusion based on the IE’s answers and reaction during the interview. Lastly, OP stands for the IR’s summary after the analysis is done. Thus, a deep interview in this regard is defined as the sufficient collection of relevant information in order to arrive at a thorough analysis which aims to arrive at correct conclusions about an IE’s behaviour under specific conditions. Further, Banaka (1971) believes that there are many factors that make up a successful deep interview. One of them is the IR’s alertness during the interview. There are just hundreds of occurrences in a matter of seconds which the IR must be able to catch, comprehend and register appropriately. These are important aspects that the IR cannot afford to overlook. Not only does every interview have its value in both time and money but it is an instance which he or she may not have a second chance to have repeated. Besides this, a well documented interview, with all its aspects covered, is necessary for the IR to arrive at a correct OP. Furthermore, these occurrences can be categorized as...
verbal and non-verbal. The verbal occurrences consist of words said during the interview while the non-verbal consist of gestures such as facial expressions, sighs, etc. The verbal occurrences are further called the manifested content and stand for what was said under an interview. They can be documented by writing them down or recording the conversation. The non-verbal on the other hand can be referred to as part of the inter-personal process and consist of the thoughts and feelings behind parties, the IR and the IE (BANAKA, W., 1971 p 12ff).

Another factor that determines a successful deep interview is the result of the mutual influence between the IR and the IE. This is said to highly depend on the IR’s objective analytical capacity and subjective sensitivity towards both himself/herself and the IE. Objective analytical capacity means, in this regard, the IR’s ability to analyze out of the facts that his or her IE shares with him/her while subjective sensitivity refers to his or her ability to take his or her own values when judging the answers that he/she gets. Other factors that play a vital role in a deep interview are the IR’s knowledge and proficiency on the subject area. It is considered important in affecting the quality of the IE’s reactions and answers. These factors, together with a thorough evaluation and an objective summary of the collected or gathered information make up a good foundation in arriving at a successful analysis of questions which the research aims to answer and shed light on. Thus, it is extremely important to take note of these in order to arrive at a successful interview (BANAKA, W., 1971 p 8). Lastly, Banaka (1971) emphasizes that there are actually differences between ordinary interviews and deep interviews. As an example, a radio reporter who interviews a man on the street is not participating in a deep interview. Why? He simply is within the IP phase where he asks his IE its personal views and feelings under a specific context. This is for the main reason of catching his listener’s attention (BANAKA, W., 1971 p 12).

2.3.3.1.2. Interview Guide

Jacobsen (1993) explains that an interview guide is a collection of questions on subjects which will be studied in a chain involving a particular research. It is a guide which aims to make a smooth flow of data gathering which involves different IEs who are supposed to answer similar questions. Such questions should be answerable with facts according to him. An example in this case is an answer based on concrete life experience of the IEs involved in a research. The advantage of using an interview guide is that similar
questions can be asked to different IEs. This enables a structured gathering of data which is of great help when summarizing the interview results at a later stage of the project or research according to Jacobsen (JACOBSEN, J-K., 1993).

Since the interview method was used in this research, the usage of a structured interview guide which was designed and formulated prior to the interviews has made the interview process go smoothly.

2.4. Limitations

The limitation of this research was caused by the resources in terms of number of persons who went through the study and the 10-week time frame given to plan, execute the study and present the report as a complete thesis. This is due to the thesis being accomplished by only one person.

2.5. VALIDITY AND RELIABILITY OF THE RESEARCH RESULTS

Validity, according to Rosengren and Arvidson (1992) is that extent when we measure what we are supposing to measure. It was defined as the conformity between the theoretical and the empirical data in order to be able to consider a study as a valid measurement of the intended subject to be measured (ROSENGREN, K-E., & ARVIDSON, P., 1992, p 70).

Reliability on the other hand describes how well the test measures what it is supposed to measure. Rosengren & Arvidson (1992) described it further as the extent of the effects of the random or temporary mistake that occurs during the study. In short, the degree of the random or temporary error should be reasonably less in order for a research to be considered reliable. The random or temporary error can be influenced by different factors. One of them is the researcher’s way of handling an interview and his or her reactions. Another is the tools he or she used in his or her study and others such as the environment surrounding the study and the subject or object to which the study has its focus are included in this. In the case of a personal interview, factors like tone of voice and gestures from the IR can, as an example, influence the IE’s answers. Environmental factors such as temperature is another thing that influences the results of an interview as well as the IEs momentarily health capacity such as tiredness and illness (ROSENGREN, K-E., & ARVIDSON, P., 1992, p 72-73).
Since the method chosen involved a personal meeting with the IEs, I strived to be neutral in my facial expressions and commentary as much as it was possible. I tried to prepare myself beforehand to keep my own opinions and insights for myself. This is not to affect my IEs responses. A strict self discipline was exercised during the interviews considering that the risk of sharing my own opinions on the matter was very high due to my very own experiences in business or entrepreneurship. It helped prevent suggesting my own words to the IEs and minimize influencing the IE’s replies.

Another issue was the environment. The interviews were conducted in accordance to both mine and the IE’s convenient time. I also have seen to it that the environment where the interview was held is conducive. Most of the interviews were conducted in a relaxed way and in a carefully chosen environment. Some examples of these are; in a chosen quiet place in their stores, a chosen corner in a cafeteria and even at my home. These minimized the stress-related factors for both parties. Thus, I believe that the degree of the random or temporary error that could have affected the results of the study was minimal if there was any at all.

2.6. REFERENCE CRITIQUE

It is highly crucial to examine all references or sources meticulously in order to determine their validity and reliability in this context. Secondary sources are hard to decide the reliability of since we are not sure if they are manipulated or not and how the data are collected (RIENECKER & STRAY, J., 2002).

The literatures I used in this research are well known in the field of scientific study in our University. Some example of these is Andersen’s (1998) and Rosengren’s (1992) books on methodology which were our reference books in our course on Methodology. Another was Schumpeter’s book (1994) on entrepreneurship which practically was one of the most important and often referred to as a guide and reference within the study of business economics in my program, Enterprising and Business Development. Sundin’s and Holmqast’s (1989) book on businesswomen which was actually based on their own research about the phenomenon was also a well chosen reference. Both authors and researchers were well known in the field and subject to the extent that NUTEK refers on their studies when discussing the subject of businesswomen and her entrepreneurial engagement. Lastly, the internet resources such as National Encyclopaedia and
Merriam-Webster Dictionary were even acceptable references by the academy depending on the subject and terminologies weight on a report as per my previous projects within my program. Thus, a careful choice of references used in this research was taken into very high consideration depending on the data’s different roles in this thesis.
3. Theoretical references

Andersen (1998) believes that researchers, among others, continuously test and modify assumptions in the hope of arriving at verified or more probable theories. In the same way are theories used to arrive at suitable and extensive theories which can vivify our knowledge or establish an understanding or justification to the information which we have gathered about our choice of topics. This, according to Andersen (1998), occurs most specially in a theoretical development process involved in studies and researches (ANDERSEN, I-B, 1998, p 29).

The following theoretical baseline served as the platform to this study.

3.1. Businessman versus Entrepreneur

Schumpeter (1994) claims that the concept about the businessman and entrepreneur was refined during time. The first economic analysis originated from everyday life’s experiences according to him. He believes that businessman was a well known figure from the beginning. It did not require much clarification until the end of year 1600 when a modest compilation of these concepts were completed. Schumpeter (1994) emphasizes though that it is important to remember that the scholastics have their own clear understanding of the concept about businessmen and his functions already under the beginning of year 1400. They made a distinction between tradesmen through their specific industries and their specific works (SCHUMPETER, J., 1994, p 25).

