



European Foundation for the Improvement of Living and Working Conditions

Ethnic Entrepreneurship in Sundsvall, Sweden



Doris Lüken-Klaßen

European Forum for Migration Studies (EFMS)

May 2010

© 2010 European Foundation for the Improvement of Living and Working Conditions
Wyattville Road, Loughlinstown, Dublin 18, Ireland
Telephone: + 353 1 2043100, Fax: + 353 1 2826456



Table of Contents

Foreword.....	4
1. Introduction.....	5
2. Background information on Sundsvall and its population	6
3. Sundsvall’s local economy	9
3.1. Development of the urban economy	9
3.2. The local workforce	11
3.3. Development of SMEs and recent trends.....	13
4. Profiles of ethnic entrepreneurship	15
4.1. Development of ethnic entrepreneurship and recent trends.....	15
4.2. Ownership structures, workforce and labour relations in ethnic enterprises	18
4.3. Market and competition of ethnic businesses	19
4.4. Reasons for entrepreneurial careers	20
4.5. Problems and barriers.....	21
5. Regulations, policy strategies and activities	22
5.1. Rules and regulations	22
5.2. Illegal Practices	24
5.3. Local strategy.....	25
5.4. Main actors and institutions, dialogue and involvement of migrants	26
5.5. Local activities	29
6. Summary and conclusion	33
Bibliography	36
List of persons interviewed	38

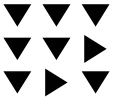


List of Figures

Figure 1: Location of Sundsvall in Sweden.....	6
Figure 2: Migration background of Sundsvall’s population (2009)	8
Figure 3: Population with a migration background according to area of origin (2009)	8
Figure 4: Population with a migration background according to country of origin (2009).....	9
Figure 5: Employed persons according to sectors (2008).....	10
Figure 6: Population according to age groups and migration background (2009)	12
Figure 7: Unemployment rate 2008-2010.....	13
Figure 8: Reasons for ethnic entrepreneurship	21

List of Tables

Table 1: Employed persons according to branches (2008).....	11
Table 2: Level of education for native Swedish and foreign born entrepreneurs by gender, aged 18-64 (Sweden; 2003).....	18



Foreword

European cities, in particular major cities with strong economies, attract immigrants from all over the world. As a result, urban populations have become increasingly heterogeneous. The multi-ethnic, multicultural and multi-religious structures of urban society are on the one hand, an opportunity for cities; on the other hand, heterogeneity challenges a city's ability to maintain peaceful and productive relations among the different segments of its population. For this reason, cities have a genuine interest in successful local integration practices.

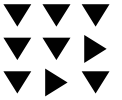
In order to address this interest, the Congress of Local and Regional Authorities of the Council of Europe (CoE), the City of Stuttgart and the European Foundation for the Improvement of Living and Working Conditions ('Eurofound') formed the European network of 'Cities for Local Integration Policies' (CLIP). This network, launched in 2006, brings together about thirty European cities in a joint learning process. Through the structured sharing of experiences, the network aims to enable local authorities as well as national and European policymakers to learn from each other and, thus, pursue more effective integration policies for migrants at a regional, national and European level. The learning process is facilitated by researchers from six academic research centres.¹ To gather the necessary information for the common learning process, the CLIP team applies a mixed-methods approach; the data is collected through a standardised common reporting scheme that has been filled in by city officials, statistical data, as well as qualitative semi-standardised interviews with local experts. Based on this information, the research teams produce a case study on each city – as with this report on ethnic entrepreneurship in Sundsvall.²

This report, however, could not have been written without the strong support of the local actors, particularly Nils Gärdegård, Rune Nilsson and João Pinheiro. They assisted me in collecting the necessary data, provided important comments for the study and organised the interviews with various local experts such as representatives of the city, governmental institutions and international associations, trade unions, chambers and banks as well as ethnic entrepreneurs. I would like to thank all those who have cooperated in providing valuable resources for this report. Further thanks go to Friedrich Heckmann, Franziska Pohl and Josef Kohlbacher for reviewing and to Joseph Camp for editing the study.

Doris Lüken-Klaßen
Bamberg, May 2010

¹ The Institute for Migration and Ethnic Studies (IMES) in Amsterdam, the European forum for migration studies (efms) in Bamberg, the Centre for Migration Policy Research (CMPR) in Swansea, the Forum of International and European Research on Immigration (FIERI) in Turin, the Institute for Urban and Regional Research (ISR) in Vienna and the Institute of International Studies (IIS) in Wrocław.

² The copyright remains with Eurofound: © European Foundation for the Improvement of Living and Working Conditions, 2007, Wyattville Road, Loughlinstown, Dublin 18, Ireland.



1. Introduction

Many large cities in Europe acquired a more cosmopolitan outlook in the closing decades of the twentieth century and the opening decades of the twenty-first.³ This is reflected in an ever-broadening product range, which now not only includes items such as Nokia cell phones, McDonald's hamburgers and Nike sneakers, but also Turkish *döner kebab*, Greek food or Russian import-export businesses. In addition, various enterprises such as craft enterprises, insurance companies and law firms are run by migrants.

The appearance of ethnic entrepreneurs and 'exotic' products in shops reveals the deepening links between economies. These two highly visible aspects of globalisation – the international mobility of capital and labour – are often directly related to each other as migrants themselves introduce their products to far-off places. They start businesses in their countries of settlement and become 'self-employed', 'migrant entrepreneurs' or 'ethnic entrepreneurs'.

Although increasing numbers of ethnic entrepreneurs have set up shops, they have long remained "unsung heroes" (BusinessWeek Online 2000). In socio-economic terms, for a long time migrants were largely viewed as workers and not entrepreneurs, and were predominantly depicted as suppliers of cheap, low-skilled labour in advanced economies. Recently, more attention has been placed on migrants who set up and run their own businesses. This attention is well-founded in the increasing importance of ethnic entrepreneurship for local economies. By starting their own businesses, migrant entrepreneurs are active agents, shaping their own destinies as well as revitalising economic sectors: they create their own jobs as well as jobs and apprenticeships for others, pay taxes and contribute to local economies. They provide goods and services (some of which are not very likely to be offered by indigenous entrepreneurs) and contribute different forms of social capital to the local community.

The general aim of this CLIP study is to explore the development of ethnic entrepreneurship and to review the role of policy interventions in that process. It is motivated by the desire of municipal, national and European governments as well as third sector institutions, who want to create an environment that is conducive to setting up and developing small and medium-sized enterprises (SMEs) in general and ethnic businesses in particular.

Here, we phrase the objectives into the following basic research questions: What are the characteristics of the urban economy, and, more specifically, what has been the development of the SME sector? What kind of profiles of ethnic entrepreneurship can be identified? What policies, rules and regulations govern the SME sector in general and the ethnic SME sector in particular? These three basic research questions are addressed in chapters three, four and five. Before we do that, we provide a short description of the city and its population.

³ This section draws on the concept paper of this CLIP module, see Rath 2009.

2. Background information on Sundsvall and its population

The city of Sundsvall is located in the middle of Sweden – about 400 kilometres in the North of Sweden’s capital Stockholm – within the county of Västernorrland. Sundsvall is a harbour town, located at the Gulf of Bothnia, the northernmost arm of the Baltic Sea.

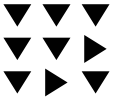
As of December 2009, the city has 95,533 inhabitants. The city’s population has grown slightly over the last decade, gaining about 2,000 inhabitants during that time (cf. Statistics Sweden 2010).

Figure 1: Location of Sundsvall in Sweden



Source: www.wikipedia.org

Sundsvall has a long history starting in the Viking Age. The city was founded in 1621 and consisted of wooden houses, at first, as is typical for the Swedish countryside. During the Great Fire of 1888, Sundsvall’s town centre was completely destroyed. Instead of restoring the city to how it was prior to the fire, the city centre was rebuilt out of stone instead of wood. Since then it has been known as the beautiful ‘stone city’.



The population has been shaped by migration processes. During the Middle Ages, for instance, monks from different European countries, travellers as well as a considerable number of Germans, Danes and Finns immigrated to Sweden. From the mid-19th century until 1930, by contrast, emigration was the main phenomenon.

The recent migration history can be divided in three phases. The first phase starts a few years after the Second World War, when the Swedish government stimulated labour migration, as migrant labour was essential for meeting the demand for Swedish products throughout Europe. In 1954, the Nordic countries set up a common labour market, which activated large scale migration from Denmark, Norway and mainly Finland to Sweden during the 1950s and 1960s. Furthermore, workers came from Central and Southern Europe, mainly from Yugoslavia, Greece and Turkey.

The second phase in Sundsvall's recent immigration history began in the late 1960s, when the Swedish immigration management was modified, and lasted until the fall of the Iron Curtain. In 1967, legal provisions such as work permits were introduced to slow down immigration to Sweden. This action limited immigration for most foreign workers with the exception of Nordic citizens, close relatives of immigrants wishing to be reunited with their families in Sweden and refugees. Therefore, this second phase of immigration was characterised by Nordic immigration, family reunification and the influx of asylum seekers and refugees.⁴

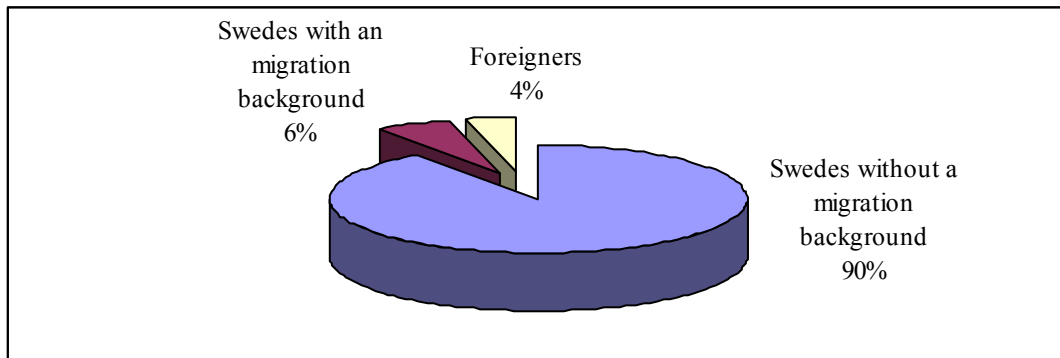
The third and most recent phase of Swedish immigration started in the early 1990s. At that time, the wars in the Balkan countries and in other regions led to a significant influx of asylum seekers from the former Yugoslavia and the Middle East. As a result of the growing number of refugees, the government introduced a stricter asylum policy in which one can no longer receive asylum on the basis of humanitarian grounds, only on political grounds. By joining the European Union in 1995, Sweden accepted the free movement of all EU citizens within the EU and hence allowed other EU citizens to live and work in Sweden. In 2004, when ten European countries joined the EU, Sweden was one of only three 'old' member states that allowed citizens of the new Eastern European member states to work in Sweden without formally requesting a permit. This offer was mainly used by Polish labour migrants; their population in the country has increased steadily (cf. Borkert et al. 2007, Currlé 2004, Migration Board 2009, Westin/Dingu-Kyrklund 2003 and Westin 2006).

