



Sveriges lantbruksuniversitet  
Swedish University of Agricultural Sciences

Department of Economics

## **Think inside the jar**

- interaction between context and entrepreneurial process in a Swedish micro baby food enterprise

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-interaction between context and entrepreneurial process in a Swedish micro baby  
food enterprise**

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**Credits:** 30 hec

**Level:** A2E

**Course title:** Independent Project in Business Administration

**Course code:** EX0782

**Programme/Education:** Agricultural Programme - Economics and Management

**Faculty:** Faculty of Natural Resources and Agricultural Sciences

**Place of publication:** Uppsala

**Year of publication:** 2016

**Name of Series:** Degree project/SLU, Department of Economics

**No:** 1056

**ISSN** 1401-4084

**Online publication:** <http://stud.epsilon.slu.se>

**Keywords:** Baby food, Contextualized entrepreneurship, Entrepreneur, Entrepreneurship,  
Entrepreneurial marketing, Entrepreneurial process, Food, Marketing



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# Acknowledgements

I would like to express my appreciations to all of you who have supported me during the process of writing this thesis and my years of study. Without you, I would not be where I am today.

I would especially like to thank my supervisor Johan Gaddefors for his pep talks, motivation, feedback and support. You inspired me a lot, thank you. Also, without participants for the case studies, there would not be any thesis at all. Thank you for letting me be a part of your companies during this writing process.

Lastly, I would like to thank my grandfather; my biggest supporter and hero. You would have been proud. I miss you every day.

Irma Winberg  
Uppsala, 8<sup>th</sup> of June, 2016

# Summary

The interest for cooking and origin of ingredients in food is increasing in Sweden. But, the consumption of processed food is also increasing, resulting in dishes where the origin of the ingredients often is unknown. Sweden is one of the countries with the highest consumption of prepared jarred baby food. Studying the labels, you find the ingredients are of unknown origin neither produced nor manufactured in Sweden. In autumn of 2015, a company was established with the aim of producing baby food made from Swedish raw materials. The entrepreneur is trying to establish herself on the Swedish baby food market, a market currently dominated by world leading brands. The entrepreneur has no education when it comes to food or business, only an incentive to provide high quality baby food. She is therefore dependent on competence and knowledge available in the surrounding context.

The aim of this study is to investigate how the context interacts with the entrepreneurial process of a micro enterprise and how entrepreneurs make decisions for developing companies based on context through entrepreneurial marketing. The study consists of case studies of longitudinal research design. Three interviews during three months have been done with the particular entrepreneur so as to study the interaction between the context and the entrepreneurial process in this micro enterprise, and two interviews have been carried out with two actors, that the entrepreneur stated as important parts of her context.

The theoretical framework is conducted on previous research by studying entrepreneurship and the entrepreneurial process together with context, its impact on the entrepreneurial process and how this interaction functions and fluctuates. Entrepreneurial marketing is added to study how it is used to reach the customers the entrepreneur seek.

The results of the study show that context affects the entrepreneurial process, and vice versa. The biggest impact is the social context through unpredictable events in the social network and the family, which has been demonstrated by the selection of longitudinal research design. The study also shows that an entrepreneur in a start-up micro enterprise believes in a direct increase in demand for the product. However the interaction time is longer than expected and the best way to increase awareness of the product is by communicating with customers, resulting in entrepreneurial marketing.

# Sammanfattning

Intresset för livsmedel och livsmedelsråvarors ursprung ökar bland konsumenterna i Sverige, då allt fler konsumenter har börjat ifrågasätta råvarornas ursprung. Men, samtidigt har också konsumtionen av hel- och halvfabrikat ökat; färdiglagade rätter vars råvaruursprung fortfarande är otydligt. Sverige tillhör ett av de länder som har störst konsumtion av färdiglagad barnmat i burk, men ingredienserna i burkarna som säljs i dagligvaruhandeln idag är av okänt ursprung, innehåller inga svenska råvaror eller tillverkas i Sverige.