3.1.1. Prominent Business Economists and historian’s own views on the concept of Entrepreneur

There are many scientists, economists and historians during different era that, in their own unique way and perspectives, have defined and characterized an entrepreneur. These built the theory behind the entrepreneur-phenomena of today. Below is a short retrospect of these characterizations and definitions.
Richard Cantillon (1680-1734) is an Irish economist who introduced and first defined the word “entrepreneur”. Cantillon defined entrepreneur as a person who undertakes and operates a new enterprise or venture and assumes some accountability for the inherent risks involved in it. Cantillon was acknowledged by many historians as the “first great economic theorist”. (Wikipedia, WP, 070322). Cantillon’s characterization of an entrepreneur was further discussed by Schumpeter (1994) as an undertaking wherein an entrepreneur buys means of production to a specific price to be able to combine them into a product which he sells in return with unsafe prices under the time he decides to risk his means. Schumpeter (1994) deemed this “embryonic analysis” as well done because it does not only recognize a business activity as a function of its own nature but it even emphasizes the feature of control and speculation which certainly matters in a business venture. This, according to Schumpeter was well accepted as a matter of course by physiocrats at the time especially in France (SCHUMPETER, J., 1994, p 25).

Jean-Baptiste Say (1767 –1832) is the French economist who continued the French tradition by working further on Cantillon’s (1680-1734) theory about entrepreneur. He defined an entrepreneur from a perspective of knowing how a business practically works and which other classical national economists were said to be deficient in. Say (1767 –1832) claimed that an entrepreneur is an agent who combines the “remaining factors” into a productive organism. He did not do much to develop this theory, specially the specification of what “remaining factors” means, but he emphasized how important this characterization was. He placed an entrepreneur in the centre of both production and distribution theories which Marie-Esprit-Léon Walras (1834-1910), a French economist who was commended by Schumpeter (1994) as “the greatest of all economists” (WP, 070518) and Knut Wicksell (1851-1926), a Swedish economist and political activist (WP, 070518), among other Austrian economists built on and completed (SCHUMPETER, J., 1994, p 26). Say (1767 –1832), besides being a businessman himself, was otherwise remembered for his classically liberal views about entrepreneurship. He argued in favour of competition, free trade and lifting restraints on business and was known for the “law-of-market” which is often quoted incorrectly as “supply creates its own demand” (WP, 070518).
Jeremy Bentham (1748-1832) is another important person who had contributed on the subject of entrepreneurship. He understood an entrepreneur’s character and importance with even more sharpness. His opinions received insufficient attention though from national economists and it remained unpublicized until his collected research was published posthumous. Bentham argued in favour of individual and economic freedom among others. (SCHUMPETER, J., 1994, p 26). Bentham (1748-1832) is an English jurist, philosopher, and a legal and social reformer who was “one of the most influential utilitarian during his time”, partially through his writings but particularly through his students all around the world (WP, 070518).

Adam Smith (1723-1790), an economist from Scotland, oftentimes called as “the father of liberalism” and was famed for his liberal opinions about free trade under year 1752 (WP, 070519) redirected the theory in a different direction inspite of the influences from Cantillon (1680-1734) and the physiocrats who initiated and first developed the concept. Smith (1723-1790) profoundly referred to employers and identified the word capitalist parallel with the concept of an entrepreneur. An entrepreneur in his eyes is someone who provides capital for board and lodging, raw materials and other tools and let others do the rest. This theory found a new demarcation when new means of financing company expenditures were introduced in the other half of the 18th century. Capitalists where then not the entrepreneurs anymore and vice versa (SCHUMPETER, J., 1994, p 26-28).

Many other economists and scientists have further developed the concept about entrepreneur though the years as mentioned in the beginning of this sub-chapter but the economist who comes very often in different discussions around this topic was Joseph Alois Schumpeter (NE, 070508).

3.1.2. Joseph Schumpeter’s (1994) own views on the concept of Entrepreneur

Schumpeter (1883–1950) is an Austrian Economist and a political scientist who is regarded as “the father of Business Economic theories” (WP, 070519). He was considered as the first economist who actually gave an entrepreneur a theoretical description. He envisioned an entrepreneur in his innovations as \textit{a balanced modifier}
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and a course-shifter (NE, 070508). Another definition is “a person who sees to it that something new is done and not necessarily that person who invents something new” (SCHUMPETER, J., 1994, p 38).

Schumpeter (1994) thinks that it is more important to differentiate the factors that describe the function behind an entrepreneur and not the terminology in itself. He accepts the word “company leader” and “innovator” as much as the word “entrepreneur” depending on its function which is not so often discussed in reality according to him (SCHUMPETER, J., 1994, p 31). Hence, Schumpeter (1994) believes that in reality, the historical study has its logical priority and that our definitions of what and who an entrepreneur is, his or her functions, the company in itself, etc., can only grow out of “a posteriori” which means through inductive ways. According to him, “it can be considered an endless give and take relationship between the historical and the theoretical analysis and these two should not cease to correlate to each other even if studies of specific nature can be necessary to sail after a specific course” (SCHUMPETER, J., 1994, p 36).

3.1.3. Businessman as a concept

Literally, a businessman is defined as a man who transacts business or a business executive. A business executive is someone having administrative or managerial responsibility (MWO, 070521). Business on the other hand is defined as an activity with special purpose or motive. It is usually commercial or mercantile which one engages in as a means of livelihood. Business is also defined as an industrial enterprise or a business venture. Commercial, defined under this context is viewed with regard to profit (MWO, 070430). Profit, as a common perception, pertains to gains which oftentimes are measured in terms of money. The word profit otherwise is literally defined as the excess of returns over expenditure in a transaction or series of transactions, in other words, it is the difference between the selling price of goods and their cost (MWO, 070507).

3.1.4. Entrepreneur as a concept

The word entrepreneur comes from the French word “entreprendre” which means “to undertake”. An entrepreneur is one who organizes, manages, and assumes the risks of a business or enterprise (Merriam Webster Online, MWO, 070507). National
Encyclopaedia defines entrepreneur as a business minded person who creates new user’s value. He or she reacts within the business world by creating new products or services, new distribution channels or simply creating new organizations for the new business venture. An entrepreneur can even participate within the public sector by renewing schools, medical services or engage himself or herself in politics. Lastly, an entrepreneur can also be a person who initiates new ideal activities which are not primarily controlled by market rules or public demands (National Encyclopaedia, NE, 070430).

### 3.1.5. Differentiation of a businessman from an entrepreneur

According to an article published through National Encyclopaedia 2nd of May, 2007, some believe that there is in fact a difference between a businessman and an entrepreneur. The primary difference between them is first and foremost the entrepreneur’s creativity. Entrepreneurship is not just opening a hair salon for example. It is the creative development of that hair salon that falls under the category of entrepreneurship and thus an entrepreneur as the leading actor. An entrepreneur, in contrast to a businessman or businesswoman creates new possibilities and does not stop at the profit level. This applies to all companies in the business sector and their leaders for that matter. The Swedish language has developed its own interpretation of the term entrepreneur in accordance to the modern usage and the context wherein the word found its meaning in Sweden during the 1970’s. Accordingly, the new interpretation is “rich with initiative and an inventive businessman”. An entrepreneur does not satisfy himself or herself with copying other businessmen or businesswomen in the market. He or she is a real pioneer who sees to it that something new is created and presented to his or her market (Älskar Alla en Entreprenör?, NE, 070508).

### 3.2. The concept of Motivation

The word literally means a motivating force, stimulus, or influence (MWO, 070521). It is also defined as something that arouses action or activity (MWO-THESAURUS, 070521). National Encyclopaedia defines the word as a generic term within the field of Psychology for those processes that triggers, maintains and addresses behaviour. The theories about motivation explain why we, in the first place, act and why we do certain things rather than the other. It is said to be necessary in order to understand the fact that
organisms consequently strive towards a determined or fixed goal with the help of flexible behaviour. The source of motivation can either be placed within the person or organism which in instinct or driving-factor-theories or in the outside world is called incentive theory. In the first theory, people are understood as controlled of more or less primitive inner driving factors which starts and gives energy to the action. Primary and secondary motivation are differentiated from each other ordinarily where primary motivation is believed to be biologically dictated while secondary motivation is formed by a social and cultural learning history (NE, 070520).