Naturally, these immigration processes have shaped the local population structures. At the end of 2007, 10% of the city's population had a migration background according to the official Swedish statistics, i.e. are either foreign nationals, born abroad or have a foreign-born mother and father. To be more precise: 6% of the city's population are Swedish citizens with a migration background and 4% are foreign nationals (cf. Sundsvalls Kommun 2010; see figure 2).

⁴ Most asylum seekers and refugees came from Hungary and Czechoslovakia, Eritrea, Chile and other South American countries, China, Turkey, Syria, Iran, Iraq, Lebanon and Somalia.



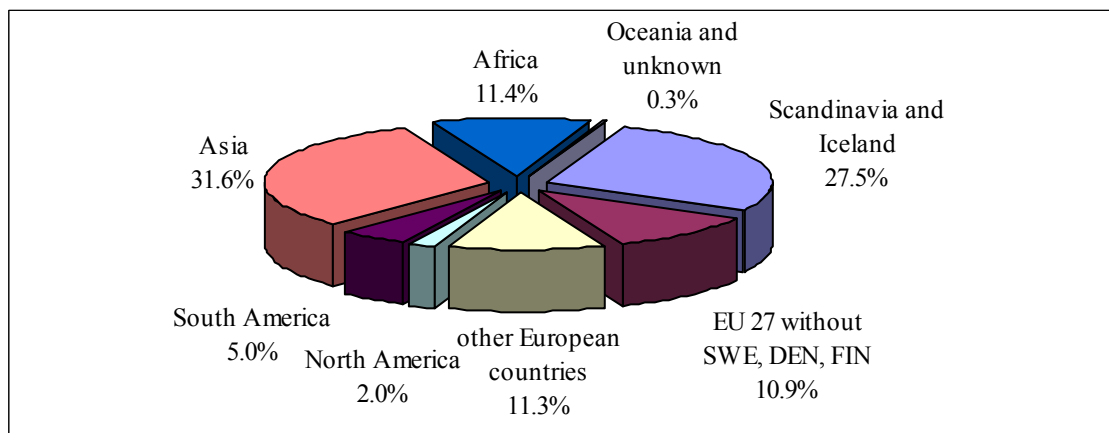
Figure 2: Migration background of Sundsvall's population (2009)



Source: compiled by efms based on data of Sundsvalls Kommun 2010

Most inhabitants with a migration background originate from Scandinavia and Iceland (27.5%) or Asia (31.6%). About 10.9% have a migration background originating from the EU (excluding Sweden, Denmark and Finland) and another 11.3% have a heritage associated with another European country (including the former Soviet Union). 11.4% have an African heritage, another 5% a South American, 2% a North American and an additional 0.3% either come from Oceania or an unknown country (cf. Sundsvalls Kommun 2010 (data as of December 2009); see figure 3).

Figure 3: Population with a migration background according to area of origin (2009)

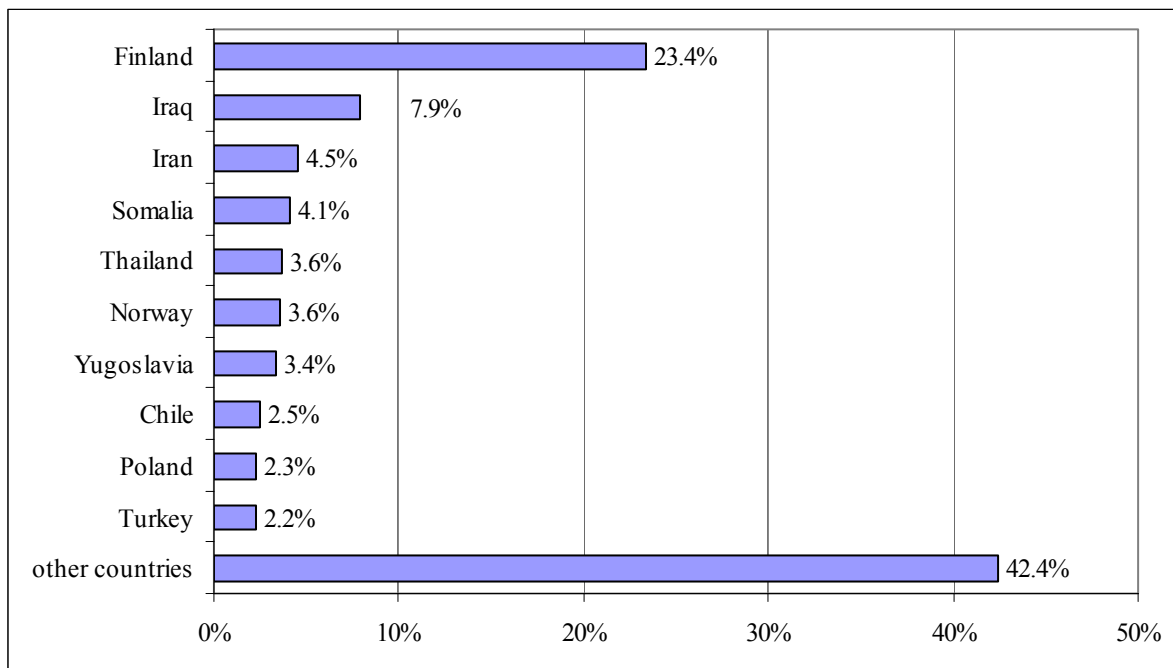


Source: compiled by efms based on data of Sundsvalls Kommun 2010

Figure 4 shows Sundsvall's population with a migration background according to the major countries of origin. By far the biggest group stems from Finland (23.4%); the second largest group is from Iraq (7.9%), followed by persons stemming from Iran (4.5%), Somalia (4.1%), Thailand (3.6%), Norway (3.6%) and Yugoslavia (3.4%). People stemming from Chile, Poland and Turkey represent between 2.5 and 2.2% of the population with a migration background. About 42.4% of the people with a migration background stem from other countries of origin (cf. Sundsvalls Kommun 2010 (data as of December 2009); see figure 4).



Figure 4: Population with a migration background according to country of origin (2009)



Source: compiled by efms based on data of Sundsvalls Kommun 2010

Immigration also has had an impact on the religious composition of the population. While the influence of the Evangelical Lutheran Church of Sweden has decreased since the separation of church and state in 2000, immigration brought other religions to the city of Sundsvall, specifically Islam and Catholicism. Since the registration of residents' religion is forbidden in Sweden, there are no statistics concerning the religious affiliation of the city's residents (cf. Lüken-Klaßen 2010).

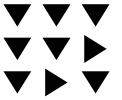
3. Sundsvall's local economy

The subsequent sections examine the characteristics of Sundsvall's local economy: the first illustrates historical developments and recent trends; the second section presents the local workforce and the third outlines the development and recent trends of small and medium enterprises (SMEs).

3.1. Development of the urban economy

Thanks to its location on the sea, the city of Sundsvall has always been a commercial centre, with commercial crossroads to neighbouring countries, especially to Norway and Finland. The city flourished in the mid-19th century and became the first major industrial centre of Sweden, using the first steam-powered saws in its numerous sawmills (cf. Sundsvalls Kommun 2008b).

Traditionally, companies concerned with the production and refinement of raw materials and the services dependent on them played an important role in Sundsvall. Beyond forestry and

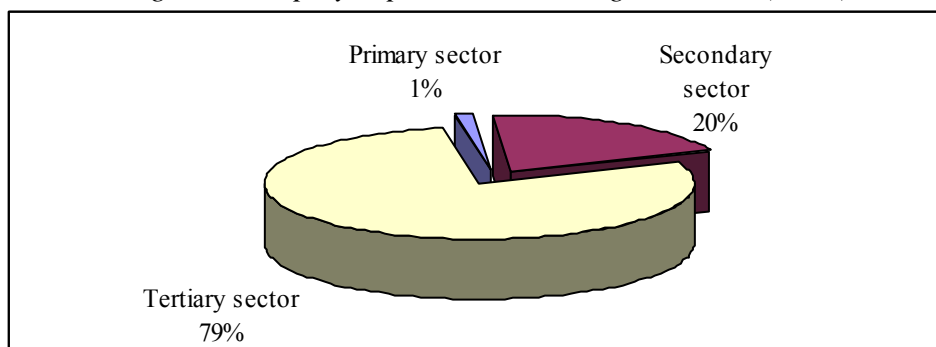


the timber industry, the local industry was mainly concentrated towards aluminium and chemical production. The degree of refinement was low.

Today, thanks to the forests surrounding the city, the timber industry continues to be an important factor, mainly in producing paper and pulp. Moreover, Sundsvall still hosts chemical production companies and a manufacturer of primary aluminium.⁵ Industrial businesses in the city benefit from the city's geographical location and its well-developed infrastructure (including an intercity highway, an airport, a rail link and a port) in order to export goods. However, there is also an ongoing process of tertiarisation in Sundsvall. This shift is due to the fact that investments have been made in the fields of information technologies, finance, banking and insurance. Furthermore, the Swedish government organised a decentralisation process and the city of Sundsvall has become the home of several government departments. Various courts of law and, since 2005, the Mid-Sweden University are located in the city. At present, Sundsvall is the biggest retail and service centre in the north of Sweden. The recent economic developments, pushed by the university and local authorities, led to greater degrees of refinement in the industrial sector and a higher diversification of jobs.

In 2008, only 1% of the employed persons work in the field of agriculture, forestry and fishing, 20% in the secondary sector and the vast majority (79%) works in the tertiary service sector (cf. Sundsvalls Kommun 2010; see figure 5).

Figure 5: Employed persons according to sectors (2008)



Source: compiled by efms based on data of Sundsvalls Kommun 2010

The primary and secondary sectors are smaller in Sundsvall than they are in Sweden as whole: nationwide, 1.7% of the employees still work in the first sector, 22.8% in the secondary. By contrast, the service-based 'white collar' economy is more important in Sundsvall than it is on the national level. Most of the employees in Sundsvall work in health and social care (16.7%) and in trade (12.7%). Other important branches within the service sector or education (9%), industry-related services (8.2%) and public administration (8.0%) (cf. Sundsvalls Kommun 2010; see table 1).

⁵ Due to these companies and the industrial sector in general, the city experienced strong damage to the environment and thus developed a strong focus on the protection of the environment.