År 2015 startade ett företag med syfte att producera svensk barnmat gjord på svenska råvaror. Denna entreprenör försöker etablera sig inom den svenska barnmatsmarknaden, en marknad idag dominerad av världsledande varumärken. Entreprenören har själv ingen utbildning inom livsmedel eller ekonomi, endast en drivkraft att erbjuda högkvalitativ barnmat gjord i Sverige på svenska råvaror och därför beroende av resurser från aktörer i sin omkringliggande kontext.

Syftet med följande studie är att undersöka hur kontexten interagerar med den entreprenöriella processen i ett mikroföretag i Sverige och hur företagets entreprenör påverkas av denna kontext för att resultera i entreprenöriell marknadsföring. Studien utgörs av fallstudier av longitudinell forskningsdesign. Under tre månader har tre intervjuer utförts med den berörda entreprenören för att kunna studera interaktionen mellan kontexten och entreprenöriella processen i detta mikroföretag, sammantaget med två intervjuer utföra med två aktörer från entreprenörens uttalade kontext.

Uppsatsens teoretiska ramverk bygger på tidigare forskning genom att studera entreprenörskap och den entreprenöriella processen sammantaget med kontexten, dess inverkan på entreprenöriella processer, hur denna interaktion ser ut och fluktuerar under studien. Därtill adderas entreprenöriell marknadsföring för att studera hur det används för att nå de kunder som entreprenören i detta nystartade företag eftersträvar.

Resultatet av studien visar att kontexten påverkar den entreprenöriella processen, och den entreprenöriella processen påverkar kontexten. Störst inverkan har den sociala kontexten genom oförutsägbara händelser inom det sociala nätverket och familj, vilket har kunnat visas genom val av longitudinell forskningsdesign. Studien visar också att en entreprenör i ett nystartat mikroföretag tror på direkt ökad efterfrågan av produkten, men att interaktionen tar längre tid än beräknat samt bästa sätt att öka medvetenheten av produkten är att börja kommunicera med kunderna, vilket resulterar i entreprenöriell marknadsföring.

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# 1 Introduction

The following chapter describes the background of the chosen topic for the thesis, followed by a theoretical and empirical description of the problem. The chapter ends with a description of the studies aim, research questions and delimitations of the thesis.

## 1.1 Problem background

What we eat and how we eat are aspects which are receiving more attention and affect people daily worldwide (Mark-Herbert, 2004). In Sweden the interest in food is growing and the importance of it's origin is becoming increasingly important for consumers (www, ÄktaVara, 2011). Additionally, food is today more connected to people's health and not merely an issue of hunger (Mark-Herbert, 2004). Nevertheless, the consumption of processed food does continue to increase in Sweden (Jordbruksverket, 2015). This increase might result in well-fare diseases, for example obesity and diabetes type 2 (Folkhälsomyndigheten, report, 2005). Childhood obesity is growing in the westernised countries and is related to consumption of more high-energy processed food and a dietary pattern of less vegetables, fruits and whole-grain products (Metcalf & Elliott, 2014). Some products intended for babies contain more sugar and salt per serving than processed food for adults (Elliott, 2010). According to Daniel (2016), parents' diet influence the preferences of food among children and the child's intake of food. The earlier parents start to foster healthier eating habits and introduce well-made meals for their children, the healthier their future eating habits will prove to be (Daniel, 2016). Even though the consumers demands on ingredients in the manufactured baby food are increasing, there is, like many industrialised prepared meals, no content explanation of where the ingredients in the product come from and the origin is(www, Testfakta, 2011). Families demand jarred baby food, but want to know the origin and ingredients (Elliot, 2010).

The Swedish market for baby food is today dominated by three major players; Nestlé, HIPP and Semper (www, Ekoweb, 2016). None of them produce their jarred baby food in Sweden and the food does not contain Swedish ingredients (HIPP, 2016; Nestlé, 2016; Semper 2016). The market share of jarred baby food in Sweden is expected to grow during the following years, which can results in opportunities for new actors and companies on this market (www, Euromonitor, 2015). A report from the Swedish Board of Agriculture (Jordbruksverket) also foresees trends in countries with increased consumer awareness of food's effect on the environment and the knowledge about how consumers' choices affect their health (Jordbruksverket, report, 2016).