3.3. The concept of Human Needs and its role as driving forces

Salancik & Pfeffer (1977) claim that the concept about human needs is such a complicated issue. According to them, some scientists believe that the concept is vague and that it is about something that cannot be observed. Other scientists claim that knowing the concept about human needs is insufficient to explain human behaviour because of the simple fact that they are so different and very much influenced by the environment. Bolman & Deal (1995) believe that despite of this scepticism, the concept about human needs makes up the everyday psychology. Parents worry about their children’s needs, politicians take pride in satisfying the citizen’s needs, and many company leaders struggle to satisfy their employees needs are just a few examples to this according to Bolman & Deal (BOLMAN & DEAL, 1995, p 127).

What makes up human needs? Bolman & Deal (1995) assert that the concept about general psychological needs is controversial while other needs in order to survive and develop (ex. water, oxygen and foods) are obvious. Psychological needs, according to Maslow (1954) ; White (1960) and McClelland (1985) are basic for human beings. They are products of environmental and cultural influences besides upbringing as was reiterated by other “thinkers” that is why it is meaningless to talk about general psychological needs according to Bolman & Deal (BOLMAN & DEAL, 1995, p 128).

Abraham Maslow (1908-1970), an American psychologist who was considered the father of human psychology (WPD, 070525) formulated one of the most influential theories of today about needs. Maslow believes that human beings are driven of different needs where some are more fundamental than the other. He divided human needs in a hierarchy with five fundamental categories:
Physiological needs as well as Safety were placed at the bottom of the graphical presentation presented herein as a pyramid. These were called primary needs by Maslow (1908-1970). When these two needs are met, the secondary needs such as Sense of belonging and love, self esteem and Self-actualization arise as new needs. This presentation is in accordance to its importance and considered as fixed, i.e. the primary needs has to be satisfied first before the secondary needs. Maslow (1908-1970) believes however that these primary needs are satisfied during childhood and that they tend to have lower priorities during adulthood (BOLMAN & DEAL, 1995, p 128-129).

![Maslow's Hierarchy of Needs](image)

*Own Figure: Maslow’s Hierarchy of Needs represented as a pyramid with the primary needs at the bottom (BOLMAN & DEAL, 1995).*

3.4.1. Swedish Businesswomen’s (SBW) Engagement in Business

3.4.1.1. Invisible

As mentioned in the first chapter of this thesis, Sundin & Homlquist (1989) claim that the subject of businesswomen in Sweden has not been given much attention until towards the end of the 1980s. Hence, women’s engagement in business was literally invisible prior to that time according to them. This invisibility pertained to the very few
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materials available which have its focus on SBWs. The number of SBWs was not only underestimated but was somehow even given insufficient acknowledgement then. A hypothesis that partly explained this lack of interest on the subject was the irrelevance of gender within economic contexts. Many shared this theory and there surely are other hypothesis, opinions and beliefs on this topic but nevertheless, SBWs invisibility was, ironically, quite obvious during that time until a new era begun. This invisibility experienced a drastic change during the 1980s especially on the latter part of it. Swedish politicians and other decision makers have then started to eye this particular group, i.e. women in the business context. The positive interest opened wider discussions on the subject and encouraged researches which somehow marked SBWs visibility. However, this transformation did not diminish the fallacy towards SBWs. This was due to the then, absence of a fundamental knowledge about the businesswomen phenomenon. Basic information and facts about a businesswoman, her business engagements and its importance in the society was meagre (SUNDIN, E. & HOLMQUIST, C, 1989, p 7-8).

3.4.1.2. Adapted

Besides SBWs invisibility, Sundin & Holmquist (1989) also claimed that SBWs business engagement was seen as a means of earning a living which is adapted to the family to which they belong (SUNDIN, E. & HOLMQUIST, C, 1989, p 8). Sundin & Holmquist (1989) further described this by citing the family situation as more or less the deciding factor for a SBWs activity and situation or at least the key that one can use to describe it and thereby get a picture of the persona behind her. To clarify this claim, they cited examples such as a SBW who cohabits with someone without a child is more likely to be found in the big cities and works with trading, service sector or consultancy. While an SBW who works in the family business with many kids and works part time is likely to be found in the suburbs like Småland and are engage in trading (SUNDIN, E. & HOLMQUIST, C, 1989, p 48).

3.4.1.3. Diversified

Sundin & Holmquist (1989) also described SBW and their business engagement as quite diversified. This means that SBWs engagement in business varies and is quite complex, thus must be explored and explained in different angles and from different point of views. One of the angles that Sundin & Homquist (1989) have chosen to present their investigation through was a comparison of SBWs business engagement
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against the existing theories about entrepreneurs in general. They claim that perhaps a line can be drawn parallel to the Swedish word for business engagement, “företagande” and its English translation, “entrepreneurship” (SUNDIN, E. & HOLMQUIST, C, 1989, p 8). Otherwise, Sundin & Holmquist (1989) correlated diversity to the fact that “there is no specific businesswoman persona” that can be identified under specific category such as old or young, with kids or none, lives in Stockholm or somewhere else, married or not, etc. Hence, the businesswoman persona cannot be explained with only one factor. However, they believed that there definitely is a pattern even within this diversity (SUNDIN, E. & HOLMQUIST, C, 1989, p 48).
4. Empirical study

This chapter consists of the empirical data derived from the personal interviews which was conducted for the study. These interviews will be presented in accordance to the year that every IEs company was registered starting from the 80s. Further, these will be presented on the last part of the chapter and will be preceded by some facts about Nybro in order to put my readers in the geographic location of the IEs business locations. Short information about Nybro’s business sector will also be presented in this chapter.

4.1. The town of Nybro

Nybro is a town in the region of Kalmar which is geographically located between two cities in Småland called Växjö and Kalmar. Nybro has its origin in the beginning of year 1800 when a leather industry was established on the road somewhere between Växjö and Kalmar. Nybro’s total population is 20,000 including its suburbs where approximately 12,000 live in the town itself (NYBRO.SE, 070418).
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Nybro’s entrepreneurial society is made up of a good mixture of men and women entrepreneurs. Some of them are family owned and mostly run by a couple, i.e. a man and a woman. The total number of companies registered in Nybro today is approximately 1,300 wherein 500 of them are active. It means that around 800 of them, especially those which have single proprietorship, only have a registered company ready for a special activity or project. This further means that the registered company is not regularly in-action so to speak ((BAYARD, A-C., NFG, 070509).

Nybro is considered an industrial community where 40% of its workforce can be found in the manufacturing industry. Nybro’s business establishments are dominated by wood, glass, paper and workshops industry. Nybro is otherwise described as the town in the kingdom of glass, “Glasriket”, due to the good number of glass manufacturing factories situated in it, needless to mention the Orrefors glass factory which is internationally famous for its crystal products. Other glass manufacturing companies are Målerås glass factory which is known for its glass blocks products. Two others are Pukeberg and Nybro glass factories. A well known trademark in Nybro’s trade and industrial sector is Smurfit Packaging AB and AB Gustaf Kähr. The latter is considered Nybro’s biggest establishment, counted on number of workers (NYBRO.SE, 070418). AB Gustaf Kährs was founded year 1857 and is one of Europe’s leading manufacturers of wood parquet/wood tiles for flooring (KÄHRS.COM, 070418). Smurfit Packaging, locally known as “Munksjö förpackning” is known for its paper industry (MUNKSJO.COM, 070418).

The cooperation between designers, skilful professionals and entrepreneurs has made a wide selection of successful industrial products possible both for the Swedish and international market which the town of Nybro takes a pride of. In addition to this, the nearby college in Kalmar has placed their design program in Pukeberg’s (a place in Nybro) enriched glass environment. Thus, the trade and industrial climate in Nybro is considered satisfactory where the Nybro community and Nybro Företagsgrupp (henceforth NFG) are considered as two main actors (NYBRO.SE, 070418).