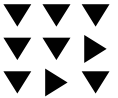


Table 1: Employed persons according to branches (2008)

Employed persons	Sundsvall		Sweden
	absolute	relative	relative
Agriculture, forestry, fishing	649	1.3%	1.7%
Manufacturing & mining	5,670	11.5%	15.1%
Construction	3,602	7.3%	6.7%
Energy & environment	619	1.3%	1.0%
Health & social care	8,216	16.7%	16.0%
Trade	6,231	12.7%	12.4%
Education	4,440	9.0%	10.2%
Industry-related services	4,018	8.2%	10.7%
Public administration	3,919	8.0%	5.4%
Information & communication	2,698	5.5%	3.8%
Transport	2,576	5.2%	5.2%
Personal & cultural services	2,041	4.1%	4.2%
Banking & insurance	1,887	3.8%	2.1%
Restaurant & hotel	1,477	3.0%	2.9%
Real estate	750	1.5%	1.5%
Non-specified activities	431	0.9%	1.1%

Source: compiled by efms based on data of Sundsvalls Kommun 2010

3.2. The local workforce

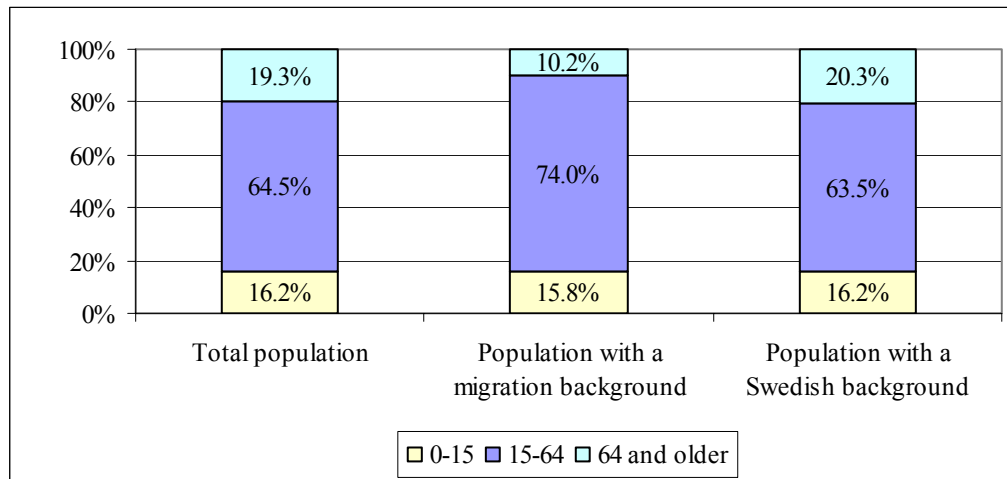
Among the 95,533 inhabitants of the city of Sundsvall, 61,605 people are of working age, i.e. between fifteen and sixty-four years old, adding up to about 64.5% of the local population. As can be seen in figure 6, 16.2% of the total population are under the age of fifteen and 19.3% are older than sixty-five (data of December 2009).⁶

Whereas 63.5% of the population with Swedish background are of working age, the proportion is much higher for the local population with a migration background, with 74% of them of working age. Also the proportion of the elderly people differs significantly. While 20.3% of the inhabitants with a Swedish background are sixty-five years and older, only 10.2% of the population with a migration background are in the retirement age. Nonetheless, the migrant population group also has a lower share of young people (15.8%) (cf. Statistics Sweden 2010; see figure 6).

⁶ Commuters do not play an important role for the local economy: at the end of June 2007, 83% of all employed persons working in Sundsvall also lived in the city (cf. Statistics Sweden 2010).



Figure 6: Population according to age groups and migration background (2009)



Source: compiled by efms based on data of Statistics Sweden 2010

At present, 89% of the local workforce has a Swedish background and 11% of the local workforce has a migration background. Thus, the proportion of the population of working age is slightly higher than it is of the population in total (cf. Statistics Sweden 2010). The interviewed experts highlighted that the workforce is much more diverse ethnically than it was in earlier decades. This is mainly due to the fact that immigration was the main reason for the increase of the population size.

On average, the local workforce is 39.9 years old. The gender ratio of the population of working age is balanced: women make up a share of 49.4% (cf. Statistics Sweden 2010).⁷

According to several interviewed experts, the educational level of the workforce is comparatively low. Since Sundsvall was an industrialised city, it was rather easy (for both migrants and natives) to get well-paid manual jobs in the larger industry companies – even with only a basic level of education. Thus, it was not necessary for many to follow their schooling with higher education. The experts interviewed assess the educational level of the local population as being below Swedish average. Data of the Swedish Statistic Agency (*Statistiska centralbyrån*) confirm this assessment: in 2007, 15.7% of the local population between sixteen and seventy-four only went to school for nine years. For Sweden in general, the figure is 14.8% (cf. Ekonomifakta 2010).

Due to the tertiarisation process and the economic shift towards higher qualified work within the industrial sector, however, jobs requiring little qualification became more seldom, and thus a higher qualified workforce is needed. Therefore, the educational level of the local workforce (including the workforce with a migration background) does not completely correspond to the competences needed by local enterprises. Consequently, the local industry has some challenges finding qualified employees, while the unqualified workers – among

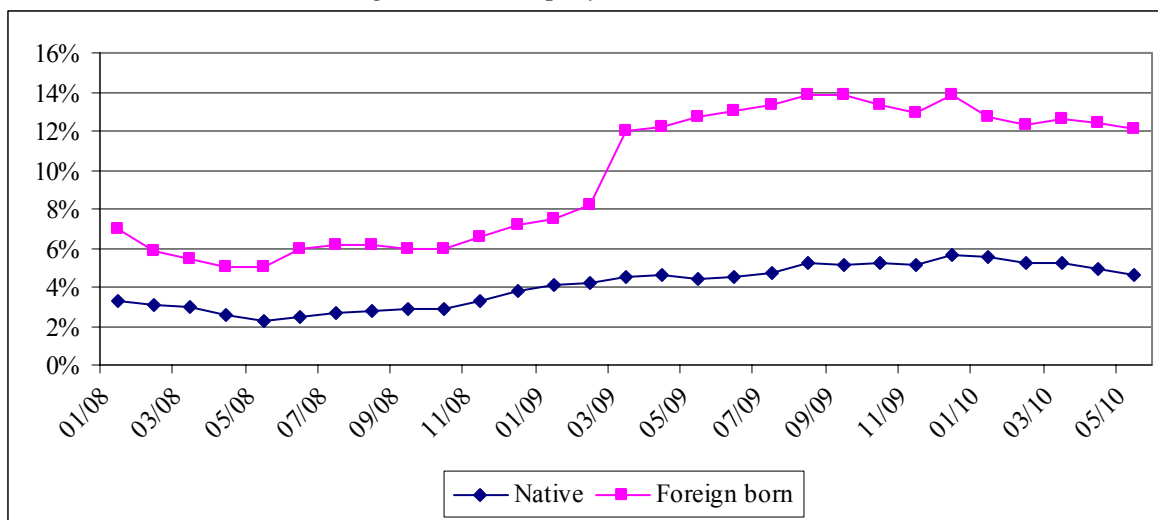
⁷ There are no data that differentiate the workforce's age and sex according to the migration background.



them many migrants – have difficulties finding employment (cf. Statistics Sweden 2010, Sundsvalls Kommun 2010).

The number of unemployed persons, however, is not only affected by the educational level, but mainly by the worldwide economic recession, which started in 2008 and severely hit the local economy (see also chapter 3.3). While 3.3% of the native population between sixteen and sixty-four were unemployed in the beginning of 2008, this figure rose up to 5.6% in December 2009. Regarding the foreign born population, the numbers are significantly higher: 7% were unemployed in January 2008; in December 2009, this figure rose up to 13.8%. Since then, however, the unemployment rate is decreasing in both groups. At the end of May 2010, 4.6% of the native and 12.1% of the foreign-born population were unemployed (cf. unpublished data of the Swedish Public Employment Service in Sundsvall, see figure 7).⁸

Figure 7: Unemployment rate 2008-2010



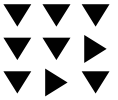
Source: compiled by efms based on unpublished data of the Swedish Public Employment Service in Sundsvall

3.3. Development of SMEs and recent trends

The structure of businesses is another important factor to consider when describing the urban economy. One way of categorising businesses is according to their size. If an enterprise has less than 250 employees and less than € 50 million turnover (or € 43 million balance sheet total), the EU defines it as a small and medium-sized enterprise (SME). Within this category, there are:

- ▶ ‘medium-sized enterprises’ employing between fifty and 249 people and having a turnover of less than € 50 million (or less than € 43 million balance sheet total),
- ▶ ‘small enterprises’ with ten to forty-nine employees and less than € 10 million turnover/balance sheet total and

⁸ While official data about the population of working age is given for the people between 15 and 64, official data regarding unemployed persons is given for the population between 16 and 64.



- ▶ ‘micro enterprises’ with less than ten employees and less than € 2 million turnover/balance sheet total.

SMEs play the most important role in the European economy, representing 99% of all businesses in the EU. Moreover, nine out of ten SMEs in the EU are micro firms, having two employees on average (cf. Rath 2009 and European Commission 2009a).

This is also true for the city of Sundsvall. Even though there are big working places located in the city that are global players, most companies are SMEs according to the definition of the European Union. The business development officer reported that about 8,500 companies are registered in the city of Sundsvall. Of these, seven companies employ more than 500 people. Thus, nearly 100% of the local enterprises are SMEs.

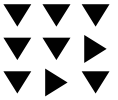
The largest employer in Sundsvall is the municipality itself, which employs about 8,000 people (plus 3,000 people during the summer period), followed by the county council (*Västernorrlands läns landsting*), which employs about 3,500 people. The largest private company is the SCA Forest Products business group. This business group, which produces publication papers, pulp, solid-wood products and forest-based biofuels, employs about 3,500 people in the Sundsvall region.

Since the vast majority of businesses in Sundsvall are SMEs, there is no specific sectoral or spatial distribution of these kinds of enterprises. They are distributed as described in chapter 3.1 regarding the economy in general: the secondary sector is still important, but due to the process of tertiarisation, the SMEs active in the service sector employs the vast majority (79%) of the employed persons.

Spatially, the SMEs are relatively evenly spread throughout the city, although there are some clusters. Some industry-related companies are located at the coast, mainly around the harbour, while most commercial SMEs are located in the city centre as well as the recently developed Birsta area, the largest shopping area in northern Sweden, located in the northern part of the city.

According to some city representatives, the importance of micro and small enterprises has increased in recent years. The city representatives assume that the public sector will reduce the number of employees in the future and large industry companies (formerly the pillar of the Swedish workforce) will continue to increase production capacity while decreasing the number of employees. Thus, for about ten years, the city has paid more attention to micro and small enterprises as a means of generating employment opportunities. A particular focus lies on the economic activity undertaken by non-profit and non-governmental organisations.

As illustrated above, however, the current worldwide economic recession also had a severe impact on the economic situation of the city of Sundsvall. In the beginning, the crisis mainly hit the private sector. Many of the local enterprises are global players; as supplier firms, they are often dependent on a few larger companies. Since the orders decreased significantly, many firms went bankrupt. While in 2007, about three companies crashed, more than 200 companies broke down in 2009, as reported by the business development officer.



In 2009, the public sector, which is highly important to the city, has also started to suffer. About 10% of the general administrative costs were cut, and about $\frac{1}{4}$ of the costs in the health sector (including the public hospital) were reduced, meaning severe cuts for the employees. As result of the crisis, the economic downturn has led to an increase of the unemployment rates (see above). For the forthcoming months, further cutbacks (roughly 10%) are expected in the health industry and municipal services in order to compensate for the coming reduced tax revenues. The private sector, by contrast, has started recovering since the beginning of 2010. Even though the companies' situation is worse than it was before the crisis, they have begun to rehire people.

The interviewed experts are rather optimistic that the local businesses will be able to cope with the crisis successfully, since the economy is recovering and the cuts are considered useful.

4. Profiles of ethnic entrepreneurship

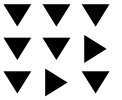
The following sections deal with ethnic entrepreneurs in Sundsvall. Section 4.1 presents an overview of the development of ethnic entrepreneurship in the city. The subsequent sections outline markets and competitors of ethnic businesses (4.2), ownership structures, workforce and labour relations in ethnic enterprises (4.3), reasons for entrepreneurial careers (4.4) as well as problems and barriers ethnic entrepreneurs face (4.5).