Entering new markets, new ventures or new innovations is a part of the term entrepreneurship (Shane *et al.*, 2003). Thus, entrepreneurship can be seen as a process where an individual or individuals in a group, through the identification of opportunities to develop these opportunities in the economic and social context by launching, running and designing new businesses (Hjorth *et al.*, 2015; Ionita, 2012; Jack & Anderson, 2002). But, there are difficulties to identify what or who is an entrepreneur and there is an uncertainty regarding the concept (if it even is possible to define the term) (Gartner, 1988; Jack & Anderson, 2002; Korsgaard 2011). Studies done about the concept of entrepreneurship often have a focus on the individual entrepreneur and his or her entrepreneurship (Autio *et al.*, 2014), but Welter (2011) argues that the surrounding environment, the entrepreneur's context, is essential for the understanding of entrepreneurship. The individual entrepreneur is today more influenced by the surrounding context and the impact of this context (Welter, 2011). Entrepreneurship can therefore be seen as a social process that is embedded in the context (Gaddefors & Anderson, 2008).

A company's context is an elusive concept with different meanings (Landström & Löwegren, 2009). For example, it can describe the world outside a company, the surroundings or the environment that influence entrepreneurship (*ibid*). However, it is complex to define where each individual can interpret the contextual meaning and personal significance for precisely this (O'Dwyer & Ryan, 2000). The context of entrepreneurship is for example the business environment (Welter, 2011), which can involve designing resources on the basis of no preconditions or reconstruct resources that other companies have declined. Thus launching a desirable product or service (Baker & Nelson, 2005). Context may be due to economic growth in the country where the entrepreneur operates, demands for goods and services, bureaucracy, but also the political and socio-cultural environment e.g. the influence of family and relatives (*ibid*). Hills *et al.*, (2008) mean that context and these differences that different parts of the context influence entrepreneurship are reflected in the marketing strategy of the business. According to Kotler *et al.*, (2001), marketing describes as “*a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others*” (Kotler *et al.*, 2001, p.5). Thus, Hills *et al.*, (2008) state that communicating and delivering value to customers and organizational functions and processes, within the organisations, creates relationships to the customer in beneficial ways for both stakeholders and the organisation. Though, this premise that the context mediates is an organisation's context is of specific character and results in the marketing function as a value creating process (Carson *et al.*, 2004).

However, micro and small sized enterprises (SMEs) usually don't have marketing specialists and the entrepreneur is the sole person making decisions within the company (Franco *et al.*, 2014), thus having the dominant-role (Carson & Gilmore, 2000). Entrepreneurs tend to first get the idea and then seek a market, whereas in contrast larger businesses have the opposite approach (Stokes, 2000). Entrepreneurial marketing, EM, is a combination of entrepreneurship and marketing, where producers and customers work together to create a product that meets both customers' expectations and the producer's capacity (Gaddefors & Anderson, 2008). The seller is thus not only the producer and the buyer is not only a customer (*ibid*). Marketing is an imperative part of the entrepreneurial process (Gaddefors & Anderson) which Morrish (2011) affirms by saying that the planning and creation of strategies in smaller companies are becoming less important, and marketing is becoming increasingly important. Marketing is defined as processes and activity for communicating, creating, delivering and exchanging offerings of customer values (Fahy & Jobber, 2012). Instead EM focuses on the interest of marketing in smaller firms and generating new business ventures through entrepreneurial growth and behavior (Bjerke & Hultman, 2002). For a micro entrepreneur to establish themselves on a market with a new product idea, this might be a useful strategy for reaching potential customers.