NFG is a local association formed by some of Nybro’s enthusiastic entrepreneurs whose goal is to work together for Nybro’s best interest. It has developed to be a centre for development for Nybro’s entrepreneurial activities and thus considered as Nybro community’s cooperating partner when it comes to this field. NFG has 155 member
companies today which in reality represent approximately 200. When asked about the explanation behind this, Bayard said that there are some members who actually own more than one company and are somehow involved in them as partners. These consortiums normally register one company as a member in NFG (Meeting with BAYARD, A-C., NFG, 070509).

The discussion about businesswomen was quite interesting since it lifts up the women genus which was a topic that has been quite controversial for a time according to Bayard. Identification of businesswomen was a bit difficult though since most family owned companies, as mentioned in chapter one of this thesis, oftentimes are managed by a couple. This means that the roles and responsibilities are somehow equally divided most of the time. Bayard was able to identify some of them though when asked further about companies which have a prominent woman leader, and that of an entrepreneurial one. Bayard identified some EBWs who were mostly found in the trading sector. Bayard expressed her admiration to these women who did not only remain in the status of a businesswoman but even continued in their creativity to meet the challenging and dynamic entrepreneurial arena, thus live up to the title of being an entrepreneur according to her (Meeting with BAYARD, A-C., NFG, 070509)!

4.2. **SBWs in Nybro**

The following IEs are consisting of NFG members and some who are not. For those who are, “NFG” acronym will be written beside their fictive names. A fictive name will represent the IEs with the actual year when their company was registered beside it.

**4.2.1. From the 1980s**

4.2.1.1. **Kati (1982), NFG**

<table>
<thead>
<tr>
<th>IR</th>
<th>Leonnie</th>
</tr>
</thead>
<tbody>
<tr>
<td>IE</td>
<td>Kati</td>
</tr>
<tr>
<td>Date</td>
<td>May 15, 2007</td>
</tr>
<tr>
<td>Duration</td>
<td>2:30 p.m. to 4:30 p.m.</td>
</tr>
</tbody>
</table>

Kati is 66 years old, single and has a store selling exclusive clothing in Nybro since 1982. Her only son who is 36 years old today was only 11 years old when she started her company. Kati had an education with special concentration on housekeeping in junior secondary school or what was called “realskola” in Swedish. She has two
employees as of today and caters to a clientele not only from Nybro but from nearby towns as well.

Kati owned another business together with her ex-husband prior to registering her own company. The joint venture was in the field of entertainment or can be classified as within the service sector. That was her job prior to establishing her own company besides working part time as an assisting nurse in a hospital.

How did you come to think of starting your own company?

“Well, I was not too inclined housekeeping as a profession really. I have always adored fine clothing, that was why I got the idea of opening a boutique in Nybro 25 years ago.”

“I saw my chance after selling the pub and the discotheque which I had with my ex-husband. I had enough capital which I practically had to find a way to invest in! So that was how it started…”

When asked what her main responsibilities in her company are, she replied:

“I am responsible for finding ways on how my company can maintain a high profile, more than just an ordinary clothing store I mean.”

How do you do that in your branch?

“I have to continuously find new suppliers that offer exciting and new product lines. You know it is important to live up with the name I have marketed for years. My clients expect something new all the time and it has to be exclusively designed clothing that lives up to the price tags.”

Other things you do to keep your company in good standing?

“I have what I call “customer’s register”. It means that I maintain records of my customers to be able to give them special offers which my suppliers oftentimes provide.
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I also arrange fashion shows as a way to introduce new clothes collection to my VIPs…very-important-person that is.”

4.2.1.2. Lena (1989), NFG

IR: Leonnie
IE: Lena
Date: May 10, 2007
Duration: 9:20 a.m. to 11:05 p.m.

Lena is 43 years old, single today and has a child who is 12 years old. She is an educated hairdresser from high school. Lena worked as a hairdresser in a salon in Kalmar prior to establishing her own company year 1989. She has five employees today who render services in her salon from hair cutting to styling, dyeing, and attending to bridal dressing.

How would you compare your previous job to your present?

“I actually do practically the same job today as I did when I was employed before. I do hair cutting and other services within hair care.”

“The big difference I think is the administrative work and the responsibility of seeing to it that my company advances and stays afloat in the tough business climate that we have today.”

“There are just a lot of things that is involved in business ownership compared to being an ordinary employee. It is not just a question of maintaining customers and expanding the business…there are employee related issues too that need as much attention”.

When asked about her main responsibility in her company, her initial reply was:

“I act as the spider in the web…”

“I am responsible for promoting a good company atmosphere in my company!”

“This brings about a team-spirit which I think is very valuable not only for my company but as an achievement for a company leader like me.”
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Lena had many explanations on this which she described as mostly originating from her own desire to act not as the traditional Boss or manager who is strict according to what she claims as a common perception. She would rather be regarded as a “friend-at-work” by her employees according to her. Lena believes that she promotes harmony among her employees as well as them towards her by acting as one. This, according to her, often results in their obviously positive attitude at work. This responsibility brings her closer to her own belief that a company’s success is very much dependent on the worker’s well-being.

“Everyone works towards the common goal when they feel good at work”, according to Lena.

The common goal being referred to is “satisfied customers” which leads to the company’s continued development and which in return manifests in the increasing number of customers for them.

According to Lena, “Satisfied customers always come back”.

How did you come to think of starting an own company? Lena’s reply to this was:

“I missed the freedom to ventilate and apply my ideas! I felt that I have so much more to give than what I was hired for!”

Lena claimed that she loves creating a new environment in the previous salon that she worked for. She longed to work with interior a lot but she felt limited because her employer had a different opinion and attitude about changing or renovating the salon.

“I did not feel that my contribution to re-decorate the salon was very much appreciated nor was it rewarded somehow. Because of that, I did not feel encourage to give more of myself and my creativity.” She added.
Annie is 63 years old, married and has two children at the ages of 30 and 36 respectively. She has an education on Arts with specialization on ceramic, glass, metal and industrial design. She was educated on how to draw a ceramic mug for example as well as design handicrafts made of metal such as rings and so on.

What was your last employment prior to registration of business?

“I worked as a designer on various assignments from different glass factories around the Orrefors area.”

“Another was an assignment cultural project about youth in Nybro. The project was about film showing which we were obliged to search sponsors for to be able to have it actualized.”

“I even drove the mobile library in the municipality of Nybro at the time.”

Annie registered her own company year 1996. When asked what her company does, she replied:

“We do different kinds of design materials for our customers, mostly information materials so to speak.”

“We also accept assignments such as designing exhibits and so on. An example of this is Nybro’s exhibit for its 75th year jubilee. We are preparing a showcase in the municipality building showing some historical information and pictures about Nybro.”

“Another example is the exhibit of Saint Bridget (Heliga Birgitta), and the Emigrant’s house (utvandrarnas hus) showcase.”
How would you compare your previous job to your present?

“Well, I do the same type of work actually, I mean within design but I guess I am more focused on art but in various expressions. Then of course I do more administrative work today since I own the company and have no employee who can do those things for me.”

How did you come to think of starting an own company?

“We know for one that Art designers have the same rules as an own company owner and cultural workers. Aside from that, my father had his own company when I was a child and so with my husband’s family….the culture was with us from the start!”

Was that all?

"Well, it is a way of earning a living…and it changed my lifestyle.”

What do you mean by that? Please elaborate.

“I needed the independence that owning a business provides and which an ordinary employment does not.”

“I was not really happy doing my previous works because it felt restrictive in a way. I can do things in my own speed and rules now that I work in my own company. That was not possible when you have an ordinary employment since other people decide that for you.

4.2.3. From year 2000

4.2.3.1. Susie (2003)

IR : Leonnie
IE : Susie
Date : May 09, 2007
Duration : 3:30 p.m. to 4:35 p.m.

Susie is 44 years old, cohabits with someone and has three children at the ages of 15, 19, and 22 respectively. Her educational background consists of a high school education with special focus on cooking, weaving, sewing and other related subjects on home
Susie worked with a variety of jobs before she engaged in own business ownership. Among them is as a substitute worker in a restaurant besides working as a handicraft-teacher and as a factory worker. Susie engaged in own business ownership year 2003 and she works in the company alone at present. The business concept is sewing tailor-made party dresses but even small repairs or adjustments depending on her work load capacity. Aside from this, she has a small retail shop where she sells personally designed custom jewelleries and other gift items.

