The Motivation and Challenge of Expatriate Entrepreneurship in the Netherlands

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Preface

The subject of research was inspired by my own expatriate identity and my entrepreneurial experience. The interest for this subject combined with a certain curiosity towards entrepreneurial discoveries, formed the foundation of the current research question.

At times the research proved difficult, but both extensive effort and support from fellow-students allowed me to answer the identified question.

I would like to thank my supervisor Neil Thompson for granting me the freedom to pursue my subject of choice, his swift communication and for trusting in my capabilities.

To all 10 participants in my research, I would like to thank you for dedicating your time and experiences towards the enabling of my research.

Besides this, I would like to acknowledge the benefits I experienced from being able to debate certain issues with friends. I would also like to thank my family for their moral support and keeping me motivated, especially my parents.

Lastly, I would like to mention that the copyright of this thesis rests with me. I am thus solely responsible for its content. Hence, the VU Amsterdam cannot be held liable for the content of my thesis.

I hope you will enjoy your reading.

Yue Zhao
Abstract

This article employed a qualitative approach to investigates a sub-group of immigrant entrepreneurs, namely expatriate entrepreneurs in the Netherlands context. Compare with the immigration entrepreneurs, expatriates relocated in the host country self-initiated. This segment of the immigrant share some common traits like highly educated and most of them choose to set up their business out of pull motivation, which means they should be describe as opportunity entrepreneur instead of necessity Entrepreneurs.

The existing research on expatriate entrepreneurs has focused largely on the conceptual buildup, the empirical research from entrepreneurial motivation perspective is still needed. To provide an exploratory research for researches interested in this area, we start from narrow down the research object based on the terminology and employed the entrepreneurial motivation framework from Shane (2003). Based on the semi-structured interviews, we use the Gioia (2013) coding system to provide an overview of the motivation of this new career phenomenon. Meanwhile, the major challenge when the expatriate entrepreneurs were identified, in order to provide an outlook for the policymakers and the potential entrepreneurs.

Keywords: Entrepreneurship, Entrepreneurial motivation, expatriate, immigration entrepreneurship
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Introduction

1.1 Background

The entrepreneur and their business is highly valued for a countries’ economies. Unlike the multinational company, the entrepreneur sector contribute not only for the economic volume, but also for the economic vibrant (Selmer et al, 2018). In order to keep this growth tie, many countries engage in developing an entrepreneur education and financial system to support the entrepreneurial activity.

Due to the frequent international human flows in recent years, most countries, have seen a huge growth in immigrant business ownership. Nowadays in any corner of the world, man is hard to overlook the entrepreneurship among immigrants, because it is such an important socio-economic phenomenon.

Meanwhile, even though the immigrates are been seen as a unstable element in some developed countries, the high skilled newcomers are appealing for policy makers. UK, Ireland, New Zealand, Australia and EU countries begin to employ the Entrepreneur Visa to attractive the prospective entrepreneurs (Sumption, 2012).

Besides immigrants there is a sub type: some newcomers sharing a couple of similarities: expatriates. They are primarily self-initiated motivated by the impulse of career and study, they tend to have a relative short stay in the host country, and they do not see the host country as the final destination or home; they are seeking for the new chance continually (Beckers & Blumberg 2013).

Nowadays, the national border cannot be seen as a limited for foreign direct investment. Organizations are keeping exploiting the opportunities for the foreign markets development (Ernst and Young, 2012). According to Brookfield Global Relocation Services, more than 50% of company revenues were collected outside form where the headquarter located country. These contribution are made by the
assigned expatriates, this group of people helped the organization to make the business expansion (Selmer et al, 2018).

Despite the regional conflict, such as the trade war between China and American, and the uncertainty, like the ambiguous relationship between The United Kingdom and European Union, there are still more and more people getting on the track of globalization. Besides the assigned expatriates, self-initiated expatriates cannot be overlooked. They make the decision to relocated in a foreign country, in order to pursue the cultural, personal and career development experiences (Andresen et al. 2014.) This relocation provides attractive opportunities for individuals who want to gain international horizon and develop global competencies (Vance, 2017).

The assigned expatriates and self-initiated expatriates share some common classic personal trait with entrepreneurs, they pursuing independent work, have a proactive personality and flexibility, they are bold to face the risk and uncertainty (Yan, 2010). Accord to McNulty, De Cieri, & Hutchings, (2013) , more than 40% former assigned expatriates left their firm and becoming self-initiated expatriates or own their business in the host country, when they finish their assignment.

Specially, the different kinds of expatriate choose to own their business in the host country. The existing study has found that immigrant entrepreneurs were obviously more successful than the native entrepreneurs in the international opportunity recognition(Vinogradov and Jørgensen 2017). The expatriates usually have a sensitive perspective for the culture difference and the market vacancy.

European countries is one of the attractive destination for international migrations. According to Eurostat (2018), there are 2.2 million (who were born outside the EU) persons aged 20-64 in the EU were self-employed in 2017. The nascent entrepreneurs or owner-manager of a new business occupy over 10% in the in the Netherlands’ demographic structure according to the Global Entrepreneurship Monitor (2017). For the prospective entrepreneurs, the Netherlands government also offer a start-up visa to
provide them favorable conditions. The Netherlands have a good accessibility by various kind of transport and the advanced digital infrastructure are crucial to the entrepreneurs in the digital age (Dutch Immigration and Naturalisation Service, 2019).

The difference between self-initiated expatriate and migrants is even more difficult within the European Union, cause the free movement of labor is encouraged by the EU principle (Favell and Smith, 2006).