4.1. Development of ethnic entrepreneurship and recent trends

Before presenting the development of ethnic entrepreneurship, a definition should be provided. In the CLIP project, we “simply define an entrepreneur as a person in effective control of a commercial undertaking for more than one client over a significant period of time” (Rath 2009: 7). The CLIP project considers as ‘ethnic entrepreneurs’ those entrepreneurial persons who were born abroad, as well as second and third generation immigrants (cf. Rath 2009: 10).

The city of Sundsvall hardly differentiates between entrepreneurs with and without a migration background, since the national or ethnic background of an entrepreneur was simply not seen as a topic of interest. In the few cases the city representatives consider ‘ethnic entrepreneurs’, the latter are usually referred to as ‘immigrant entrepreneurs’. One city representative interviewed stressed, however, that it is important to “normalise these groups; in other words, to treat them the same as we would any Swedish entrepreneurs. Ethnicity should be less important than entrepreneurship.” This assessment seems to be rather common in the city of Sundsvall. This could be the reason for the lack of official data on the number and development of ethnic entrepreneurs in the city of Sundsvall, as will be described below.

The phenomenon of ethnic entrepreneurship is rather new in Sweden. “Together with the worsening situation in the labour market an increase in entrepreneurship among immigrants has taken place in Sweden (...) during the last fifteen years. The proportion of ethnic



entrepreneurs was until the 1970s proportionally low (...). In the 1990s the proportion virtually exploded” (Hjerm 2004: 741). The development of ethnic entrepreneurship in Sundsvall is in line with the national trend – even though it started a bit later. According to one politician interviewed, the first ethnic business – a pizzeria run by Greek immigrants – was only established in 1971. The first shops opened in the 1980s. Nevertheless, even in the beginning of the 1990s, ethnic enterprises were not very common. However, since the end of the 1990s, more and more ethnic businesses have opened, as attested by all experts interviewed.

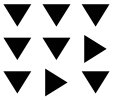
Official data, however, only exist on the national level. According to the Swedish Integration Board *Integrationsverket*, in 2003, nearly 300,000 inhabitants of Sweden (aged eighteen to sixty-four) run their own business; 7.4% of all people in employment. The proportion was higher among foreign born (8.8%) than among “native Swedish people” (7.3%) (cf. *Integrationsverket* 2006: 61). According to more recent data of the Swedish Agency for Economic and Regional Growth, immigrant entrepreneurs make up 11% of small business owners in Sweden in 2008. Among the newly started businesses in 2007, this number is somewhat higher at 13%.

Regarding the city of Sundsvall, however, none of the experts interviewed could provide data about the number of businesses run by migrants. And most interviewed experts assessed the proportion of migrant businesses as being lower than the Swedish average. The interviewed politicians of the Labour Market, Adult Education and Integration Committee (*NAVt*) estimated that about 5% of the businesses in the city are run by immigrants; the experts of the Swedish Public Employment Service (*Arbetsförmedlingen*) estimated the share between 5% and 10%; the representative of the employers’ association assumed that 10% of the local businesses were run by immigrants.

All experts interviewed stated that by far most immigrant entrepreneurs run restaurants (mainly pizzerias), small food stores and kiosks. Furthermore, most respondents recorded that there are several self-employed taxi drivers with a migration background and, within the last two years, many hairdresser’s shops were opened by immigrants. A few respondents also reported on migrant women opening cleaning services and migrant men (mainly from the Baltic States) starting building and construction firms. Furthermore, there are some doctors, tax consultants, engineers and other self-employed people with a migration background, but these are considered to be exceptions.⁹

Another source of information is the database of the state-owned company *ALMI Företagspartner* that provides loans to small- and medium-sized start-ups. In 2009, *ALMI* gave credit to about ninety immigrant entrepreneurs in the county of Västernorrland. About half of the credit was granted for restaurants - mainly pizzerias (which are the “step in the door” to participate in the labour market) - the other half was granted to a broad range of

⁹ While most of the restaurants are located in the city centre, the food stores are located both in the centre as well as in the neighbourhoods with a high proportion of migrants, e.g. in Nacksta.



businesses, encompassing small shops, camping grounds, market gardeners, car mechanics, and even high tech businesses. Again, these loans were granted for applicants of the whole county of Västernorrland. One has to consider that most of the entrepreneurs starting a camping ground, for instance, do not start it within the city of Sundsvall, but in the countryside. Nonetheless, based on this information, one can assume that even though the vast majority of ethnic businesses are restaurants, the variation of ethnic businesses is somewhat larger than supposed by many interview partners.

However, the loans that *ALMI* granted to immigrants were rather modest compared to the loans granted to Swedes, which is an indicator that immigrants mainly run smaller businesses (see section 5.5). The expert of the bank interviewed confirmed this fact as well.

According to all people interviewed, most immigrant entrepreneurs are male and stem from the Middle East (e.g. Lebanon, Syria and Iraq), Turkey and Africa. Some people running their own businesses originate from other European countries. Recently, there are more Asian entrepreneurs, e.g. Thai and Vietnamese entrepreneurs, and very few entrepreneurs from the Baltic States. These facts are in accordance with nation-wide figures (cf. Integrationsverket 2006: 61).

The representative of *ALMI Företagspartner* reported that one can very roughly differentiate between three groups of ethnic entrepreneurs coming to *ALMI*: First, there is the group of refugees of which many have only a little education and who often have no money. Generally, they start very small businesses such as small-scale import/sale business. The second group of ethnic entrepreneurs are “medium- to long-term immigrants” who live for several years in Sweden, but do not have much money. These immigrants, who often stem from Iran, Turkey, Afghanistan and other countries of the Middle East, start businesses such as restaurants, stores and health care businesses. The third, smaller group of immigrants asking for loans at *ALMI* are “immigrants by choice” from Western, mainly European countries such as Germany, the Netherlands and Canada, who immigrate “for the lifestyle and the nature”. These people generally have more money and resources; they often open camping sites, hostels, restaurants and other kinds of business. Thus, the educational background of people who run their own business is diverse.

Even though there is no local data, national data shows that native Swedish people running a business are usually better educated than foreign-born people. This applies to both men and women. Practically all native Swedish people running their own business had at least upper secondary education while approximately 10% of foreign-born people only had pre-secondary education (cf. Integrationsverket 2006: 64; see table 2).

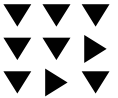


Table 2: Level of education for native Swedish and foreign born entrepreneurs by gender, aged 18-64 (Sweden; 2003)

Level of education	Women		Men		Total	
	Native Swedish	Foreign-born	Native Swedish	Foreign-born	Native Swedish	Foreign-born
Pre-upper secondary	0.0%	11.3%	0.1%	10.5%	0.1%	10.7%
upper secondary	36.2%	42.9%	42.3%	44.6%	40.9%	44.1%
Post-upper secondary	63.7%	45.8%	57.6%	44.9%	59.0%	45.1%
Total	100%	100%	100%	100%	100%	100%

Source: Integrationsverket 2006: 64

Thus, the majority of immigrant entrepreneurs stem from non-EU countries and are active in highly competitive and labour intensive sectors where lower qualifications are required, e.g. restaurants, small food stores and kiosks. Most experts explained this tendency by the fact that the establishment of such ventures is relatively easy and does not require a high degree of formal education. Furthermore, “there are only limited types of business you can start with little capital”, as stated by the expert of *ALMI Företagspartner*.

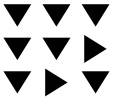
4.2. Ownership structures, workforce and labour relations in ethnic enterprises

As stated by most interviewed experts, the immigrant-owned businesses in the city of Sundsvall are characteristically family businesses that are managed by their owners.¹⁰

The vast majority of immigrant businesses are SMEs, mainly micro enterprises with less than ten employees, and most even have less than four. A few businesses run by immigrants (for instance some of the bigger restaurants) employ up to thirty people – of which many may be part-time.

Most local experts assess that within the typical small businesses owned by migrants, employees generally have the same ethnic background as the entrepreneur, since the migrants mainly rely on their families and ethnic networks to find suitable employees and business partners. Moreover, “family members are cheaper. You pay 100 kronor for an outsider, but only 80 kronor for a family member”, as reported by an ethnic entrepreneur. For the entrepreneurs’ families and networks, these businesses offer an important opportunity to participate in the local labour market. In bigger and more established immigrant businesses,

¹⁰ There are, however, no data available on the actual ownership structure of ethnic enterprises, e.g. on inter- or intra-ethnic partnerships or franchise businesses, or data about the workforce of immigrant businesses and the labour relations within these businesses.



the trend towards mainly employing people of the same ethnic group decreases; they also employ persons with another ethnic background or Swedes without a migration background.

The workforce structure not only differs with the size, but also the economic branch of the enterprise. While the typical ‘niche’ businesses such as restaurants, groceries and hairdressers mainly employ people of the same ethnic group, the employee structure is diverse in ‘mainstream’ businesses requiring higher education (e.g. tax consultancy, computer services).

Regarding employment conditions and labour relations, little information could be gathered in the course of the CLIP research. Of course, Swedish labour rights, laws and the important union agreements apply to immigrant businesses in the same way they apply to any business. In Sweden, the degree of employees’ unionisation is very high – as is the degree of employers’ organisation. According to the experts interviewed, including the unions’ representatives, this is also true for immigrant employees and employers. However, there are no reliable data on this topic.

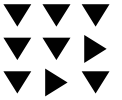
Even though the degree of unionisation is supposed to be high, both the labour representative and the employers’ representatives presumed that a strict and paternalistic management style is more common in immigrant businesses than it is in Swedish ones: “it is the manager who tells everyone what to do; there is much less employees’ participation in management than in Swedish firms.” Both experts agreed that this does not constitute a problem “because most employees have the same ethnic background as the owner” but “if they would treat Swedes in that manner, they would get problems.”

All other respondents assumed that the labour relations within ethnic businesses, which are mainly family businesses, are as they are in any other small family-based business “in which everyone works hard”, as stated by one officer.

4.3. Market and competition of ethnic businesses

Nearly all immigrant businesses in the city of Sundsvall offer their products and services on the local level. In general, the entire population of Sundsvall – both with and without a migration background – are customers of ethnic businesses. Nonetheless, there are differences; markets that immigrant entrepreneurs serve differ according to the branches the businesses belong to. While the ethnic grocery stores offering foreign products mainly serve the migrant population, restaurants usually serve the native Swedish population, as stated by most respondents.

Thus, immigrant entrepreneurs compete with both other immigrant businesses as well as businesses owned by native Swedes. According to the interviewed experts, the local immigrant entrepreneurs do not follow a special strategy of competition nor do they have particular marketing techniques. They often use basic advertising media, such as flyers and advertisements in local newspapers, rely on word-of-mouth or personally address their potential customers. Besides, they use their cultural competence as well as their standing as a



‘cultural attraction’. However, their main competitive advantage is the lower price of their products and services.

4.4. Reasons for entrepreneurial careers

There is a multitude of studies explaining ethnic entrepreneurship. Some conclude that migrants found businesses because they recognise a demand (often within the migrant community itself) for certain ‘ethnic’ products or services; some studies emphasise cultural particularities and heritage as explanations as to why immigrants are ready to become entrepreneurs more often than native Swedes are; other authors call attention to discrimination and the lack of opportunity structures (cf. Hjerm 2004: 743-744, Schuleri-Hartje et al. 2005: 24-26).