When asked how her work today differs from those that she did in her work prior to registering her own business, Susie replied:

“I felt the freedom of creating something after my own way of thinking. Nobody dictates what I have to engage in and my brain is continuously working on different projects since the tasks are not monotonous. My creativity simply gets a new ounce of freedom!”

How did you come to think of starting an own company?

"The very last work I did in the factory initiated this desire to engage in my own business. The monotonous job and the feeling of being imprisoned literally inside a uniform that we were obliged to wear and practically being told when I was allowed to take my breaks just gave me that feeling…I have got to start my own business where no one dictates what I should do and when to do it !”

4.2.3.2. Vera (2004)

IR : Leonnie
IE : Vera
Date : May 01, 2007
Duration : 6:00 p.m. to 7:30 p.m.

Vera is 42 years old, single with two kids in the ages of 15 and six years old respectively. She studied high school in Asia where she even took courses on hotel and economics. Susie even had a two-year course within the clothing industry. This was all about how to sew dresses in accordance to exact body measurements and cutting fabric in accordance to fabric patterns.
restaurant management in a University. She did not finish the latter due to a work that she prioritized before her studies at the time.

Vera’s working experience prior to her business engagement were two part time jobs in two different hotels. One of these hotels is located in Nybro and the other one in Emmaboda. Emmaboda is approximately 15 minutes away by train from Nybro. Working in Emmaboda was quite tough for her, not only because she had to travel to and from work by collective traffic but because she was a single mother and had to attend to her two children, especially the younger of the two who was barely two years old at the time. Besides this, she had a minor ailment which ultimately made her go on sick leave for a period of more than one year prior to her decision of registering her own company.

When asked how her work today differs from those that she did in her work prior to registering her own business, Vera replied:

“Well, not much really. I still do the same chores. I prepare hotel rooms by cleaning, and changing beddings. Cleaning the hallways and other rooms in my hotel, and the hotels I worked on before this, entails the same works and responsibilities in general.”

“The difference I guess is the overall responsibility. I have to see to it that the whole building is in good condition besides the normal responsibilities that comes in owning a small business like I have.”

“I am even freer to decide nowadays on my working schedule which basically means I have the option to choose which tasks I would like to prioritize. For example, I clean the rooms in the order which I deem best or is necessary.”

Vera decided to engage in business year 2004 despite of her ailment. When asked how she came to think of starting an own company, she replied:

“The money I received from the insurance office was not enough to pay my bills and lead a decent life with my two children…it was just to make a choice between living decently or go on social welfare!”
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“I went through a course in Lernia through my own initiative. I wanted to learn how to start a trading company. My initial plan was to sell something from the Far East, more on Asian foods or the likes. My ex husband suddenly informed me that this hotel in Nybro was for sale and he asked if I would be interested to manage it. So that was how it all started.”

4.2.3.3. Perry (2005), NFG

IR : Leonnie
IE : Perry
Date : May 16, 2007
Duration : 4:00 p.m. to 5:45

“For the eyes to the hand…through the brain and the heart…”

Above is a quote that one can read in Perry’s web site.

The interview I had with Perry was such a dynamic exchange and sharing of ideas which has been fascinating all the time. This “reality” that I got across with was filled with such vibrancy and we could have went on for a longer interview if not for other schedules both of us had to attend to after.

Perry is a young and promising 25 year old designer from Nybro. She is single and has no child. Perry registered her company year 2005 parallel with her studies at Pukeberg’s College of Arts in Nybro. She worked as a receptionist year 2004 and her duties were quite varying but it involved office work mostly as she described it. Perry thinks that being employed felt so restrictive and running her own company simply gave her more freedom to decide on her priorities and choices.

Perry talked about her ambitions, her plans and a lot of things within her planned profession but the most remarkable was her burning interest for arts and arts in all forms! Perry’s company cater the needs of clients that need help in designing their advertisements among others. This is quite a broad area as she explained.

“I want to work with art and design in different expressions…”
"Design which relays something, design which originates from a need or a problem to which I look forward to giving a suggestion to or a solution."

This was for me, quite a heavy description of her ideas and goals. Can you explain further?

"I understand it is quite broad. I just have so many ideas that I really cannot wait to have materialized but I yet have to finish my schooling, then perhaps I can go full time with my company. I spend my days and nights at the Art school right now, so I do not know how to find time to set all my plans into action."

So you mean that your company is just opened and ready for any projects that may soothe your schedule?

"Well, in a way, yes. But right now I offer art courses for example. I have had a few here in Nybro, actually one through NFG since it seemed like I managed to stimulate their curiosity in arts."

To exemplify further, she mentioned a couple of works she has done quite recently.

"I helped design a book cover for The Gothenburg School of Economics. It was such a challenging task and I was satisfied with the result."

"Another was a project I did with someone. We designed a ground lamp for Oskarshamn’s municipality in cooperation with Pikerberg’s College of Arts. It was so tough!...we called it glimta (glimmer)."

You are so filled with ideas, it is so exciting to listen to them...it would be great to see how your career develops in the future. Everything seems to be so promising! Now tell me how it all started, I mean your company. How did you come to think of starting your own?
“Well, it runs in the family you can say. But actually it all started when I opened a boutique to be able to sell some products that I designed. I needed to register a company to be able to do that.

What did you sell in that boutique?

“I sold some of my creations. I mean things that I designed myself like key rings and so on. I also sold paintings that I have done from time to time.”

4.2.3.4. Lissie (2005), NFG

Lissie is 47 years old, cohabits with someone and has three children who were at the ages of 17, 23 and 21 when she decided to register her own company. She is engaged in retail business since 2005. She owns and runs a store selling exquisitely designed home decors and gift items for different occasions. She has one employee on a part time basis and she even welcomes trainees cours ed through Nybro’s employment service.

Lissie’s working experience prior to her present work is far from what she does today. She used to work as a driver in what she calls “night patrol” via SOS. When asked what that work means, she replied:

“I always have to be alert because the job demands an instant attention…we have to be ready to help give assistance to someone as soon as they press their “security alarms” you know.”

Otherwise, her education prior to starting up her own business is somewhat on line with her present work. Lissie is educated within art and trade back in high school. She also attended the “start-your-own-business” course parallel with other courses such as painting, interior design and business economy.
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How did you get the idea of starting your own company and that in this field then? Tell me…

“Well, these (her face was filled with exuberance) is just my childhood dream! It has always been part of my childhood…me acting as someone who sells something and catering to playmates who acted as my customers.”

4.2.4. Identified Driving forces for respective IEs

The interviewed SBW’s described and defined driving forces are:

Kati (1982)
- *Freedom* to work within the field that she loved most.
- *Need to re-invest* the capital she had from selling her previous business.

Lena (1989)
- Actualization of *her visions* on how a salon should look like.
- Application of *her own belief* on how to take care of employees both as part of a team and as a co-achiever of the company’s success.
- *Need to introduce her own way of a motivation system*, i.e. reward in form of different leisure trips in order to allow a chance to get-to-know-each-other better.
- *Need to put her ideas into realities with a bigger dose of freedom, i.e.* her creativity
- *Need to run her race and make a difference.*

Annie (1996)
- *Need to set free of her creativity* because design lies close to her heart.
- *Need to innovate* and introduce something new according to her ideas or creativity.
- *Need to satisfy her curiosity.*
Susie (2003)

- Her need to apply and make use of her education.
- Need to try something new on her own.
- Need to set free of her creativity.

Vera (2004)

- Need to be independent from the political system… surviving and that in a decent way!
- Need to earn a living.
- Need to make a difference as an immigrant in Sweden. “I did not want to rely on the social welfare to raise my children nor have to beg for it. So, yes, you may call it as some sort of a challenge which brought me to where I am now.”
- Freedom to decide her working schedule especially since she has two small children to take care of by herself.