The existing studies about the expatriate entrepreneurship have different focuses. Pascal and Boris (2013) compared the entrepreneurs from major non-Western groups with the native entrepreneurs, they mainly focused on the intergenerational characters. Even the second generation immigrant have better understand of social and culture of host country, but this do not mean they have a better business prospects.

Few studies have tries to analyze how to definite the expatriate entrepreneurs, and the career path phenomenon, their work was very conceptual but not grounded in empirical research yet(Vance et al, 2016, Vaiman, Haslberger, & Vance, 2015).

In a field study, Vance and Mcnulty (2014) founded the expatriate entrepreneur is a good choice for women, the group face more bias and discrimination when they pursue an international employment opportunity.

Although expatriate entrepreneurs number are growing, this segment of the immigrant entrepreneur population has been overlooked quite often, compare to other types od immigrants in the diaspora entrepreneurship literature (Vissak and Zhang, 2014).

1.2 Research question

Expatriate entrepreneur face many challenges in the global business environment. The new home country’s culture, politics, and economic environment can greatly affect the success of their new business ventures. These individuals must deal with
challenging cultural norms, political change, and business infrastructures that can influence their entrepreneurial activities. Despite these challenges, expatriate entrepreneurs want to achieve an independent career growth, a different life style in a new country, or maybe the motivation just from a occasionally fall in love with a city.

In this article, we will explore the expatriate entrepreneurship in the Netherland, try to do an explore research address the question:

**What are the motivations of the expatriate entrepreneurship in the Netherland?**

Meanwhile as a sub question, the challenge of expatriate entrepreneurship will be deliver in the study as well. From the result will try to fulfill the research gap and provide some suggestions to the policy maker and perspective expatriate entrepreneurs.

This paper is structured in five parts. Following the introduction, I will start section 2 with the definition of two main concept involved present in the research question, namely the expatriate entrepreneur and the entrepreneur motivation. Based on the literature review I will explain the legitimacy of the research question. Following an initial typology of the expatriate entrepreneur in the Netherlands, a methodological choices and the research procedure will be presented in section three. Section 4-6 will be findings and discussion with limitation.

2. Theory

2.1 Key Definition

Due to the unclear and the absence of this specific target group. In order to set a clear target group, in this part, I will firstly use background knowledge form literature review, to offer a clear definition of the expatriate entrepreneur in the Netherlands.
2.1.1 Expatriates

Migrant and expatriates

Without nationality consideration, the migrant can be simply defined as a physical movement from one geographic point to another geographic point which over the limited of national borders (Agozino, 2000). According to the UN Migration Agency (2019), a migrant will be defined as any person who is moving or has moved across an international border or within a State away from the habitual place of residence. This definition is regardless of the personal legal status, the movement is voluntary or involuntary, the reason for the movement and the length of the stay.

The expatriate in the dictionary is defined as a skilled migrant who lives abroad for a short period of time. So how can the expatriate group distinguished form the other migrant group? In general, an immigrant is expected to stay and maintain a new nationalities; but a expatriate is expected to return to their home country, or they don’t have the intention of getting a permanent residence (Cranston, 2017).

However, the political and races association under the topic of expatriate is quite common. The expatriate is superficially equivalent to the Western skilled migrants or white skilled migrants in the media. Koutonin (2015) pointed, the lexicon of migration still have some hierarchical words, the expatriate or expat is a term exclusively for western white people work abroad. This phenomenon displays the postcolonial continuities in the contemporary expatriate studies (Fecher & Walsh, 2010). Based on their study, I will try to use a neutral perspective, particularly in the Netherlands, namely a globalizing context, to conduct my research.

According to Brauch at al.(2010), we distinguish expatriates from migrants based on the will to permanent residency. In contrast, immigrants (including immigrant entrepreneurs) leave their hometowns and (usually) developing countries forever.
Many of whom have specific intentions to obtain citizenship in new typical developed countries (Castles and Miller 2009; Zolin and Schlosser 2013).

The majority of migrant entrepreneur are the necessity entrepreneurs, who are low-skilled migrants have limited career and forced to own a business for making life. So the expatriates can be seen as a specific sub-categories of migrant (Borozan, 2014.)

Primarily driven by economic and socio-political needs (Khosa and Kalitanyi, 2015), the key difference between SIE and immigrants is that immigrants do not think of a temporary host country. On the contrary, the new countries intend to become their motherland. On the other hand, SIEs generally consider their stay to be temporary and do not treat the host country as their permanent residence, as doing so would interfere with their free agent's self-directed career mentality, especially as a new local or There may be opportunities in international business.

The state of the SIE is determined by its temporary nature, in which the citizenship of the host country is not intended, sought or provided. While this distinction does not mean that temporary actions cannot become permanent over time (Massey and Bartley 2006; Waldinger 2008), our focus remains on the temporary stay of foreigners in the host country without obtaining citizenship. Or use host country nationality for stay purposes (in the case of dual citizenship).

**Different sub-category and the target group**

**Assigned expatriates(AEs)**

The definition and criteria of expatriate are often unclear or the definitions are inconsistent with the previous usage. Even though the recent research about
expatriates are increasing with the international people flow, but the main studies are coming form International Human Resource Management criteria.

Andresen et al. (2014) based on a meta-analyze, examined the differences between assigned expatriates (AE), self-initiated expatriates (SIE). According to their research, the SIE means individuals who are independent on organizations and take the job with limited favorable local work contracts. A SIE seeks the employment abroad on own will and employed by the host country company (Crowley-Henry 2007). In contrast, a AE is employed by the home country organization, and they are sent abroad with a clear assignment by their company.