In the city of Sundsvall, it was striking that all except one expert highlighted that the latter aspect is the most important one (see figure 8). Of the nineteen respondents, which were asked for the main reason why immigrants set up businesses in Sundsvall, eighteen pointed out immediately that for most immigrants, the main reason to become self-employed is the fact that immigrants have severe problems in the regular labour market. Having their own business is often “the only way to get a job”, as stated by the politicians interviewed. A NGO representative supposed: “while for Swedes, the main reasons to become an entrepreneur are the idea and the money, the main reason for migrants is not to be unemployed any more; to break the vicious circle of internships.” Since “a lot of doors are closed, self-employment is one way to open the doors” and a possibility “to enter in the Swedish society faster”, as reported by representatives of *ALMI* and the labour union. A *FAVI* city officer explained: “you do not move to Sweden *in order to* become entrepreneurs. You come to Sweden, and then, perhaps, you start something, because you need money to live”.

Most experts explained the difficulties in the labour market with challenges regarding the educational level on the one hand (either the level is too low or the graduation is not accepted in Sweden), and with “scepticism”, “intolerance”, “fears” and “shyness” of Swedes towards immigrants, which may result in discrimination, on the other.¹¹ An entrepreneur assessed that as an immigrant, “you have to be twice as smart and hardworking as native people in order to get a job”.

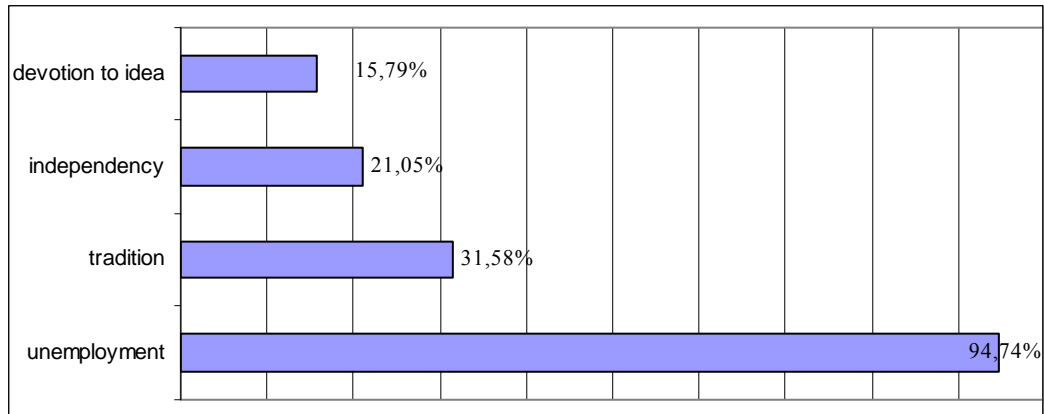
Besides the lack of opportunity structures in the labour market, six out of nineteen mentioned the cultural and/or family background as an additional incentive to open a business. According to the expert of *ALMI*, for instance, “a lot of immigrants come from an entrepreneurial background” and/or already had businesses in their home country. The employers’ representative – who was the single respondent who did not emphasise the

¹¹ One of the politicians reported about a study based on the analysis of Richard Florida and the importance of the three ‘T’s’ Technology, Talents and Tolerance. According to that study, the city Sundsvall is weak on tolerance.



missing opportunities – stated that many migrants are used to being entrepreneurs, since they grew up that way and “have it in the blood”.

Figure 8: Reasons for ethnic entrepreneurship



Source: compiled by efms based on CLIP interviews

Four experts mentioned that being independent and self-reliant is another important reason to start a business; three respondents stated that the devotion to an idea and the expectation of having found a market niche providing a “good job” play a role as well.

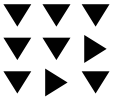
4.5. Problems and barriers

The evidence from the field visit suggests that there are some typical problems and barriers migrants face when establishing and running a business.

To begin with, the personal qualifications of the entrepreneur play a crucial role when founding and operating a business. However, some entrepreneurs (both migrants and natives), have a convincing business idea, but do not know how to realise it. According to the officer of the bank and others, good preparation is often missing, as business plans turn out to be “overoptimistic and underfinanced” and sometimes “they lack an understanding of figures and management rules”. The experts repeated that these problems are typical for all entrepreneurs starting a business, not only for migrants. However, since the local opportunities and supporting structures are often better known by natives, they have a ‘home advantage’.

This is also true regarding rules, regulations and bureaucracy. “Sweden is a very bureaucratic country with many rules”, as several respondents reported. Since it is not easy to find the right information about rules and regulations and to understand them, the Swedish bureaucracy and “over-organisation” (as termed by two city representatives) can be regarded as a barrier, particularly if one does not speak Swedish fluently, as hinted by some experts.

About eight experts stressed that immigrants face difficulties in obtaining credit. This is mainly due to the fact that most immigrants wishing to start a business do so out of unemployment or a precarious job situation and often do not have any securities. Thus, it is problematic to provide a loan, as explained by the representative of *ALMI* and the *Swedbank*.



One respondent of the city stressed that “a name with ethnic connotations can lead to difficulties in contacts with, for example, Swedish financial institutes. This in turn can force immigrants into less than favourable solutions when seeking financial backing for their business ventures.” A politician took a similar line when explaining that it is easier to get a loan when you are known and have local networks, which immigrants have to a lesser extent. Furthermore, potential immigrant entrepreneurs sometimes lack information about financing opportunities, as stated by several experts.

5. Regulations, policy strategies and activities

This chapter starts with an overview of national rules regulating the formal access to entrepreneurship (5.1) and some violations of these rules and regulations, i.e. illegal practices (5.2). Further sections concentrate on the city’s policy strategy concerning ethnic entrepreneurship (5.3), main actors and institutions (5.4) and on local activities, programmes, projects and networks (5.5).

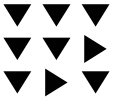
5.1. Rules and regulations

Access to entrepreneurship in Sundsvall is regulated as in every other Swedish city, i.e. it goes along with certain formalities every entrepreneur has to meet. For instance, a person who wants to start a business in Sweden must normally be at least eighteen years old and cannot be an “undischarged bankrupt” or have a custodian according to the Parental Code. Most regulations are the same for immigrants and natives. If one wants to start a ‘company limited by shares’ or an ‘economic association’ in Sweden, however, one has to be a resident within the EEA (European Economic Area). Further, immigrants need a working permit in order to start a business (cf. Bolagsverket 2010).

When starting a business, every entrepreneur has to register the business enterprise. Therefore, one generally has to

- ▶ register the business at the Swedish Companies Registration Office (*Bolagsverket*) (except sole traders),
- ▶ apply for a tax-certificate with the Swedish Tax Agency (*Skatteverket*),¹²
- ▶ report to the Swedish Tax Agency (*Skatteverket*) that one should be registered as an employer if staff is going to be recruited and
- ▶ apply for VAT (value-added tax) registration at the Swedish Tax Agency (*Skatteverket*) if VAT must be reported in the respective form of business

¹² Entrepreneurs with responsibility for paying taxes and social security contributions for their business get the F-tax-certificate; if the enterprise is a sole trader business and the owner also has income from employment, one gets a FA-tax-certificate.



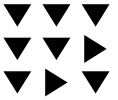
The general information on how to register is provided in both Swedish and English. Most of the application forms are still in Swedish, but the Swedish Companies Registration Office (*Bolagsverket*) is in the process of producing a number of forms in a bilingual version (Swedish-English) and to publish these forms on its website.

Prior to registration with the official authorities, the future entrepreneur has to opt for the form of his or her business, since the different forms of business enterprises have different characteristics and entail different obligations. The five most common forms of business enterprises are sole trader businesses, trading partnerships, limited partnerships, limited companies and economic associations. As found out during the field visit, by far most migrants that start up a business in Sundsvall found a sole trade business (*enskild näringsidkare*). Therefore, the most important regulations are summarised in the following. For the regulations regarding the other business forms, please see Arbetsförmedlingen et al. 2010, Bolagsverket 2010 and European Commission 2009b.

A sole trader business is run and represented by one person. This ‘one-man-business’ or ‘one-woman-business’ has no economic dividing line between the owner and the company itself. Thus, the owner is personally liable for the company’s debts. For this kind of business, no starting capital is required; one can start business on a small scale. Any income must be declared in an appendix to the owner’s personal tax return, but in most cases, it is not compulsory to have an auditor who examines the business. Furthermore, one does not need to register with the Swedish Companies Registration Office, but only with the Swedish Tax Agency. The owner has the right to employ staff. However, it is not possible to employ a spouse or cohabiting partner with mutual children. Instead, if a couple wants to work in the business, they may run the sole trader business together and share the profit (cf. Arbetsförmedlingen et al. 2010, Bolagsverket 2010 and European Commission 2009b).

When running a business, every entrepreneur has to consider the Swedish law governing the operation of a company, e.g. tax laws, regulations regarding safety in the workplace and working hours and environmental policy. Depending on the branch of the business, the entrepreneur must obtain different permits or possess specific qualifications. Moreover, companies must follow agreements reached with their respective unions regarding employee’s salary, compensation and working conditions. These regulations, however, are the same for native and immigrant entrepreneurs.

Nevertheless, some regulations have influenced ethnic entrepreneurship in Sweden. One example is legislation affecting household services, such as cleaning services. The Swedish government have attempted to make household services more attractive in order to dissuade the use of ‘black market services’ and illegal business practices. It was decided that a customer using such a service is entitled to a tax deduction in his or her annual tax declaration. As reported by a city representative, this deduction has proven itself to be a valuable means of stimulating a branch with a large proportion of immigrants. The ability to claim private house renovations as a tax write off is another example of how new regulations have stimulated immigrant businesses in Sweden: nowadays, several smaller companies in



the fields of construction, painting and flooring are run by foreigners. In the city of Sundsvall, however, the law's impact on ethnic entrepreneurship seems to be rather low (see chapter 4.1).

5.2. Illegal Practices

None of the interviewed experts could provide substantial information regarding current illegal and informal practices of ethnic entrepreneurs.

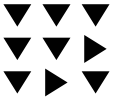
Some experts reported that ten years ago, there were some problems with 'black taxis', but since the police has started to control them more regularly, there are no problems with this branch any more. Recently, some ethnic restaurant owners were under suspicion of manipulating their cash registers, so, this spring, local authorities organised a raid on migrants' restaurants and arrested some entrepreneurs.

One city representative added for consideration that most immigrants are economically active in family businesses in the restaurant industry – a branch in which black labour, tax dodging and "fiddling in general" is more common than in other branches. Thus, "there could be a larger risk that immigrants fiddle". Comparable assessments were made by the ethnic entrepreneurs and the expert of *ALMI Företagspartner*.

In case a business is being run incorrectly, several regulatory and municipal offices can take action. Some examples of these measures are:

- ▶ The police (*Polis*) take action if criminal activities are reported or supposed.
- ▶ The Swedish Tax Agency (*Skatteverket*) intervenes if declarations of revenues and salaries seem to be incorrect.
- ▶ The customs (*Tullverket*) steps in when illegal products are brought into the country or if false declarations are made regarding the import/export of goods.
- ▶ Swedish Enforcement Authority (*Kronofogdemyndigheten*) is appointed to take action in the case of unpaid payroll tax and other tax debts.
- ▶ The municipal Alcohol Board (*Alkoholenheten*) controls the practice and sale of alcohol.
- ▶ The Environmental Unit (*Miljöenheten/Sundsvall*) intervenes if laws and proper practice agreements are not followed.