Perry (2005)

- Curiosity
- Passion for arts
- Need of self fulfilment
- Challenge… “Nobody believed in me before and I felt I had to prove something…”
- Freedom… to decide what I want to work with…”freedom to develop the art of my preference”

Lissie (2005)

- Burning desire to create changes in her environment.
- Passion for design
- Creativity besides her interest to explore within what interior designing can do in an environment such as home.
- Freedom… to decide what I want to work with…”freedom to develop the art of my preference”
5. Analysis and Discussion

This chapter will cover the different perspective from which a businessman and an entrepreneur were defined and viewed. This will be followed by a presentation of human needs as driving forces that trigger the motivation behind people who chose to engage in business ownership or entrepreneurship. An analysis of these theories against the empirical data contained in this thesis will also be presented herein.

5.1. Entrepreneur

5.1.1. The concept...

Cantillon (1680-1734) who first defined the word entrepreneur during the 16th century saw an entrepreneur as someone who undertakes and operates a new enterprise and assume responsibility for the inbuilt risk that goes with it. Smith (1723-1790) specifically identified a role that an entrepreneur plays as a capitalist who provides means involved in production. Smith’s (1723-1790) theory can be seen as part of Cantillon’s (1680-1734) in a way but in a more specific level. His theory found a new dimension though when financing possibilities for companies other than those provided by a capitalist were introduced in the other half of the 18th century. Thus the entrepreneur lost his role as the sole capital provider for the company. Bentham (1748-1832) viewed an entrepreneur with even more sharpened eyes though his opinions did not get enough audience from his colleagues. It is important to mention in this regard that Schumpeter (1883–1950) commended Cantillon (1680-1734) in his embryonic analysis during the 19th century. This was because Cantillon (1680-1734) was able to combine control and speculation which Schumpeter believed plays a big role in business ventures.

Say (1767 –1832) continued working on Cantillon’s (1680-1734) theory in France during the 17th century, placing the entrepreneur in a specific role as Smith (1723-1790) did. He saw the persona who combines the “remaining factors” into a productive organism from his point of view as a businessman himself. What he referred to as the remaining factors was not discussed specifically in this thesis but it was emphasized as very important. Perhaps in relation to both production and distribution where Say saw this persona within? Walras (1834-1910), Wicksell (1851-1926) and other Austrian Economists took off from Say’s (1767 –1832) theory and completed it during the 18th century according to history.
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These are just to name a few who had made their own contributions in the development of the entrepreneur concept. Many others succeeded and tried to define and characterized an entrepreneur through different eye view. The one Business Economist though whose definition of the concept is highly regarded within this area was the Austrian Economist, Schumpeter (1883–1950). He continued developing Cantillon’s (1680-1734) theory from the 16th century. Out of it, he defined an entrepreneur as someone who purchases means of production to a definite price in order to come up with a product which he in return sells with unsafe prices when he decides to risk his means. Schumpeter (1994) otherwise saw an entrepreneur himself as an innovator and a balanced modifier. He claimed that an entrepreneur is not an inventor. He or she is a person who sees to it that something new is done. In his perspective, it is more important to identify the functions of an entrepreneur rather than limit an entrepreneur into a specified definition. Hence, Schumpeter (1994) sees an entrepreneur as a “company leader” as much as an “innovator” with all the underlying definitions in them.

So then, WHO and WHAT is an entrepreneur according to the history presented above?

5.1.2. The persona…

Since the concept is broad besides seen through different eyes and level of intuition, I dare capsulate this persona as:

- **An undertaker**
  (operates a new enterprise, purchases means of production, plays an important role in both production and distribution.)

- **A risk-taker**
  (assumes responsibilities such as financing [acts as a capitalist] the business venture and thereby risk his or her capital…included in the financing is buying means of production in order to come up with products which he/she sells later on in unsafe prices, thereby risking his means)

- **An innovator**
  (trendsetter, modernizer, initiator)

- **An incliner**
  (deviates from a specific course, finds his or her own place “under the sun”)


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- **A balanced modifier**
  (creates and effects changes and sees to it that something new is done)

- **A company leader**
  (conducts, carry on projects or activities)

How do the seven SBWs in Nybro live up to the above characterization of an entrepreneur?

**Kati (1982)** with her search for a new investment after selling her first business venture with her husband and who continued her risk taking by moving on with a new establishment is definitely a an undertaker besides a risk taker. This puts **Vera (2004)** who, inspite of her limitations health wise and the possibilities presented to her as an immigrant in Sweden, in the same category. Beside this, I see **Vera** as an initiator when she took the initiative to study a course about business ownership in order to make a difference and create new possibilities for her and her children.

**Lena (1989)** shows the qualities of a real leader as well whose function is identifiable not only on the production side but as a balanced modifier as well by acting as the spider in the web in order to balance the different factors that will bring her business into its goals.

**Annie (1996)** as well as **Susie (2003), Perry (2005)** and **Lissie (2005)** possess passion and creativity which motivated them not only to find their own places “under the sun” but also inflicted them in order to innovate. The **incliner persona** in them sets them into actions in order to deviate from a specific course and make a unique contribution as a businesswoman.

**Kati (1982), Lena (1989), Annie (1996), Susie (2003), as well as Vera (2004), Perry (2005) and Lissie (2005)** are all businesswomen with the touch of a **capitalist** who dare risks their resources in order to reach their respective goals. They have showed **leadership** qualities in their own ways of handling their businesses and definitely live up as promising EBWs in Nybro.
5.1.3. Equating a businessman with an entrepreneur…

Businessman as a concept is someone who transacts a business or someone who has an administrative or managerial responsibility. Business herewith defined is an activity with special purpose such as earning a livelihood and thus involves profit in terms of money within this context. But since a businessman is even defined as someone who possesses a managerial responsibility, this puts him or her parallel with an entrepreneur in my opinion. An entrepreneur as defined in the early part of this discussion is a leader…shouldering responsibilities in his or her business venture.

Entrepreneur as a concept, with its origin from the French word “entreprendre” who is an undertaker, in other words someone who carry on activities such as organizing or managing a business enterprise wherein risk-taking is included, is as much of a businessman himself as how I can see it. Both involve themselves in management of a business venture as explained theoretically.

Profit as a differentiating element? An entrepreneur’s undertakings which in difference to that of a businessman’s do not necessarily have to be profit-oriented but he or she is result-oriented as described by his or her qualities. The results though can also be in form of monetary rewards well. As discussed in an article presented in this thesis, an entrepreneur, in contrast to a businessman or a businesswoman creates new possibilities and does not stop at the profit level. This is one identified difference between the two concepts that we can reflect on. It is contradicting though since both personas participates in the entrepreneurial society by creating new products or services for example and selling them later results in an economic consequence. Perhaps it helps seeing it from the Swedish language’s perspective which describes an entrepreneur as “rich with initiative and an inventive businessman”. This interpretation was according to the modern usage and the context wherein the word found its meaning in Sweden during the 1970’s. Anyhow, I am leaving it up to my reader to judge from their own perspective with some help from this differentiation being a businessman as profit-oriented and an entrepreneur result oriented wherein results can be in terms of money.

The seven swedish businesswomen who comprised the empirical study in this thesis possesses the characteristics of both a businessman and an entrepreneur as elaborated in
the earlier identification that I have made of their qualities. Thus, the businessman and the entrepreneur persona live within them as far as I can see and deduce from the theoretical reference of this thesis.

5.2. Driving Forces…

In Merriam-Webster Online and National Encyclopaedia, the word motivation was literally described as forces that stimulates or influences one’s actions. Motivation explains the reasons behind our actions. In this connection, driving factors are discussed within incentive theory as the source of motivation. There is the so-called inner driving factor which starts and gives energy to the action. Motivation can be classified as primary and secondary. Primary motivation is believed to be biologically dictated while secondary motivation is formed by a social and cultural learning history (NE, 070520).