Self-initiated expatriates (SIEs)

The self-initiated expatriates (SIEs) are not transferred by the organization; they relocate to the country of their choice, seeking cultural, personal and professional development experience, often without a clear time frame. (Andresen et al. 2014; Selmer and Lauring 2010). They go abroad primarily for the confirmed value or international study or work experience, which could be benefit to their long-term personal and professional development( Tharenou, 2013).

Academic expatriates

Nowadays, the university and institution are also proactive taking apart in the international labor market. It is quite often for academics carry out a oversea research or teaching activity (Selmer & Lauring 2010). Besides, an academic have a low the firm-specific capital limited. Thus, a academic’s skill are unique and easily transferable between countries (Nordenflycht, 2010).

International Students
Many international students have higher levels of education and English language proficiency, they are resourceful due to the network formed in the universities. The study experience and the mobility of this group create a special community of (potential) entrepreneurs. International student are exposed to an educational opportunities abroad driven by the risk-taking tendency in their nature. They suggest that international students are worth to be taken in to expatriate studies, even though only part of they will set up their own business, but a significant relationship has been found between higher education and nascent entrepreneurship (Rotefoss & Kolvereid, 2005).

**Expatriate spouses:** they are the spouses or in a relationship of a expatriates and follow their partner relocated.

**The boundaryless career trends abroad**

The boundaryless career hypothesis was firstly mentioned by Arthur and Rousseau (1996), which means that careers are no longer constrained by organizational or geographical boundaries. Rather than depend on an organization, the persons take charge of own decisions for their personal development(Arthur et al., 2005). When we employ the definition of boundaryless career, both AEs and SIEs can be involve in this category.

Regardless the initial categories of these expatriate, in this article, we will discuss more about the entrepreneurship among this target group.

2.1.2 Entrepreneur

According to Schumpeter (1942), an entrepreneur can be seen as a innovator, who creates new combination of resources in order to invent new products. However, the entrepreneurial process for today is not only about new product, but also new market.
Kirzner (1973) defines entrepreneurship as the new opportunities recognition. So Kaiser (1990) describe an entrepreneur has the characteristic of innovator and risk taker, resource allocator as well.

Hisrich’s (1990) definition said: “Entrepreneurship is the process of creating something different with value by devoting the necessary time and effort, assuming the accompanying financial, psychic, and social risks, and receiving the resulting rewards of monetary and personal satisfaction”. These definitions deal with self-employment, which contain a wider group than entrepreneurship and includes both entrepreneurs and small business persons (Carraher et al., 2009). For this study, we do not limited the entrepreneurs as business founder, but also definite they as who is actively involved in the creation of a startup.

2.1.3 Expatriate Entrepreneur

The different type of expatriate may be involved in establishing new business ventures with or without local partners. The expatriate entrepreneurs normally begin who recognize their motivation not limited in a host country organization, but instead focus on an entrepreneurial career.

The recognition timing depends on serval factors: the particular context at hand (Welter 2011); individual personality (Baron et al. 2011); amount and quality of human capital and social resources available to entrepreneurs; degree of the entrepreneurs’ ability to sense and recognize local host country new venture opportunities (Baron 2006); and their proclivity toward risk-taking (Hayward et al. 2010). These positive factors can also be seen as the origin motivations of expatriate entrepreneur.
Types of Expatriate Entrepreneur

The above mentioned expatriate entrepreneur have different host country entry strategies, but their entrepreneurial ambitions and behaviors are same valued in this study. They could enter the host-country as expats without any business idea or concept but due to their unique status as an expatriate including the unique role with which they have entered, might get unique insight or venture opportunity recognition capabilities not available to others (Ramos-Rodriguez et al, 2011).

Meanwhile, we distinguish the expatriate entrepreneur who with a pre-conserved business idea as the expatriate entrepreneur who conducted the idea after their relocation as two group, namely Predeparture expatriate entrepreneur and Postdeparture expatriate entrepreneur.

2.1.4 The Dutch context

The Netherlands has a long international business traditional, there is policy promotion both for the multinational companies and for the business starters. Meanwhile, the educational and research institutions have also attract a lot of foreign students and research work or study. However, the existing research about non-domestic entrepreneurship mainly focus on the interpretation in the immigrant field, such as refugee entrepreneurship (Moradi, 2017), the second-generation immigrants entrepreneurship (Beckers & Blumberg, 2013) and ethnic entrepreneurship, (Baycan-Levent et al., 2009). But migrants together with immigrant have the specific intent to obtain a citizenship in the new country, and some of them, such as refugee and asylum-seekers, who are persecuted (Cortes, 2001). In another words, they are forced to drifting in the foreign lands. There is an obviously distinction between these two kind of new comes. The existing research about the newcomers’ entrepreneurship
still put effort on immigrants and refugees, the perspectives are from career
development or political institution.

Explorative studies by Basaiawmoit (2013) conducted a research, which examined the
relationship between adjustment and entrepreneurial performance by gathering data
under a clear delimitation of expatriate group in Denmark. Several pioneer studies
about expatriate entrepreneurship with in a perspective of the policy implication: they
go depth about the visa policy and another formal institution like tax reduction and
the next generation education (Efendic, 2016). Under the topic of expatriate
entrepreneur, their international career phenomenon and the important economic
contributions to host country have been discussed (Vance et al., 2016). However,
there is no existing research dip deeper the expatriate entrepreneurship in the
Netherland context.

2.2 Entrepreneur motivation

The entrepreneurship is a human’s behavior. People to find opportunities in the
entrepreneurial behavior. According to Shane (2003), people differ in their
willingness and abilities to work on the opportunities. So variation among people in
their willingness and ability to act has important effects on the entrepreneurial process
(Shane, 2003).