None of the experts knew to what extent ethnic entrepreneurs are affected by measures to crack down on informal and illegal practices. One expert assumed that migrant businesses are checked more often than other businesses, but most supposed that ethnic entrepreneurs are treated like every other entrepreneur. None of the experts, however, assessed illegal practices as a crucial topic in the city.



5.3. Local strategy

Ethnic entrepreneurship plays only a minor role in both the local economic policy and the city's overall strategy supporting the integration of migrants. The following paragraphs outline both policy fields as well as the main actors in these fields.

Sundsvall's approach regarding entrepreneurship

Within the local economic policy, entrepreneurship plays a crucial role, and the promotion of entrepreneurship is an important part of the economic strategy. As the head of the *NAVI* committee stated, the support of entrepreneurs is "a question of survival" for the city. Thus, all political parties are engaged in supporting both established entrepreneurs as well as start-ups, as emphasised by all interviewed politicians. This support applies to all entrepreneurs, including immigrants. Occasionally, the city conducted programmes focusing on a specific social group, for instance women starting and running a business, or youths who were encouraged to become self-employed entrepreneurs. So far, the city has paid little attention, however, to immigrants who plan to found a business.

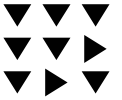
Accordingly, there are no kinds of zoning plans that could have an impact on ethnic entrepreneurship. According to the city representatives, there simply are no particular considerations taken in regard to immigrant businesses and city planning and zoning in the city of Sundsvall.

Sundsvall's approach regarding integration and labour market policies

Since 2003, the city of Sundsvall has followed a new policy approach regarding integration and labour market policies. The city emphasized an attitude of seeing all residents, including immigrants, as a needed resource (instead of a burden) and actively welcoming and integrating the diverse workforce into the labour market and thus into the society as a whole.

Reasons for this strategy are: first, the shortage of manpower caused by demographic changes; second, the belief that diversity enriches the local community and economy; and third, the assumption that work is an important factor of welfare and integration. Therefore, the city supports all kinds of persons excluded from the labour market and aims to raise the level of self-sufficiency.

As a result of these assumptions and goals, the city restructured its political responsibilities and the related administrative offices. It created a committee responsible for dealing with issues related to the labour market, adult education and integration. This committee, called *NAVI* (Labour Market, Adult Education and Integration Committee), relates integration with the other areas of its work, the labour market and adult education. While the political responsibility for these topics lies within the political committee *NAVI*, the administrative responsibility lies within the affiliated municipal office *FAVI* (Labour Market, Adult Education and Integration Office) that implements the committee's goals. Thereby, the staff members collaborate with other municipal administrations and externally with NGOs,



businesses and social services. Most of *FAVI*'s migrant specific efforts focus on migrants' needs regarding language and employment.

For newly arrived adults, the city offers the programme 'Swedish for Immigrants' (SFI), includes Swedish language classes as well as an introductory programme aimed at improving the immigrants' integration in the local labour market. The core of the introductory programme is work experience placements based on individual needs and skills, computer-aided learning and a module dealing with occupational specific Swedish, career choice and continued studies. The class is fulltime and free-of-charge for students.¹³ To further support the migrants' labour market integration, the municipality collaborates closely with the local job centre. For instance, they jointly implement the national programmes 'step-in job' (*instegsjobb*) and 'new starter jobs' (*nystartjobb*) for newly arrived immigrants. In the course of those programmes, the state pays a certain amount of the newly employed immigrant's salary.

Moreover, the *NAVI* decided that an emphasis should be put on ethnic entrepreneurship. In its various official political goals for the period of 2009 to 2011 (adopted in 2008), *NAVI* also stated that specific measures would be needed to promote immigrants' entrepreneurship (Sundsvalls Kommun 2008a: 7).¹⁴ The politicians interviewed in the course of the city visit reaffirmed these political goals. However, some city officials criticised them, claiming that even though "the politicians talk warmly about this topic, there are no specific plans" for promoting this issue. Another officer summarised, "the support of ethnic entrepreneurship is a political goal, but the parties do not know what to do." One reason for that non-action could be that "the whole society is too politically correct. One does not want to support one group, because everyone should be treated the same."

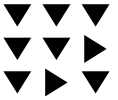
To conclude, the politicians and administrative staff of city of Sundsvall regard the topics of integration, adult education and the labour market as important municipal tasks that are strongly interrelated. Migrants' integration is seen as result of a successful – general and inclusive – labour market policy in combination with a functioning welfare state. The promotion of entrepreneurship is an important part of the local economic strategy as well. Very little attention is paid, however, towards the topic of ethnic entrepreneurship.

5.4. Main actors and institutions, dialogue and involvement of migrants

There are various actors and institutions – both national and local ones – that are relevant for immigrant entrepreneurs who aim to establish or maintain a business. The most important actors that could adopt and implement a broader entrepreneurship or integration agenda at the

¹³ These courses have been developed by the Swedish National Agency for Education *Skolverket* and are offered throughout Sweden. All registered residents of Sundsvall, who do not speak Swedish as their native language and lack basic Swedish language skills (excluding Norwegians and Danes) have the right to enrol in a Swedish for Immigrants class.

¹⁴ "Inrikta den lokala integrationspolitiken på arbete och företagande. Särskilda insatser behövs för invandrades företagande" (Sundsvalls Kommun 2008a: 7).



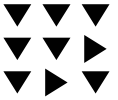
local level are the city council, especially its committee *NAVI*, and the municipal administration, especially its unit *FAVI*.

When it comes to starting-up and running a business, the following governmental actors are the most crucial for entrepreneurs in the city of Sundsvall:

- ▶ The Swedish Agency for Economic and Regional Growth (*Tillväxtverket*; former name: *Närings- och teknikutvecklingsverket – NUTEK*), located at the Swedish ministry of economic affairs, aims to support growing enterprises and the creation of more of them, and, thus, promote sustainable, competitive business and industry throughout Sweden. Therefore, this national body runs and finances campaigns and projects supporting entrepreneurship.
- ▶ The administrative unit *FAVI* in Sundsvall holds regular activities and short term projects designed to promote the integration of immigrants into the labour market. An integral part of *FAVI* is the unit *Entrepreneurs' Pilots (Företagslotsen)*, which is responsible for consultations with future and established business owners.
- ▶ The *Sundsvall Business Region (SBR)* is a newly founded local umbrella organisation of municipally connected companies dealing with the topic of entrepreneurship and having a strong, vested interest in the promotion of businesses and their establishment in the region.
- ▶ The official Swedish authority, where new businesses have to be registered, is the Swedish Companies Registration Office (*Bolagsverket*). Furthermore, all enterprises have to register with the Swedish Tax Agency (*Skatteverket*). This agency conducts regular meetings about starting a business and offers personal advice as well as forms and brochures online.
- ▶ Unemployed persons with the intention to start up a business receive support from the Swedish Public Employment Service (*Arbetsförmedlingen*) by assisting with staff recruitment and helping with start-up grants.
- ▶ Another crucial actor is the state-owned company *ALMI Företagspartner* which has a location in each county and also has an office in Sundsvall. *ALMI*'s mission is to promote the development of competitive small and medium-sized businesses, as well as to stimulate new enterprise with the aim of creating growth and innovation in Swedish business life. *ALMI* offers both advisory and financing services.
- ▶ The former NGO *IFS Rådgivningscentrum*, which started in 1996 and is now an integral part of the state-owned company *ALMI*, provides advice and discuss a business plan with immigrant entrepreneurs. Everything is available in several languages and is free of charge.

Additionally, there are several non-governmental organisations at the national and regional level.

- ▶ The Swedish Jobs and Society Foundation, the national mother organisation of Enterprise Agencies (*NyföretagarCentrum*), supports entrepreneurship in Sweden by giving professional start-up advice to people thinking about starting a business. The foundation gives this advice on a local level through some ninety Enterprise Agencies which cover



200 of Sweden's 290 municipalities, and one of these is located in the city of Sundsvall. The activities are financed by private businesses, NGOs and governmental institutions (NyföretagarCentrum 2010).

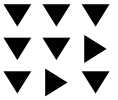
- ▶ The organisation *Coompanion* aims at helping people wishing to start a cooperative enterprise; the advisors offer professional advice that is free of charge.
- ▶ The Chamber of Industry and Commerce (*Handelskammaren*) is one of the largest business organisations in Sweden. It offers members a range of practical services relevant to the modern economy and stimulates the development of businesses and regional projects.
- ▶ Confederation of Swedish Enterprise (*Svenskt Näringsliv*) is Sweden's largest business federation representing fifty member organisations and 54,000 member companies with some 1.5 million employees (Svenskt Näringsliv 2010).
- ▶ The Swedish Federation of Business Owners (*Företagarna*) is a business federation of and for companies having regional branches, also in Sundsvall. The federation aims at creating better conditions for starting, running, developing, and owning a business in Sweden and claims to have the mission "to promote entrepreneurship, safeguard the rights of business owners, and contribute to conditions that make running a business easy and appealing" (Företagarna 2010).

Individually or jointly, these actors and institutions implement initiatives and projects promoting entrepreneurship.

According to the interviewed experts, there is some struggle and competition between the different actors on the national level. On the local level, by contrast, the institutions seem to maintain a good dialogue with each other and conduct several projects in close cooperation. A remarkable outcome of this cooperation is the creation of the *Sundsvall Business Region* that unites, for instance, the Entrepreneurs' Pilots *Företagslotsen*, the new enterprise agency *NyföretagarCentrum*, the Employment Service (*Arbetsförmedlingen*), the business federation *Företagarna* as well as several other actors in one building. The *Sundsvall Business Region* is the result of the city's goal to support the cooperation of the various actors in order to provide a one-stop-support for entrepreneurs and to promote the local economy.

Many interview partners reported this good cooperation and these relationships. However, there seems to be insufficient dialogue between the various actors. In the course of the CLIP city visit, it became obvious that a lot of staff members employed in the different institutions do not exactly know which institution offers which kind of information and advice. Several times, when posed a difficult question, the experts identified an organisation as responsible for that information, and then that referred organisation recommended yet another. This bears the risk of shifting responsibility on to the other institutions active in this field. Thus, in order to provide effective advice for entrepreneurs and in synergise services of agencies, the various actors should enhance their mutual contact and dialogue.

Furthermore, the institutional actors, including the city and non-governmental organisations, should consider making special efforts to involve migrants as active members. Migrants can



currently become members in the councils, organisations, unions and federations mentioned above, since these do not have specific membership rules hindering the membership of migrants. However, according to several politicians and city officers interviewed, it is mainly native Swedish people that are members of these organisations, while the share of migrants is rather low.

5.5. Local activities

The various local actors mentioned above provide different measures and programmes to promote the business acumen of entrepreneurs. Nearly all of them are general measures, i.e. they address all entrepreneurs in the city – irrespective of their ethnic background. The offers of the biggest service providers are described below.