5.2.1. Human needs as driving forces that motivates…?

Maslow (1954), White (1960) and McClelland (1985) claims that psychological needs are basic for human beings. They are products of environmental and cultural influences besides upbringing that is why general psychological needs are so broad that it is meaningless to discuss it (BOLMAN & DEAL,1995, p 128).

Maslow (1908-1970) claims that there are needs that are considered primary and can be divided into five main categories as follows:

\textbf{Physiological} needs as well as \textbf{Safety} were called primary needs while \textbf{Sense of belonging and love}, \textbf{Self esteem} and \textbf{Self-actualization} are called secondary needs which arises as new needs. Maslow (1908-1970) believes that these primary needs are satisfied during childhood and that they tend to have lower priorities during adulthood. This presentation is in accordance to its importance which Maslow claims is fixed. (BOLMAN & DEAL, 1995, p 128-129).

1. Physiological needs (foods, water, oxygen, physical health and safety).
2. Safety (to be saved from threats, attacks and danger, etc.).
3. Sense of belonging and love (positive and loving relationship with other people).
4. Self esteem (needs to be appreciated and to judge oneself in a positive way).
5. Self –actualization (needs to develop and actualize one’s inherent resources).
What are the identified needs which served as driving forces behind the seven EBWs in Nybro when they started their business?

Kati (1982) says it was the need for freedom to work within the field that she loved most besides the need to re-invest the capital she had from selling her previous business. These were her main driving forces when she started her business at the age of 41.

For Lena (1989), it was her need to actualize her visions on how her working place should look like, her belief towards an own system of leading a group such as her employees which can also be seen as a need to actualize or apply her own methods such as motivation system for them. Just like Kati, her need of freedom was there too. She needed to break the boundaries and set free of her creativity, run her own race and make a difference. These were Lena’s driving forces when she started her business at the age of 35.

Annie (1996) who registered her business when she was 52 years old realized her driving forces as her need to set free of her creativity because design lies close to her heart. Beside this was the need to innovate and introduce something new according to her ideas or creativity. Lastly, there was this need to satisfy her curiosity about business ownership and see how far she could go with it.

Susie (2003) who registered her business at 41 years of age see her driving factors as her need to apply and make use of her education, try something new on her own and need to set free of her creativity.

Vera (2004) who was 39 years old when she first registered her business realized her driving factors as the need to be independent of the political system. She sought for ways to survive and raise her children and that in a decent way. The need to earn a living automatically followed as well as the need to make a difference as an immigrant in Sweden.

Perry (2005) and Lissie (2005) were driven with forces related to their creativity and love of arts just like Annie (1996). Aside from that, Perry was driven with curiosity on
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how it feels to try finding her own source of livelihood with enough dose of freedom to decide what she wants to work with...freedom to develop the art of her preference. She saw the chance of actualizing them at the age of 23. Lissie on the other hand was driven with her burning desire to create changes in her environment aside from her passion for design and the creativity in her that she wanted to set free. She was also interested to explore within what interior designing can do in an environment such as home as an expression of the last two driving forces that I mentioned.

The identified driving forces above for all the seven SBWs in Nybro fall under what Maslow categorized as secondary needs. These are specifically self actualization and self-esteem. As stated in the definition of motivation in the beginning of this subchapter, and Maslow’s theory these are secondary needs that usually are satisfied during childhood and which gets second priority during adulthood.

5.3. Swedish Businesswomen (SBW)

Sundin & Homlquist (1989) described SBWs business engagements as invisible, adapted and diversified. The invisibility pertained to the scarcity of fundamental knowledge about Swedish women’s engagement in business at least until towards the end of the 1980s. The number of SBWs were underestimated back then besides the little attention given to their engagement in business. This changed during the latter part of 1980s after Swedish politicians and other prominent figure in the society noticed this group. This resulted to SBWs visibility later on.

Now, why was it described as adapted? Sundin & Homlquist (1989) claimed that SBWs business engagement was traced as adapted to the family to which they belong to. A study made by Sundin & Holmquist (1989) showed that an SBW who cohabits with someone without a child is more likely to be found in the big cities and works with trading, service sector or consultancy. While a SBW who works in the family business with many kids and works part time is likely to be found in the suburbs like Småland and are engage in trading.

How does these claims apply to the seven SBWs in Nybro who served as IEs in this study?
The description of SWBs business engagement as \textit{adapted to the family} cannot be studied using the seven SBWs in Nybro included in this study since only one among them does not have a child and she does not cohabit with someone either. None of them can be regarded as working in the family business neither since all of them have sole proprietorship. Lastly, all of them works full time in their businesses.

Sundin & Holmquist (1989) also described SBW’s engagement in business as \textit{diversified}. One way of explaining this was by explaining that “there is no specific businesswoman persona” which can be identified under specific category such as old or young, with kids or none, lives in Stockholm or somewhere else, married or not, etc. They claimed though that there definitely is a pattern even within this diversity but the businesswoman persona cannot be explained with only one factor.

This diversity, seen from this point of view also applies for the seven SBWs in Nybro. Four of them are single mothers. Two of them has one child, one has two children and the fourth one has no child at all. The other two have two things in common though, they both cohabits with someone and have three children respectively. Hence, there is no directly common factor among all of them that can contradict this diversity.

- Susie (2003) & Lissie (2005) cohabits with someone and have three children respectively
- Annie (1996) is married with two children
- Vera (2004) is single with two children
- Kati (1982) is single with one child
- Lena (1989) is single with one child
- Perry (2005) is single without a child
6. Conclusion

Firstly, seen from the different Business Economist’s eye view as well as the general perception about entrepreneurs, I can conclude that the seven SBWs that comprised the empirical data behind this study lives up to the persona that an entrepreneur stands for. Thereby, they earn the right to be considered Entrepreneurial Businesswomen, EBW.

Secondly, the study has proven that the entrepreneur persona in them have in fact influenced their driving forces and motivated their business engagements during the time they started it. They have, as an additional input to this, continued to be entrepreneurial even years after that based on the empirical data presented in this thesis.

Lastly, the study showed a common denominator among the driving force behind these SBWs. This is freedom.
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8. Appendix

Glossary (presented in alphabetical order)

<table>
<thead>
<tr>
<th>Terminology</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cartel</td>
<td>A combination of independent commercial or industrial enterprises designed to limit competition or fix prices (MWO, 070507).</td>
</tr>
<tr>
<td>Embryonic</td>
<td>Being in an early stage of development (MWO, 070518).</td>
</tr>
<tr>
<td>Empiricism</td>
<td>It comes from the Greek word “empeiria” which means based on experience (NATIONAL ENCYCLOPAEDIA, NE, 070424). Empirical data are experiences which are based on observations that researchers or other people do out in the field (ANDERSEN, IB, 1998, p 23).</td>
</tr>
<tr>
<td>Phenomenon</td>
<td>It comes from the Greek word “phainomenon” which means an object or aspect known through the senses rather than by thought or intuition. It is even defined as a rare or significant fact or event or an exceptional, unusual, or abnormal person, thing or occurrence (MWO, 070501).</td>
</tr>
<tr>
<td>Physiocrats</td>
<td>A member of a school of political economists founded in 18th century France and characterized chiefly by a belief that government policy should not interfere with the operation of natural economic laws and that land is the source of all wealth (MWO, 070518).</td>
</tr>
<tr>
<td>Posthumous</td>
<td>Published after the death of the author (MWO, 070518).</td>
</tr>
<tr>
<td>Society</td>
<td>A voluntary association of individuals for common ends; especially: an organized group working together or periodically meeting because of common interests, beliefs, or profession (MWO, 070501).</td>
</tr>
<tr>
<td>Theory</td>
<td>It comes from the Greek word “theoria” which means an observation which is more or less formalized. Theory is used in different importance such as in assumptions which is grounded at limited information and/or assumptions about relation between events or a series of events (ANDERSEN, IB, 1998, p 27). It is a group of suppositions or assumptions which explains a phenomena or events of some kind and which arrange our knowledge about them systematically. In the field of science, it is often used synonymously with doctrine to denote a scientifically established system of knowledge. The word can be used to denote the hypothetical character of a group of assumptions in other context (NE, 070424).</td>
</tr>
<tr>
<td>Thesis</td>
<td>A thesis is defined as a position or proposition that a person (as a candidate for scholastic honours) advances and offers to maintain by argument (MWO, 070424).</td>
</tr>
<tr>
<td>Service sector</td>
<td>General word for private and public producers of services. The public consists of public service sector which is comprised by activities within the state, county council and municipalities. The private on the other hand consists of</td>
</tr>
</tbody>
</table>
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different service rendering companies and ideal organizations. The service producing companies in Sweden stands for 65-70% of the total engaged workers and the country’s Gross National Product (GNP) during year 1998. (NE, 070513).