Individual characteristics such as psychology factors determine how individuals
experience, value the industrial breakthrough (Shapero and Sokol, 1982) or
encountered opportunities, meanwhile how they react to them (Verheul, Thurik,
Hessels and Zwan 2010).

In order to understand the motives of entrepreneurs, differentiating “necessity”
entrepreneurship is becoming more and more popular, because other job choices are
lacking or unsatisfactory, while “opportunity” entrepreneurs are seeking to take
advantage of some business opportunities and choose more entrepreneurship.
(Williams, 2009).
2.2.1 Opportunity Entrepreneur - Pull Motivation

It may have different forms in terms of pull motivation. Independence can be described as being responsible for using your own judgments rather than blindly following the claims of others. It also has to take on its own responsibilities, not to work for the organization. In addition, it describes the individual’s desire for freedom, control and flexibility in time consuming (Carter and Shaver 2003). Control over such self-time provides greater effectiveness in individuals and homes and includes self-appropriate operating modes.

Monetary motivations are also seen as a pull factor. Motivated by money to start a business has been pointed to be important in a study of prospective entrepreneurs (Kirkwood, 2009). This is the reason for explaining the individual's intention to make more money and achieve financial stability. (Baum and Locke, 2004) It covers one’s desire to have high earnings, the need of more money to survive, and to give yourself and your family security.

Shane, Kolvereid, and Westhead (1991) conducted four types of motivational structures, including cognition, independence, learning, and roles. Both recognition and need for approval can be associated with motivation. These terms describe the individual’s intention to obtain the identity, recognition and recognition of family, friends and others in the community. (Carter et al. 2003).

Carter et al. (2003) defined between six categories of motivation: innovation, independence, recognition, roles, financial success and self-realization. Innovation means reasons that describe the intention of people to accomplish something new.

The evidence of a series of (pull) motivations, including the need for approval, independence, personal development, improved welfare and wealth, and following role models has also be provided in the literature.
2.2.2 Necessity Entrepreneur - Push motivation

The motivation to become an entrepreneur associated with work is usually considered a push factor and is often a key factor that can influence the preparation for an entrepreneurial career. The push theory argues that individuals are driven to entrepreneurship by negative external forces.

The first discussion factor driving motivation is deprivation and discrimination. The history of deprivation and discrimination was the reason why minority entrepreneurs to concentrate on the field of marginal economic activities. (Masurel et al, 2002). Besides disadvantage theory, culture difference is mentioned in explaining why immigrants become self-employed as well (Brekke, 2008).

Facing limited employment opportunities, many immigrants are pushed towards self-employment as a way to make a life (Shinnar, 2008). They usually set up their business in those sectors where informal production, where the government has a weak control, would give them a competitive advantage.

Besides unemployment there are push motivations of necessity. Due to for example lack of education or language skills (immigrant entrepreneurs) or the certificate from home country is useless here.

Job dissatisfaction is an aspect should be overlooked. Individuals who are in this situation choose to end the career under this employer because their employer don’t take serious of their ideas or inventions. This factor also refers to the underpayment of a person's previous work.

Some family-related factors have also been found as crucial reasons: a expectation for work-family balance (Kirkwood, 2008). The motivations associated with entrepreneur’s family situation are related to the push side.
Because the desire for independence is a key factor in creating a new business, it is believed that individuals are attracted rather than rushed into the business, but that does not mean that other factors have not played a role in this decision. Other than individuals who only have "push" and "pull" motivations, there may be some entrepreneurs driven by these two factors when a person decides to start a business. Some studies emphasize the potential to push and pull factors at the same time, when a person decides to start a business. (Giacomin, 2011).

3. Method

3.1 Research design

To place this research in its context in terms of research philosophy we have to first note that the main philosophies used in business research are positivism, critical realism, interpretivism, postmodernism and pragmatism (Saunders et al., 2016). Interpretivism, which is sometimes also referred to as subjectivism, focuses on interpretations and experiences that are gathered through direct interviews with practitioners from the respective fields. With this approach, the observer interacts with the interviewee in a sense that probing questions can be asked to gain a deeper understanding of the underlying patterns that can be identified, and, potentially developed to generalizations (Saunders et al., 2016; Holden & Lynch, 2004). This is exactly what this research seeks to do, and it can therefore be seen as based within the interpretivism research philosophy.

Usually interpretivism is associated with qualitative research (Saunders et al., 2016), and given the nature of the research question, a qualitative research approach can be assumed to be the best possible approach for this research project.

Answering this research question would prove to be very demanding if it is not approached with a qualitative research method. The reason for this is that other
methods might not provide the level of detail to adequately answer the underlying question, in particular because surveys might not provide enough opportunity to gauge fine differences in stakeholder salience. Additionally, qualitative research approaches could be seen as advantageous when studying organizational processes (Cassell & Symon, 2004). Consequently, the primary methods for collecting data and information is by interviews. Appendix 1 outlines the interview questions which are opening the possibility to further explore the expatriate entrepreneurship motivation. Based on this interview guideline the semi-structured-interviews are conducted.

As such, these interviews are conducted with the aim of utilizing the lived experiences and personal accounts from interviews in order to seek a common essence that emerges from those. Therefore, the research approach can be classified as a phenomenology approach (Sanders, 1982). Since this approach allows for findings to emerge out of prominent concepts within the responses that were gathered, and because those will then be used for formulating a proposition it can also be seen as an inductive approach (Thomas, 2003).