## 1.2 Problem

Creating and understanding a new market, sustain financial stable and developing financial resources are tough for small firms (Knight, 2000). Many SMEs have problems of surviving during their formative years, and the first three years of a business are the hardest (O'Dwyer & Eamin, 2000). Entrepreneurship is a collaborative social achievement, where the interactions between the stakeholders and the entrepreneur together transform the entrepreneurship (Gaddefors & Anderson, 2008). Consideration of trust from the customers to the business creates difficulty to build a good relationship, especially if there are larger firms operating on the same market who have competitive advantages (Fahy & Jobber, 2012). The mutual interaction between entrepreneurship and the context is of significance. The entrepreneurship is affected by its context just as the context is affected by the entrepreneurial

spirit and the ability for marketing (Sheikh & Beise-Zee, 2011). Also the impact of the context enables how situations influence entrepreneurs and how entrepreneurs interact with situations (*ibid*). Johns (2006) describes the context as constraints and opportunities in a given situation, which affect the entrepreneurship. Opportunities could for example be created by a mutual relationship between the organisation and its context (Dacin *et al.*, 1999). This relationship is interesting for understanding the entrepreneur and the entrepreneurships relative to the context. For example, according to Jack and Anderson (2002), it is essential to analyze the social context consisting of close friends and family for a deeper understanding of entrepreneurship.

The following thesis is about a micro-food enterprise in Sweden, where the entrepreneur has discovered that there is no jarred baby food in the stores that contains Swedish ingredients and fewer additives. The entrepreneur in this thesis lacked this meal option when entering motherhood and refused to offer her baby products containing ingredients of unknown origin and products produced outside the country. Hence, from this idea, she decided to create a company in autumn 2015 despite lacking business experience or knowledge regarding the baby food sector. This entrepreneur assumed customers would start buying the products directly after launch, but lacked any marketing plans nor having any financial resources for marketing or hiring.

There is a gap between entrepreneurship and the context, which enables understanding of how the context interact and influences the entrepreneur and the firm, but also how the entrepreneur interacts and influencing the context, and combining these two for reaching the customers through entrepreneurial marketing. There is research about entrepreneurship and context, but not how these two concepts are combined and result in entrepreneurial marketing. Possessing a new product idea, but having difficulty in, as O'Dwyer & Eamin (2000) states, building a clientele and acquiring financial recourses on a market dominated by large players makes it difficult for small business owners to survive. No matter how good the idea is, lacking customers or a difficulty reaching them, makes it hard to get a market share (*ibid*). Meanwhile, small business owners have an advantage in that they can more easily meet the customers and the market, by working closely with them and more easily perceive the customers demands (Franco *et al.*, 2014). By studying the entrepreneurship and context and the interaction of these concepts in a micro firm, the choices concerning marketing and the entrepreneurs decisions can be understood better. Therefore, it is interesting to study what these factors contribute in extent for a minor firm. By studying a micro firm containing only one entrepreneur trying to establish a product on a competitive market through entrepreneurial marketing, an understanding of how the context influences the entrepreneurship and vice versa in trying to reach customers and market can be seen.

### 1.3 Aim

The aim of this study is to investigate how the context interacts with the entrepreneurial process of a micro enterprise and how entrepreneurs make decisions for developing firms based on context through entrepreneurial marketing.

The interaction between the context, the entrepreneurial process and the entrepreneur's decision-making based on the context for entrepreneurial marketing will be investigated by answering following research questions:

- *How is the entrepreneurial process of a micro enterprise affected by its context?*
- *How does the micro enterprise entrepreneurial process affect its context?*

- *How can the interaction between entrepreneurship and the context contribute to creation of entrepreneurial marketing for a micro food enterprise in Sweden?*

The studied entrepreneur started a company named Yummie in autumn 2015 and is trying to investigate and be competitive on the existing market of jarred baby food in Sweden, but has no background from the investigated sector or how to establish a business. Therefore, this study will follow the entrepreneur during spring 2016 to see how the context is influencing or delimitating her, her entrepreneurial process, but also the impact of external parts for getting an overview of the entrepreneurs context. To study the interaction and what is happening in a small business, three occasions during a limited period of time are studied combined with two external parts from the context of the firm for ability to analyze how the scenario has been between the times and what has happened or not gone as desired. Nevertheless, it may contribute to understanding the interaction between context and entrepreneurship for a small entrepreneur, how this context affects the entrepreneur, but also how the entrepreneur affects the context.