Online and telephone information services on starting businesses

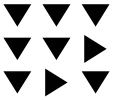
There are various online and telephone information services in Sweden about starting and running a business, of which many are in both Swedish and English. A prominent example is the website *Verksam*, recently established by the Swedish Companies Registration Office, the Swedish Tax Agency and Swedish Agency for Economic and Regional Growth. The informative bilingual website provides information for entrepreneurs active in Sweden. Likewise related to the Swedish government is the Business Registration (*Företagsregistrering*), an information portal for entrepreneurs, which also offers the ability to register one's own business directly via the site. In addition to the internet services, there is a free telephone service for prospective and new business owners, the Start-up Line (*Startlinjen*). The service is run by the Swedish Agency for Economic and Regional Growth.

Seminars promoting an entrepreneurial mindset

In order to promote an “entrepreneurial mindset”, there are two interesting initiatives in the city of Sundsvall: a school project and seminars at *FAVI*.

The school project *Ung Företagsamhet* (‘Junior Achievement – Young Enterprise Europe’, JA-YE), which exists throughout Europe and also at Sundsvall's secondary school *Sundsvalls Gymnasium*, provides entrepreneurship education programmes to teach pupils and students about enterprise, entrepreneurship, business and economics in a practical way. At *Sundsvalls Gymnasium*, about two-hundred pupils participate annually at these classes; the share of migrant students is not registered. The programme is very popular: according to a teacher interviewed, 97% of the participants recommend the project. The JA-YE Company Programme is recognised by the European Commission Enterprise Directorate General as a ‘Best Practice in Entrepreneurship Education’. Because of this project, the *Sundsvalls Gymnasium* was awarded as the best school in Sweden.

The administrative unit *FAVI* also offers seminars in order to promote an entrepreneurial mindset. Unemployed and job-seeking people can participate at month-long programmes aiming at reintegrating the participants into the labour market. Within this general



programme, two and half days focus on entrepreneurship. In the course of these days, the participants should be ‘inspired’ to become entrepreneurs, detect (hidden) skills and interests and brainstorm to get ideas for a start-up. About one hundred people participate each year, and migrants represent about a quarter of the participants. In 2009, interested people could also participate in the Future Entrepreneur programme, in which they followed up the programme by testing their business ideas in the real world. None of the thirteen participants, however, was an immigrant.

Individual advice promoting entrepreneurial success

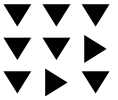
Entrepreneurs as well as people who have promising business ideas and are interested in starting a business can get professional advice on an individual basis in the Sundsvall Business Region. The city officers of the municipal unit Entrepreneurs’ Pilots (*Företagslotsen*) as well as the staff members of the *NyföretagarCentrum* provide professional, hands-on advice on business planning, marketing, budget questions and potential resources and financing partners. The staff members also support entrepreneurs in finding suitable premises.

People who want to start a business while unemployed can also get advice and apply for grants from the Swedish Public Employment Service (*Arbetsförmedlingen*), whose staff members also have their offices within the building of the Sundsvall Business Region. Unemployed persons with the intention of setting up a business can obtain assistance from the Employment Service by developing a business concept and participating in training programmes. However, they can also attempt to get financial aid, as explained below.

The staff members of the various institutions cooperating in the Sundsvall Business Region do not offer migrant-specific advice or courses; “immigrants get just the same treatment as anyone else who seeks advice” to start a business, as reported by a city officer and confirmed by many others.

According to the representative of the *Företagslotsen*, about a quarter of his clients are migrants. These stem from a broad variety of countries, “for instance Japan, Armenia, Bosnia, Russia, Great Britain, South Africa, Canada, Israel and Syria”. It is striking, however, that those immigrant groups that represent the largest groups in the city (Finns, Iraqis, Iranians and Somalis), as well as the ‘typical’ immigrant entrepreneurs in the city (Arabic entrepreneurs), are not represented in this list of customers. The latter seem to seek advice from other actors.

Another option for obtaining both professional advice and resources is the state-owned company *ALMI Företagspartner*. As written above, *ALMI* supports the development of small and medium-sized businesses. *ALMI* does so through giving personal advice that is comparable to that of the *Företagslotsen* and the *NyföretagsCentrum*. While the latter institutions only offer general advice, *ALMI* has a specific unit, the (former NGO) *IFS Rådgivningscentrum*, which focuses on ethnic entrepreneurs. Thus, these staff members can provide more migrant-specific advice in several languages. After the start-up phase, *ALMI*



provides a follow-up service, in which every small business is visited at least once a year, and more often if necessary. As with the services of the others, *ALMI*'s services are free of charge.

Seminars promoting entrepreneurial skills

Within the location of the Sundsvall Business Region, the staff members of the municipal unit Entrepreneurs' Pilots (*Företagslotsen*) and the foundation *NyföretagsCentrum* offer bi-monthly evening seminars that deal with entrepreneurial topics. In the first months of 2010, for instance, the team offered seminars on the preparation of a business plan, on sales, marketing, accountancy, sales, insurance and financing issues. The seminars, which are conducted by different internal as well as external experts, are free of charge and open to everyone who is interested in the respective topic. On average, about thirty people participate in each seminar.

The state-owned company *ALMI Företagspartner* also offers regular seminars promoting entrepreneurial skills, and the Swedish Public Employment Service (*Arbetsförmedlingen*) organises biweekly public information sessions about how to start a business.

Moreover, some experts of the Mid Sweden University (*Mittuniversitetet*), as well as those from other Swedish universities, are currently developing a training course on how to establish and run a smaller company, and containing four modules on business planning, marketing, management accounting and leadership. This course is still in the development phase.

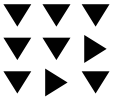
According to the interviewed experts, there are no measures in Sundsvall that aim at addressing staff matters or access to employment in businesses, whether they be run by immigrants or natives.

Financial support

Within the field of finance, there are various ways for founders of new businesses to obtain financial assistance.

The most important actors concerning this topic are the local financial institutions that provide credit and offer advice for potential and existing entrepreneurs applying for loans. Among the local banks, the *Swedbank* was mentioned by many interviewed experts as the one which is the most open towards small immigrant enterprises.

As hinted above, *ALMI* can also be a source of resources, as they offer loans to entrepreneurs as well. The loans that *ALMI* granted to immigrants were rather modest compared to the loans granted to Swedes: While the latter received loans of about 500,000 Swedish kronor on average (about 50,000€), immigrants were only given about 150,000 Swedish kronor



(15,000€) on average, since they have fewer securities and smaller businesses.¹⁵ Our bank expert confirmed this fact as well.

Since *ALMI*'s loans are more expensive than the loans of banks, they are less popular. However, because *ALMI* also takes higher risks than banks, it seems to be rather open to immigrants' business ideas and to offer a meaningful follow-up. Thus, *ALMI* loans are often seen as a last, but nonetheless meaningful, resource.

Thirdly, the Swedish Public Employment Service (*Arbetsförmedlingen*) offers grants for people who want to start a business when unemployed. The Employment Service provides financial aid for up to six months to individuals while they work on getting a company off the ground. This financial assistance consists of an activity grant that is equivalent to the unemployment benefit.

From January 2008 until March 2010, 1,716 people used this grant to start up a business. In 2009, in the middle of the economic crisis, the number of unemployed people using the Employment Service's activity grant was lower than it was in 2008 and in the beginning of 2009, even though the number of unemployed people was higher at that time (see section 3.2).¹⁶ An explanation for this trend might be the uncertainty about the economic development. Of the 1,716 clients getting the grant in the last twenty-seven months, 231 clients were foreign-born, representing 13.5%.

International and local networking activities

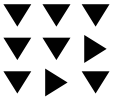
Beyond the individual advice and seminars, the Entrepreneurs' Pilots (*Företagslotsen*) put a specific emphasis on networking activities in order to link entrepreneurs both with the city and with job seekers. Therefore, the staff members conduct company visits and organise telephone surveys in order to learn about local entrepreneurs' current challenges and needs.

Last but not least, the city of Sundsvall is currently supporting the project *Projektet Affärsintegration* ('business integration').¹⁷ The project, which is run by a local entrepreneur, has two main goals. First, it aims at urging immigrants to start their own businesses and thereby become economically independent. Secondly, it aims at fostering the international economic connections of the city and the local businesses. The project's idea is to find entrepreneurial-minded migrants with (a) language competence, (b) knowledge and cultural competence of their countries of origin as well as (c) useful contacts and connections with their countries of origin. These migrants would then be connected with local businesses interested in these resources. The migrants will be encouraged in starting-up a business in

¹⁵ Thus, even though about a third of the loans were granted to immigrants, they only got about 8% of the money allowed.

¹⁶ While in 2008, 708 people benefited from the grant, only 618 got it in 2009; in the three first months of 2010, already 390 people got the Employment Service's support.

¹⁷ The staff members of the Sundsvall Business Region (SBR) also term this project International Regional Business Development (IRBD).



collaboration with an established one, e.g. a micro business organising study trips, meetings and guided tours for potential foreign investors in local enterprises. For a one year testing period, in which about ten migrant entrepreneurs will be targeted, the project receives economic support from the city (*FAVI*), the county council (*Länsstyrelsen*), *ALMI* and the business organisations *Företagarna* and *Svenskt Näringsliv*. Since the project has only started in autumn 2009, the results cannot be reported yet.

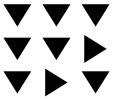
6. Summary and conclusion

The city of Sundsvall is located in the middle of Sweden, on the Gulf of Bothnia, the northernmost arm of the Baltic Sea. Sundsvall has always been a traditional commercial centre and was the first major industrial centre in Sweden, with an important timber industry producing mainly paper and pulp, but also with aluminium and chemical production companies. Today, the service sector has become more important, including primarily IT, banking and insurance companies. Even though there are big working places located in the city, most companies are small and medium-sized enterprises (SME), which have been severely hit by the worldwide economic recession, which started in 2008.

The city has 95,533 inhabitants. Of these, 10% have a migration background according to the official Swedish statistics, i.e. are either foreign nationals, born abroad or have a foreign-born mother *and* father. Most inhabitants with a migration background originate from Scandinavia and Iceland (27.5%) or Asia (31.6%).

It is not known how many of these migrants are self-employed, since the city does not register the ethnic background of local entrepreneurs and hardly pays attention to this topic. The interviewed experts estimated that between 5% and 10% of the local businesses are run by immigrants. The majority of immigrant entrepreneurs stem from non-EU countries and are active in highly competitive and labour intensive sectors where lower qualification is required, such as restaurants, small food stores and kiosks. Most experts explained this tendency by the fact that the establishment of such ventures is relatively easy and requires neither a high degree of education, nor a high starting capital. Nearly all experts highlighted that the most important reason for immigrants to become self-employed is the lack of opportunities in the labour market.

In local policy, the topic of ethnic entrepreneurship does not play a major role. This seems to be due to three reasons. One reason could be the small number of immigrants living in the city, and the fact that immigrant entrepreneurship is a rather new phenomenon in Sundsvall. A second reason seems to be negligence – most people have simply not yet considered this topic. Thirdly, the city has the political goal to treat everyone the same. Migrants' integration is seen as result of a successful labour market and adult education policy in combination with a functioning welfare state. The policies are supposed to be general and inclusive – without a special treatment for certain groups. Consequently, there is hardly any measure that specifically aims at supporting immigrant entrepreneurs.