These decisions were made with regards to the methodological fit concerning the state of the prior theory. Since the research of expatriate entrepreneurship in the Netherlands is still in the initial phase, it needs be explored for theory-building, a qualitative can be seen as the right fight (Creswell, 2007). This is further supported by acknowledging that the research question is open and answers will be sought by identifying patterns among responses (Edmondson & McManus, 2007).

3.2 Sampling approach

In this study, an intensity-sampling and a homogeneous sampling approach were combined and were chosen to study people which are expected to provide a good insight in their expatriate entrepreneurial activities and the underlying motivators (Patton, 2002). At first stage, we addressed the point on reduce the variation and make
a simplify analyses via personal network, together with the help of social media like LinkedIn, try to refine the questions and the mechanics of interviewing methodology (Yin, 1989).

The 10 expatriate entrepreneurs were contacted through personal connections, as well as through social networking resources, such as LinkedIn and Start-up events. The interviewees represented a variety of industries: marketing agency, consulting, digital media, education, retail stores, e-commerce, food and beverage, architect studio and professional service. The demographic details of this group of interviewees are given in Table 1.

Table 1: Interviewee demographics

<table>
<thead>
<tr>
<th>Interviewee</th>
<th>Sex</th>
<th>Age group</th>
<th>Citizenship</th>
<th>Entry mode</th>
<th>Business Type</th>
<th>Education</th>
<th>Dutch Proficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interviewee1</td>
<td>F</td>
<td>25-30</td>
<td>Australia</td>
<td>Study</td>
<td>B2C</td>
<td>Master</td>
<td>No</td>
</tr>
<tr>
<td>Interviewee2</td>
<td>M</td>
<td>30-35</td>
<td>New Zealand</td>
<td>Freelancer</td>
<td>B2C</td>
<td>Secondary school</td>
<td>B1</td>
</tr>
<tr>
<td>Interviewee3</td>
<td>F</td>
<td>25-30</td>
<td>China</td>
<td>Study</td>
<td>B2C/B2B</td>
<td>Master</td>
<td>No</td>
</tr>
<tr>
<td>Interviewee4</td>
<td>F</td>
<td>25-30</td>
<td>China</td>
<td>Study</td>
<td>B2C/B2B</td>
<td>Master</td>
<td>A1</td>
</tr>
<tr>
<td>Interviewee5</td>
<td>M</td>
<td>30-35</td>
<td>Japan</td>
<td>Freelancer</td>
<td>B2C</td>
<td>Secondary school</td>
<td>A2</td>
</tr>
<tr>
<td>Interviewee6</td>
<td>F</td>
<td>35-40</td>
<td>India</td>
<td>Spouse</td>
<td>B2C/B2B</td>
<td>Master</td>
<td>B2</td>
</tr>
<tr>
<td>Interviewee7</td>
<td>F</td>
<td>25-30</td>
<td>Canada</td>
<td>Study</td>
<td>B2C</td>
<td>Bachelor</td>
<td>No</td>
</tr>
<tr>
<td>Interviewee8</td>
<td>M</td>
<td>30-35</td>
<td>China</td>
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<td>B2C/B2B</td>
<td>Master</td>
<td>A2</td>
</tr>
<tr>
<td>Interviewee9</td>
<td>F</td>
<td>30-35</td>
<td>American</td>
<td>Assisted</td>
<td>B2C/B2B</td>
<td>Bachelor</td>
<td>No</td>
</tr>
</tbody>
</table>

3.3 Data collection

Data will be collected from the individuals who arrived the Netherland as an expatriate, and started or plan to start the business in the Netherland. The will consists of semi-structured interviews with participants (Moustakas, 1994). Since the qualitative interview is a key method for exploring how research subject experience and interpret their world in a special context, and the semi-structured interview can keep the interviewee within certain talking points/topics to the interview but without further constrains to the conversation (Saunders et al, 2009). Meanwhile, this method allows the participant to openly respond using own words, creating an environment where new insights could be gathering by the researcher (Weiss, 1994; Bachiochi & Weiner, 2002).
Once the interview schedules were confirmed with the participants, background information on the individuals was gathered from their online professional profiles. The semi-structured interviews lasted approximately 45 to 60 minutes each with an audio record. Besides providing basic demographic and background information, the interviewees were asked to explain how and why they chose their particular career path and to discuss motivations, current obstacles, challenges, and opportunities related to their expatriate entrepreneur experience.

The interviews were conducted and transcribed in English and Chinese. The semi-structured interview protocol was designed in English and Chinese and the interview was held in one of these two languages depending with which language the respondent was more comfortable with. This could ensure a flexible and profound communication. 5 interviews were held via skype call and 5 interviews were conducted in a personal meeting. The semi-structured interviews will be conducted on a one-to-one basis.

At this point it has to be noted that this time horizon is relatively short which means that a phenomenon was explored at one moment rather than over time, which means that this research can be viewed as being cross-sectional (Saunders et al., 2016).

After transcribing the interviews, individual responses were processed manually due to the complexity of the answer content. The entirety of responses was evaluated by first identifying its core meaning before deciding what general theme it belonged to. Hence, this research used a descriptive coding that was open for new categories and themes to emerge during the process. This should allow to ask questions about how responses relate to other theories while also making finer categories or combining some if needed (Richards, 2014).

To aggregate the findings, Gioia’s method was used which means that first order themes were created, which are phrased very closely to the exact responses. Those are
then grouped into second order themes, which in turn were categorized into four overarching aggregate dimensions (Gioia et al., 2013).

3.4 Data analyse

As mentioned in the methodology section for analyzing this research the Gioia coding procedure is used (Gioia et al., 2013). The first order code are picked form the quote in interview transcript. From first order codes, second order themes emerged. Those are clustered to aggregated dimensions.