## 1.4 Delimitations

The study will be developed as a case study with a micro firm for Swedish jarred baby food and therefore have a corporate standpoint. It will be based on the company's experiences of the entrepreneurship, the impact of the context and how the company is trying to get their products more visible on the market. The focus will be delimited to the business context and the social context of this micro-enterprise, as these are perceived relevant to the thesis. The business context deals with the company itself together with the social context through the influence and dependence of both external parties for the producer of a product as well as friends and family importance for the entrepreneur and entrepreneurship. In this thesis, the entrepreneur, who is also seen in the context, is the owner-manager.

As the company's end users are small children and babies, this consumer group naturally can not be asked as they can't express their experiences, comparisons and more. Also, the parents of the children will not be asked, the study will be based on the company's perspective and their joint strategy to convey its product. The advantage of the study is that the company is so small today (only one employee) and thus hopefully be able to get deeper into the company and have a good relationship and contact. The downside is that it is difficult to be objective and not colored by the company and their opinions, which can affect the outcome of the thesis. The study will only study the Swedish market for jarred baby food and will not take into account other markets. Nor will the study have a focus in organic or conventional products/production from Swedish farms, only that the product is manufactured in Sweden and that it contains Swedish ingredients, produced by Swedish farmers.

Lastly, there are limitations concerning the theories of marketing in the theoretical chapter, a term which is consisting of several of definitions. Hence, the term marketing in following thesis is used for creating an awareness of the concept entrepreneurial marketing and is therefore just described briefly.

## 1.5 Outline

The outline of the thesis is presented in figure 1

**Chapter 1** begins with problematization of chosen research area, followed by a problem background, aim, research questions and delimitations.

**Chapter 2** includes the methodology chapter, which present the method chosen, motivations and discussions of the chosen methodology.

**Chapter 3** provides the selected theories for the study wherein the empirical findings can be analyzed. Relevant literature is described regarding entrepreneurship, micro and small enterprises, contextualized entrepreneurship, marketing and entrepreneurial marketing, and results in the analytical framework of the thesis.

**Chapter 4** presents the empirical data of the research, based on qualitative interviews with an entrepreneur and her context.

**Chapter 5** consists of analysis and discussion of the result from empirical data combined with the selected theories of the thesis.

**Chapter 6** presents conclusions of the study and provides suggestions for future studies.



*Figure 1: Illustration of the outline of the study*

## 2 Method

The following chapter presents the chosen method to reach the aim of the thesis. The chapter starts with a description of the method chosen, followed by several factors that should be considered during the research process for the thesis.

### 2.1 Research design

The initial steps in a research project are presented in following section. The choice of method is included together with reflections within the methodological framework.

#### 2.1.1 Methodological framework

A researcher's choice of subject, theoretical perspective and analysis method is often influenced of earlier experiences and limited perspectives (Alvesson & Sköldberg, 1994). Nevertheless, previous experiences affect the researcher's objectivity, and due to these, it should be notable for the researcher to shift focus towards reflexivity and transparency (Alvesson & Sköldberg, 1994). It is also crucial to reflect over disadvantages and advantages of choice of research questions, methodology, theoretical perspective and study units (Bryman & Bell, 2013).