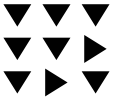


An interesting exception is the *IFS Rådgivningscentrum*. This former NGO, which is now an integral part of the state-owned, nation-wide company *ALMI Företagspartner*, focuses on immigrants' businesses. The staff members promote the development of small and medium-sized immigrant businesses, provide advice regarding financial and organisational matters and can grant loans. The offer is provided in several languages and free of charge. It can be seen as an example of a good practice promoting ethnic entrepreneurship, organised by the national level and implemented by the local one.

Moreover, there is a plethora of initiatives promoting entrepreneurship in general. Some of these initiatives are located in the area of labour market policies, and others in the field of economic policies aiming at stimulating the local economy. In order to pool the diverse resources and allow 'short distances' both for staff members and potential and existing entrepreneurs, local agencies founded the roof-organisation *Sundsvall Business Region*. This organisation joins municipal, governmental and private actors, and even places them all in the same building. The *Sundsvall Business Region* encompasses, among others, the municipal unit Entrepreneurs' Pilots (*Företagslotsen*), the entrepreneurs' experts of the Swedish Public Employment Service (*Arbetsförmedlingen*), staff members of the Swedish Jobs and Society Foundation (*NyföretagarCentrum*) as well as legal experts. They all provide professional hands-on advice on starting a business, business planning, marketing, budget questions and potential resources and financing opportunities. Furthermore, they jointly organise seminars on entrepreneurial skills. All offers are free of charge. This service and the exceptional cooperation of different institutions have to be regarded as examples of good practices as well.

Nonetheless, one has to admit that it is rather difficult to understand which institution is responsible for what and who can provide which kind of support. This bears the risk of incertitude on the side of the clients, and a passing on of responsibility on the side of the institutions. Furthermore, one has to doubt whether the activities can support immigrant entrepreneurs in the same way they support native entrepreneurs. While some experts applauded the teams for the helpful advice, others criticised the staff for lacking cultural awareness regarding certain immigrant groups. The critics explained that many immigrant entrepreneurs did not feel that the municipal and governmental staff understood them; the level of advice was felt to be too high-minded and inadequate for the challenges they face. Others did not even know about the availability of the service and its structures. By not using the advice opportunities at all, however, entrepreneurs are likely to have worse conditions for founding and operating businesses, and a higher chance of irregular practices, financial problems or even bankruptcy. Thus, general services that are insensitive regarding immigrants' specific needs can bear the risk of reinforcing immigrants' difficulties.

To conclude, one can state that up to now, the ethnic background of entrepreneurs is not seen as a feature which should be recorded in Sundsvall. Information about immigrant businesses, however, can be an important prerequisite to be able to establish or modify effective and



efficient programmes supporting immigrant entrepreneurs and their economical success. Thus, it is recommended to the city to gather some information on immigrant businesses.

Although it may sound contradictory, in order to reach the political aim of treating everyone the same, the city should not only continue to provide the excellent mainstream offers, but also immigrant-specific offers. In doing so, the city could ensure that everyone gets the support he or she needs and can run his or her business successfully. Thus, it is important to increase awareness of immigrants' needs to local employees and to inform immigrant entrepreneurs about the offers. By doing so, the city of Sundsvall could support and increase the potential of immigrant entrepreneurs for the betterment of the local economy and society.



Bibliography

Arbetsförmedlingen, Bolagsverket, Försäkringskassan, Skatteverket, Tillväxt Verket, Tullverket, *Starting up a Business – Information and guidance from the authorities*, see at http://www.forsakringskassan.se/irj/go/km/docs/fk_publishing/Dokument/Publikationer/Broschyter/broschyter_andra_sprak/starting_up_a_business.pdf, 2010.

Bolagsverket (Swedish Companies Registration Office), *Start Page*, see at http://www.bolagsverket.se/in_english/, 2010.

Borkert, M./Bosswick, W./Heckmann, F./Lüken-Klaßen, D., *Local integration policies for migrants in Europe*, Luxembourg, 2007.

Businessweek Online, February 29, 2000, see at http://www.businessweek.com/2000/00_09/b3670019.htm, 2000.

Currle, E. *Migration in Europa – Daten und Hintergründe*, Stuttgart, 2004.

Ekonomifakta, Sundsvall, see at <http://www.ekonomifakta.se/sv/Fakta/Regionalstatistik/Alla-land/Vasternorrlands-land/Sundsvall/?var=2643m>, 2010.

European Commission, *Facts and figures about the EU's Small and Medium Enterprise (SME)*, see at http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/index_en.htm, 2009a.

European Commission, *Setting up a new business – Sweden*, see at http://ec.europa.eu/youreurope/business/starting-business/setting-up/sweden/index_en.htm, 2009b.

Företagarna, *About Företagarna*, see at <http://www.foretagarna.se/-In-english-/About-Foretagarna/>, 2010.

Hjerm, M., *Immigrant Entrepreneurship in the Swedish Welfare State*, see at <http://soc.sagepub.com/cgi/reprint/38/4/739>, 2004.

Lüken-Klaßen, D., *Intergroup Relations and Intercultural Policies in Sundsvall, Sweden*, probably published in Dublin, 2010.

Integrationsverket (The Swedish Integration Board), *Pocket Facts-Statistics on Integrations, Norrköping*, 2006.

Migration Board, *History of the Swedish migration*, see at <http://www.migrationsverket.se/english.jsp> [accessed 18/03/2009], 2009.

Närings- och teknikutvecklingsverket (NUTEK), *Invandrades företagande – En statistisk beskrivning av utlandsföddas företagande i Sverige*, Stockholm, 2008.

NyföretagarCentrum, *About Swedish Jobs and Society*, see at http://www.jobs-society.se/Startsida/In_English/About_Swedish_Jobs_and_Society/, 2010.



Pinheiro, J., *Introduction: Integration in the Municipality of Sundsvall/Sweden*, p. 21 in: Bonin, J./Werz, N. (et al.): *Baltic Cities and Migration*, <http://www.wiwi.uni-rostock.de/fileadmin/Institute/IPV/Informationen/Publikationsreihe/grauereihe26.pdf> [accessed 18/03/2009], Rostock, 2006.

Rath, J. *Ethnic Entrepreneurship*, Concept paper for Module 4 of the CLIP project, Amsterdam, 2009.

Schuleri-Hartje, U.-K./Floeting, H./Reimann, B., *Ethnische Ökonomie. Integrationsfaktor und Integrationsmaßstab*, Darmstadt and Berlin, 2005.

Standard & Poor's, *Ratings Direct, Sundsvall*, 2008.

Statistics Sweden, *Sundsvall Municipal Facts 2009*, <http://www.sundsvall.se/download/18.1a75e7012199707b1a8000121/Kommunfakta%2B2009%2Bengelsk.pdf>, 2009.

Statistics Sweden, *Statistiska centralbyrån – din källa till kunskap*, <http://www.scb.se/>, 2010.

Sundsvalls Kommun, *Politiska mål 2009-2011 med verksamhetsplan Favi 2009-2011*, 2008a.

Sundsvalls Kommun, *Sundsvall's History*, Sundsvall, 2008b.

Sundsvalls Kommun, *Om Sundsvalls kommun*, <http://www.sundsvall.se/4.fae93e107e0936b3d800011839.html>, 2010.

Svenskt Näringsliv, *The voice of Sweden's employers*, see at http://www.svensktnaringsliv.se/english/about-us_16830.html, 2010

Westin, C./Dingu-Kyrklund, E., *Immigration and Integration of Immigrants and their Descendants: the Swedish Approach*, p. 105 – 134 in: Heckmann, F./Schnapper, D. (ed.), *The Integration of Immigrants in European Societies*, Stuttgart, 2003.

Westin, C., *Sweden: Restrictive Immigration Policy and Multiculturalism*, <http://www.migrationinformation.org?Profiles/display.cfm?ID=406> [accessed 20/02/2009], 2009.



List of persons interviewed

During the field visit, which took place from April 12th to 16th, 2010, the following twenty-four experts were interviewed:

Dirawi, Saleh; staff member of the Labour Market, Adult Education and Integration Office (FAVI), city of Sundsvall

Duarte Martins, Anette; member of the municipal council (Centre Party) and member of the Labour Market, Adult Education and Integration Committee (NAVI)

Ebadi, Soleyman; ethnic entrepreneur, owner of the local IT company *Shidas Data*

Ekeberg, Tommy; principal for economics and leadership at the local secondary school *Sundsvalls Gymnasium* and responsible for the school project *Ung Företagsamhet* ('Junior Achievement – Young Enterprise Europe', JA-YE)

Engholm, Thomas; business development officer at the Sundsvall Business Region

Gärdegård, Nils; staff member of the Labour Market, Adult Education and Integration Office (FAVI), responsible for social economy/third sector development, city of Sundsvall

Gray, James; staff member of *IFS Rådgivningscentrum (IFS)* at *ALMI Företagspartner*, consultant for immigrant entrepreneurs

Gredemyr, Ulla; start-up and business advisor for the Labour Market, Adult Education and Integration Office (FAVI), city of Sundsvall

Hamrin, Monika; staff member and treasurer of migrant women association *Sadoka*

Hägglund, Ewa; ethnic entrepreneur (tax consultant), founder of the business migrant women network *Företagsamma Invandrar Kvinnor* and ambassador for female entrepreneurship of the Swedish Government

Johansson, Anneli; teacher for the school project *Ung Företagsamhet* ('Junior Achievement – Young Enterprise Europe', JA-YE) at the local secondary school *Sundsvalls Gymnasium*

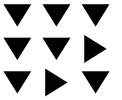
Johansson, Pär; employment officer for newly arrived immigrants at the Swedish Public Employment Service (*Arbetsförmedlingen*)

Jonsson, Hans; advisor for small companies at the *Swedbank*

Karlsson, Berit; social worker for the municipal social service in Sundsvall-Nacksta, mentor for the migrant women association *Sadoka*

Krasser, Pernilla; supervisor for unemployed people and access coordinator at the Labour Market, Adult Education and Integration Office (FAVI), city of Sundsvall

Lundberg, Jeanette; office coordinator, responsible for statistics at the Swedish Public Employment Service (*Arbetsförmedlingen*)



Nilsson, Lars; ‘European Employment Services’ advisor at the Swedish Public Employment Service (*Arbetsförmedlingen*)

Nilsson, Rune; director of the Labour Market, Adult Education and Integration Office (*FAVI*), city of Sundsvall

Ohlsson, Lars G.; senior advisor at the employers’ association *Svensk Handel* (Swedish Trade Federation)

Persbo, Pia; staff member of the Swedish Public Employment Service (*Arbetsförmedlingen*), responsible for unemployed migrant women

Persson, Mikael; representative and ombudsman of the Trade Union *Handels*

Pinheiro, João; member of the municipal council (Social Democratic Party) and Chairman of the Labour Market, Adult Education and Integration Committee (*NAVI*)

Rudiger, Christiane; member of the municipal council (Left Party) and vice president of the Labour Market, Adult Education and Integration Committee (*NAVI*)

Strandberg, Christer, senior lecturer for business administration and marketing and vice head of Department of Social Science at the Mid Sweden University (*Mittuniversitetet*)