The final dimensions which have been discovered are self-control, take own responsibility and work under own rhythm which are a summary of information revealed regarding the question about the independence motivated people start their own business in the Netherlands.

Secondly all data gathered concerning the job market environment, career discrimination are aggregated to the dimension, personal development.

Thirdly, relevant statements from the interviews about create new product or new service as well about the social responsibility and fill market gap is clustered as innovation.

Lastly, the aggregated dimension challenge is a emerged from gathered insights about the language barrier and culture difference. Those four topics emerged from our research analysis, whereas independence occurs most frequently. It have different sayings as flexible time arrangement, own workstyle etc. Each of the identified themes have a connection to the motivations which have been in the focus within the literature review section.
4. Findings

The dataset was intended to be as diverse as possible, and they suppose to represent an even distribution of age, gender, cultural and expatriate experience background. Nearly all the interviewees were well educated, seven out of all participants holding a master’s degree. Seven respondents in this sample are female, only three respondents are male. This female majority phenomenon response to the study from Vance (2014) shows a tendency that entrepreneurship as a way for female expatriates to obtain valuable international work experience.

4.1 Opportunity Expatriate entrepreneur

Pull Reasons

Career Independence

First, we investigate some pull elements for the motivation of expatriate entrepreneurs. These group of motivation can be conducted as pursue of independence. Expatriates often start their own business neither as an emergency solution nor they cannot find a job. It is often a matter of seize an opportunity to taking responsibility for one’s own life rather than working for others, as illustrated by the following statement:

“That's because you can do whatever you want, and you see the effect. When you see the effect, you know you can, then self-motivation comes after. I like to take up the own responsibility.
The early stage is purely a personal hobby. I think I can write, and I think there are too few things in the Netherlands, and it is not good for handwriting. Then I just had this time and energy to do it.” (Interviewee 3, Marketing Agency)
“At the time, I was working with a few friends and wanted to execute my own projects independently.” (Interviewee 8, Architecture studio)

"I think I am positive to the situation and to find the solution independently but nor just focus on what be provided. So these are thing that helps me to set up my business.” (Interviewee 6, Consultant)

“IT is like more in your control, and I have tried some job, it is kind of under someone else control, especially when I am an international.

I am really passionate and I think something should exist, I want to make sure it will one day becoming to the world, to make it happen I guess that persistence resilience and I am quite a bit of a dreamer.” (Interviewee 7, Online Education)

Market Opportunities

A majority of expatriate entrepreneurs in the sample frequently have the personal and professional connections with their home country. They work as a business bridge between their home country and host country. So the economic, information and culture exchanges benefit both nations.

It is evident from the data that most of the market opportunities were found in the exchange progress, the expatriate entrepreneurs created originations act as a complementary role in the host country market.

“This is first and foremost the competitor is too weak. That is, I feel that the Netherlands lacks a very good media image, because I think the Dutch brand Image is too weak. Whether it is for people studying abroad or traveling.” (Interviewee 3, Marketing Agency).
"Because the business I do is hard to find here. There are too many Chinese, Asians in Melbourne. Relatively speaking, Netherland is more lack of high end Asian buyer shop, the people here like some oriental element.” (Interviewee 2, Retail)

“I think so, here is more attractive for me. Because specially this, the Hair salon industry I worked is very competitive in Japan. And Japanese people in japan, there is more international.” (Interviewee 5, Personal Service)

“My educational background and my life experience have given me a deeper understanding of Chinese and Dutch cultures, and our clients have also taken a fancy to our international background.” (Interviewee 10, Consultant)

According to some participants from emerging economies, their home country’s become more competitive in an international context. Due to the expatriate’s experience, they have a deep understand of both home country and host country, so they are more sensitive to the change, and recognized it as a good business opportunity. Several clarifying examples are given by participants:

“Business opportunities are mainly derived from the overall enhancement of China's economic strength. The clients in the Netherlands have a stronger recognition of these media means from China.” (Interviewee 3, Marketing Agency).

“In fact, many Chinese people think that the convenience of convenience in China or United States is not in the Netherlands and then it may be such an idea.” (Interviewee 4, E-commerce)

Access to resource
Most of the expatriates in this study gain entry into the host country through foreign university enrollment or other educational activities, and they got their highest degree in the Netherlands. The study process help them obtain international expertise meanwhile gain the local network.

“In case of my business, it really directly translated. Inspiration from many of the teachers and even as I get further done in my own Dutch learning process. I knew my business partner during my study time as well.” (Interviewee 7, Online Education)

“The previous educational experience in the Netherlands also gave a better understanding of the environment here, and I also have the qualifications of architects here. I gained network and social resource when I finished my study and work as an expatriate here, the two co-founder of my studio are my fellow students as well.” (Interviewee 8, Architecture studio)

4.2 The Accidental Expatriate entrepreneur

Push reasons

In this study, the family-related motivations for becoming an entrepreneur are related to push factors. This is not only a single motivation for the interviewee in my case. When face to the long term unemployment and the huge change in family, she must take the responsibility for the whole family. For this case, startup own business was really combine her strength and the background situation, on the other hand, when she and her husband had difficulties in finding employment, this behavior became a necessity entrepreneurship.
“No, I did know what I am passionate about and I did know who I want to help, I had my experience and my background and I also have kind of cross culture course, so base on that I saw it should be a good choice.