Utilitarian
An advocate of utilitarianism (MWO, 070519).

Utilitarianism
A doctrine that the useful is the good and that the determining consideration of right conduct should be the usefulness of its consequences; specifically: a theory that the aim of action should be the largest possible balance of pleasure over pain or the greatest happiness of the greatest number (MWO, 070519).

Abbreviations (presented in alphabetical order)

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBW</td>
<td>Entrepreneurial Businesswomen</td>
</tr>
<tr>
<td>IE</td>
<td>Interviewee</td>
</tr>
<tr>
<td>IP</td>
<td>Input</td>
</tr>
<tr>
<td>IR</td>
<td>Interviewer</td>
</tr>
<tr>
<td>MWO</td>
<td>Merriam-Webster Online</td>
</tr>
<tr>
<td>NE</td>
<td>National Encyclopaedia</td>
</tr>
<tr>
<td>NFG</td>
<td>Nybro företagsgrupp</td>
</tr>
<tr>
<td>OP</td>
<td>Output</td>
</tr>
<tr>
<td>SBW</td>
<td>Swedish businesswomen</td>
</tr>
<tr>
<td>WP</td>
<td>Wikipedia, the free Encyclopaedia</td>
</tr>
</tbody>
</table>
9. Attachments

9.1. Questionnaire for NFG

QUESTIONNAIRE NFG

Introduktion:


Syftet med studien är att undersöka bakomliggande motivationer till varför kvinnor i olika generationer har valt att starta eget företag.

Får jag skriva ditt namn i min uppsats?

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Datum</strong> :</td>
<td><strong>Tid</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Place</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Plats</strong>  :</td>
<td><strong>Start</strong></td>
<td><strong>Slut</strong></td>
</tr>
</tbody>
</table>

NFG (Nybro företagsgrupp)

1. I read in your website that NFG has 146 members today but represents 200...what does this specifically mean?

   “NFG har idag 146 medlemsföretag, men representerar långt över 200” ...vad menar man specifik med det?

2. How many companies among its members are led by women?

   *Hur många av Era medlemsföretag har en kvinnlig ledare?*
3. Would you know how many companies otherwise are established in Nybro?
   *Vet du hur många företag är det annars som finns i Nybro?*

4. I will be very thankful if you can help me establish contact with your members who are represented or whose company are owned by women. Would you please suggest some?
   *Jag skulle vara tacksam om du hjälper mig etablera kontakt med era medlemmar som är representerad eller vars företag har en kvinnlig ägare. Vill du bara snäll att föreslå några?*
## 9.1. Interview schedule

### INTERVIEW SCHEDULE

<table>
<thead>
<tr>
<th>DATE</th>
<th>TIME</th>
<th>IE</th>
</tr>
</thead>
<tbody>
<tr>
<td>070501</td>
<td>18.00</td>
<td>Vera</td>
</tr>
<tr>
<td></td>
<td>18.45</td>
<td></td>
</tr>
<tr>
<td>070509 Onsdag</td>
<td>10.00</td>
<td>Anne-Christin Bayard</td>
</tr>
<tr>
<td></td>
<td>10.45</td>
<td></td>
</tr>
<tr>
<td>070509 Onsdag</td>
<td>15.30</td>
<td>Susie</td>
</tr>
<tr>
<td></td>
<td>16.35</td>
<td></td>
</tr>
<tr>
<td>070510 Torsdag</td>
<td>09.20</td>
<td>Lena</td>
</tr>
<tr>
<td></td>
<td>11.05</td>
<td></td>
</tr>
<tr>
<td>070514 Måndag</td>
<td>20.26</td>
<td>Annie</td>
</tr>
<tr>
<td></td>
<td>21.16</td>
<td></td>
</tr>
<tr>
<td>070515 Tisdag</td>
<td>14.30</td>
<td>Kati</td>
</tr>
<tr>
<td></td>
<td>16.30</td>
<td></td>
</tr>
<tr>
<td>070516 Onsdag</td>
<td>14.00</td>
<td>Lissie</td>
</tr>
<tr>
<td></td>
<td>15.30</td>
<td></td>
</tr>
<tr>
<td>070516 Onsdag</td>
<td>16.00</td>
<td>Perry</td>
</tr>
<tr>
<td></td>
<td>17.45</td>
<td></td>
</tr>
</tbody>
</table>
9.3. *Interview guide*

**INTRODUCTION**


Syftet med studien är att undersöka bakomliggande motivationer till varför kvinnor i olika generationer har valt att starta eget företag, i.e. drivande faktorer bakom EBWs.

Går det bra om jag skriver ditt namn i min uppsats?

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Datum</td>
<td>Tid</td>
</tr>
<tr>
<td>Place</td>
<td>Start :</td>
</tr>
<tr>
<td>Plats</td>
<td>End :</td>
</tr>
</tbody>
</table>

**EBWs in Nybro - Entreprenöriella kvinnliga företagare i Nybro**

<table>
<thead>
<tr>
<th>Name</th>
<th>Age/Ålder</th>
<th>Civil status/Civilstatus</th>
<th>Number of children/Antal Barn</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Age/sÅlder</td>
</tr>
</tbody>
</table>

Educational background before you registered your company/Utbildningar/Kurser som du har deltagit i innan du registrerade företaget

<table>
<thead>
<tr>
<th>Company’s judicial name/Företags juridisk namn</th>
<th>Registered since/Registrerat sedan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company’s public name/Företags offentligt namn</td>
<td>Branch/Bransch</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of employees/Antal anställda</th>
<th>Number of owners/Antal ägare</th>
<th>Titel/Befattning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question</td>
<td>Swedish Version</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>What does your company do? (Manufacture/Wholesale/Retail/Service)</td>
<td>Vad gör ditt företag? (Tillverka/Grossdetaljförsäljning/Tjänst)</td>
<td></td>
</tr>
<tr>
<td>What products/services does your company offer?</td>
<td>Vilka produkter/tjänster erbjuder ditt företag?</td>
<td></td>
</tr>
<tr>
<td>Can you describe your main responsibilities in your company?</td>
<td>Kan du beskriva dina huvudsakliga ansvar i företaget</td>
<td></td>
</tr>
<tr>
<td>What specific work do you do in your company?</td>
<td>Vilka specifika jobb gör du i företaget?</td>
<td></td>
</tr>
<tr>
<td>What was you last employment prior to registration of business?</td>
<td>Vad jobbade du med innan du etablerade ditt företag?</td>
<td></td>
</tr>
<tr>
<td>Can you describe what you did in that work?</td>
<td>Kan du förklara vad du gjorde i ditt tidigare jobb?</td>
<td></td>
</tr>
<tr>
<td>How would you compare your previous job to your present?</td>
<td>På vilket sätt skiljer dina upplevelser i ditt tidigare jobb mot de du har idag?</td>
<td></td>
</tr>
<tr>
<td>How did you come to think of starting an own company?</td>
<td>Hur kom du på idén att starta eget?</td>
<td></td>
</tr>
<tr>
<td>What was your motivation when you started your company? Driving Forces?</td>
<td>Vad motiverade dig att starta eget företag? Drivkrafter?</td>
<td></td>
</tr>
</tbody>
</table>