So I continue do my Dutch course and it made me confident to set up my own business, I tried job, but they all need Dutch diploma or Dutch certificate. So I just start as a independent consultancy and perused a master degree.” (Interviewee 6, Consultant)

4.3 The Netherlands as a destination

English friendly

The Netherlands is highly reputed by its international business environment. The local language barriers are been seen as low in most of participants. The expatriate entrepreneurs did not care about learning the language is essential for their business, more than half of the respondents view learning language as a bonus or better for the life in the Netherlands. There are a few examples of the quotes:

“I chose to come to the Netherlands because it is not like you have to learn the local language in France. And my target group is also relatively young. They are able to communicate with English.” (Interviewee 1, Food and Beverage)

“Yes, British or American. And I like more Europe. The UK is difficult to get visa. When I first time went Netherland, Amsterdam, I thought here was very beautiful and people speak English, that’s all.” (Interviewee 5, Personal Service)
In this quote, personal considerations can motivated expatriate entrepreneurs start own business in the Netherlands.

Knowledge of languages is generally considered to be an important aspect of professional integration. But most of the participants replied that they did not need to speak Dutch in work. The general feeling was that of learning language to understand more the local culture and maybe being more embedded into it.

“I think it is for life, and I don’t speak Dutch at work. It is because of life, the Dutch language requirements are relatively low, you only need to be a little bit. (Interviewee 3, Marketing Agency)

Work-Life balance

The expatriates in this research are not transferred by the organization; they relocate to the country of their choice, seeking cultural, personal and professional development experience, often without a clear time frame (Andresen et al. 2014). They have a renewed focus on work-life balance, which is less common in some emerging economies.

The expatriates are now more willing to move to a new location if it offers a better fit with their priorities in achieving that balance. As these participants state:

“Before came to the Netherlands, I always worked in Tokyo. It was very hard, so here is normal for me. And when I come here, there is a different standard about the work and life balance. Even you own your business, it is quite common to enjoy the holidays.’(Interviewee 5, Personal Service)

“That way here is more flexible, also about the holidays here, They have more holidays. In the Netherlands there is a lot of people who work full time, but they do
something else at free time or weekends. After a few years, these thing can be calculated as a new career choice.” (Interviewee 6, Consultant)

In the Netherlands, everyone can work while starting a business, but in China it is basically full-time. (Interviewee 4, E-commerce)

**Transparent system**

When setting up a business in a foreign country, the entry threshold will be an obstacle in some countries. It would be a complex registration process or a long time period for waiting. In contrast to their home country or the countries where they have expatriate experience, some participants point out the transparent institution system in the Netherlands has a clear advantage for them to start up a business here.

“I will say the Netherlands as a country with a high degree of civilization, a well-established system, and a highly transparent information when you doing a business here.” (Interviewee 2, Retail)

“Because the process is very quick and transparent, and very straight.” (Interviewee 5, Personal Service)

**4.4 Challenges**

**Language Barrier**

Even though we found that for the participants, they just see peaking Dutch as a bonus when they doing business in the Netherland. Or one of the main reason they chose to relocate here is about here you don’t need equipped Dutch as a working language. However, when they facing the legal and tax-related affairs, the expatriate entrepreneurs still have difficulties in dealing with the government:
“Then, this Tax is a big factor, because this phone can only speak Dutch.”

(Interviewee 2, Retail)

This kind of barriers is not only come directly from language but also from formal institutions.

“I have two Dutch cofounders, and it is make sense that cooperate with Dutch chamber. They will train you how to do it. There is some difficult in get all of document in English, We have to ask for a English version or we have to hire a translator, when the document is about the company structure or some important impact.” (Interviewee 7, Online Education)

“Everything, even I have a consultant, I have to sign every document, it was a lot of contract and agreement. And he has to translate is into Japanese and make sure I understand. (Interviewee 5, Personal Service)

For the possible solutions, they must hire some professional people to help them deal with it. In this case, some independence has been lost, and there is an additional cost for an early age business.

“I think the tax system is very complex, I have to pay one tax once a year and another tax every three month, I found it is very difficult to find my own tax. If you do it not right, you will have a 2000 euro fine, so I have to hire a professional to help me do that, even my income is not sufficient.” (Interviewee 6, Consultant)

Due to the language barrier, the expatriate entrepreneurs without sufficient Dutch proficiency alike have a little access to the official advisory. They are not familiar with the authorities and potentialities:
“The government does have some help. So you know there is Dutch chamber, so they contently sent me email and some course they do for entrepreneurs, but everything was in Dutch.” (Interviewee 7, Online Education)

Lack of local commitment

To prove professional skills, for the local people, one does not necessarily require a certificate or a diploma. But for expatriates, the employers have a stricter standard. There are serious difficulties for expatriate entrepreneurs. An expatriate entrepreneur testifies:

“After come here, I found you need do a lot of certification for learning and development, even I had a master in International Management, I had to have some other certifications, the 10 to 12 certifications threaten me to do that. We don’t have the money to do that, we can’t just keep pouring money. Because I am not a Dutch person, you must have these things to convince people, they want to see that.” (Interviewee 6, Consultant)

Lack of organization support

When asked to compare the entrepreneurship environment and the related entrepreneur ecosystem, the participant thinks there is still improve room for the Dutch system:

“I think there are more spaces available to like help student entrepreneur but I think it's just because of the way. These are also setup in North America like a whole campaigns. specifically help students start businesses like it's very rich in the student experience while here, It's still there but it's not centralized. You have university and then you also have maybe an organization entrepreneurs that maybe that. The kind of all fragmented.” (Interviewee 9, Social foundation).
5. Conclusion

In this chapter the research question what about the motivation of expatriate entrepreneurs will be answered based on the results analyzed in chapter 4. Furthermore, theoretical and practical implications will be discussed. The last part will be the potential direction for further research.

5.1 Research question

The unique culture difference let expatriate have a distinctive perspective of opportunity recognition. The opportunity recognition usually links to the motivation when they begin to start their own business.

This entrepreneurial choice provides a way for expatriates to build a global mindset, achieve independent career growth. In contrast to some emerging economy, own a business in the Netherlands for some participants means they can reach a proper work-life balance.

This research showed in contrast to the literature that the general studied immigrant necessity entrepreneurs. The research subject, namely expatriates entrepreneurs in the Netherlands context share some common trait, like well-educated and most of them have a free will when then facing career choice. The illustration below summarizes again the findings and their connection to the literature review.
5.2 Theoretical and Practical Implications

Theoretical implication

The finding of this study provides a research outcome about expatriate, especial about an emerging field of expatriate entrepreneurship. Few previous studies using quantitative approach and providing a vibrant comparison with sub-types of expatriates. Thus, the present study constitutes an important part of attention in international entrepreneurship literature toward immigrant entrepreneurs. In this study, expatriates from both developed and developing countries who are having a significant impact on entrepreneurial growth within an individual country.

For the Netherlands context, this study reveals some important attraction and barriers that the expatriate entrepreneurs are facing. We employed the entrepreneurial motivation theory framework from Shane (2003), form both push side and pull side analyze the motivation of expatriate entrepreneurs in the Netherlands contest.
Because the expatriates leave their own country self-initialed, and most of them are well educated, they encounter obvious difference problems as the general immigration entrepreneurs.

With the expertise they bring from home counties, expatriate entrepreneurs have an obvious advantage when they set up the business, especially when they set up the business associate with their home country advantage, this kind of knowledge spillover is crucial to the further research within the expatriates' entrepreneurs topic.

This study can be seen as an exploratory analysis of the motivation of expatriate entrepreneurship investigated in one particular country. It would benefit from additional analyses in other countries, which can confirm or complement our findings. The framework we developed should be further tested by simultaneously comparing expatriate and immigrant entrepreneurs.

**Practical implication**

An improved understanding of the Expatriate Entrepreneurship phenomenon can be useful to the development of effective and targeted national policy and practices that provide greater recognition and support for Expatriate Entrepreneurship. For instance, most of the participants have a language barrier with the contract and regulation during the business registration process. The support from the Dutch chamber is just provided in the local language.

This result provides an opportunity to let the prospective entrepreneurs and for the expatriates get insights from the practitioners.
5.3 Limitations and Future Research

Firstly, in order to reach the settled sample size, the sampling approach is dependent on the author’s network and LinkedIn, there are half of the participants are Chinese expatriates. There is a risk for inconsistency through the paper and an uneven distribution of the demography structure. The research subject shares a strict delimitation, it can lead to a huge obstacle to finding an eligible interviewee in the limited research period. (Creswe et al., 2007).

Meanwhile, the sample size was relatively small in that only 12 participants. In order to offer more generalized and solid result, a larger sample pool is necessary. This research may serve as a start point for further research focused on the Expatriate Entrepreneurship in the Netherland. Further research maybe uses more than one data collection and analysis procedure. The sole use of a qualitative method, in this case, semi-structured interviews have low extern validity and will be lack of control. So the quantitative data would be a compliment for some specific topics.

Regardless of the motivation, factors influencing entrepreneurial activities are numerous, heterogeneous, mutually intertwined and dependent. Therefore, it is challenging to find out which of them has a significant impact on entrepreneurial activity.

For further research, the different personal characteristics in different sub-types of expatriates entrepreneur can be explored further. For instance, whether the personal characteristics across sub-types of expatriates entrepreneurs will have an impact on their motivations.

Secondly, another further research should investigate the culture difference between expatriate entrepreneurs and local entrepreneurs, especially how this culture
difference contributes to the opportunity recognition to better understand their motivation.

Besides the personal character within this research subject, the relationship between the host country’s target policy and the recognition and support for expatriates entrepreneur can be researched as well.
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Appendix

Appendix 1: Interview protocol

The semi-structured interview in this study promote the respondents to reflect and provide their thoughts regarding the follow areas: personal experience, differences in the business environment and the motivation of entrepreneurship.

The outline of questions consists of three parts:

1) Warming-up questions for the demographics and basic data.
2) The question concerns the participates business plan and practice.
3) Confirm the outcome from pervious questions and giving interviewee to strengthen and expand upon their early reply.

All of the interviews will be video recorded and using face-to-face form as far as possible. The non-verbal language and contextual data will be analyzed in the following procedure as well (Kvale, 2007).

Question samples:

1. Please describe the business that you established/will establish.
2. Do you have a business plan before you arrived the Netherlands? If yes, please describe it.
3. Are you the sole founder or part of a team? If team; from which countries did the others hail from and how do you know the co-founder(s)?
4. When and how did you come up with the idea to start-up outside your home country?
5. When applying, could you see yourself living in the Netherlands for a very long time or was it most likely going to be for a limited period of time?
6. What regulatory challenges did you face when starting-up your business in the host country?
7. What is the most important element impulse you start you own business in the Netherlands instead of in your home country?
8. What help you mostly deal with regulatory institutions in the host country?
9. Could you compare attitudes towards entrepreneurship between the host country and the home country?

10. Norms and values of which entrepreneurial environment – the home country or the host country – currently appeal to you more? Was it the same when you just arrived the Netherlands?

11. How are you going to achieve the goals you set to yourself as an entrepreneur?

12. How would you describe the quality of the business environment in the host country, in terms of:
   o taxation
   o visa policy
   o attitudes to entrepreneurship (entrepreneurial culture)
   f) support structures (services) available for start-ups
   o human capital