According to Robson (2011), a research design can be *flexible* or *fixed*, also explained as quantitative or qualitative approaches. These two research designs are frequently used for research. Nevertheless they do not mean that they are opposites of each other; the data can be synergetic and can be combined (*ibid*). The flexible design assumes a plan for the data collection (*ibid*). But, in the flexible design, the details can changes over the time, while the fixed design means that the details are defined and completed before beginning the assembly of data (*ibid*). An important part of the fixed design constitutes of variables comprehensions and casual relationships (*ibid*). The risk of affecting the results, which are impingement by the researcher, is minimized by utilization of a fixed design (*ibid*). A flexible design for a complex phenomena is preferable, a creation of explanation and understanding which are more individual (Gummerson, 2006). Less emphasis is furthermore on numerical data, but the description is instead made with words (Robson, 2011). A qualitative study consists of gathering a lot of data of few cases and examine how or why a phenomenon is, and thus creates a deep and detailed understanding of the subject (Bryman & Bell, 2013). The selfhood of the researcher is a part of the process and a research process method that should be based on the questions and purpose of the research (Gummesson, 2006). Quantitative research consists instead of collecting data from a few variables from a majority of cases, to test hypotheses designed from theory (Warren & Karner, 2009).

The key person's experiences and its identification of the situation is also of relevance to the study, which indicates an inductive approach (Gummesson, 2006). An inductive approach starts from the researcher by observing a phenomenon and collection of data on this basis (Bryman & Bell, 2013). Based on the collected data to generate empirical data, the hypotheses and theories are chosen and designed (Gummesson, 2006). A deductive approach is a basis of previous research and theories on the phenomenon (Alvesson & Sköldberg, 2010). It depicts a theory testing process from established theories for application in cases and if there is relevance to apply the existing theories to these cases (Bryman & Bell, 2013) and based on these earlier theories, the researcher designs own hypotheses which are tested, for example through observations (Alvesson & Sköldberg, 2010)

For this master thesis, a qualitative method and a flexible design are used. Following design and method are used although the studies aim is to investigate the context and the interaction

between entrepreneurship, entrepreneurial process and the context for the use of entrepreneurial marketing for a micro entrepreneur, while the outcome is not defined, which requires a flexible design, qualitative method and an inductive perspective of the correlation between theory and empirical data (Bryman & Bell, 2013).

The case company in this study is a micro enterprise founded and owned by an entrepreneur that would like to enter and compete on a market with a product. She doesn't have earlier experience of the sector or of having a business nor use of marketing strategies before. This person only has an idea. Interviews with the entrepreneur together with people involved in her business have been carried out to study the interaction between the context, entrepreneurship and entrepreneurial marketing. Therefore, the strength of flexible research design is that it thus has given the opportunity for creating an understanding of entrepreneurship and how it affects and is affected by the surrounding context (Lindgren & Packendorff, 2008). A fixed design would not be suitable for following study, which would contribute to better understand the context and affect of the entrepreneurship and entrepreneurial marketing for a micro entrepreneur. It would not be most favourable to use a fixed questionnaire for example and not having the ability to ask follow-up questions and discussions during interviews with the respondents.

### 2.1.2 Validity, reliability and reflexivity

Before the data for the study is collected, it is important with meticulous preparation of the study thus avoiding pitfalls (Yin, 2009). Considerations of validity and reliability provide trustworthy and credibility to the study (Eisenhardt, 1989). As a qualitative methodology, the validity has to be considerate although the researcher has a significant role in a qualitative approach (Warren & Karren, 2009). Hence, a flexible design of a research may result in a close relationship between the respondents and the researcher and may influence the result of the study, which has to be considered (Robson, 2011). A threat for the validity of flexible design is the researcher's bias, where own beliefs and knowledge can affect the outcome of the answers and how the questions are asked (Alvesson & Sköldbberg, 2010). A study's reliability means that the results of the study should be reliable and highlights the dimensions and measurements trustworthiness and consequences that these may entail in minimizing the risk of errors and biases of the study (Yin, 2009). A flexible research design relies on more responsibility from the researcher and his or her ability and precision in research and use of research methods (Robson, 2011). Bryman & Bell (2013) argue that reliability is proven by a fair study. However, it is difficult at a social constructionist approach to argue that the image of reality is the correct picture (Lindgren & Packendorff 2009). Social constructs are subsequently leading to new knowledge and thus constantly fluctuating perception of reality (*ibid*).

Discussing the concepts of validity and reliability creates a perceptive and understanding of possible inaccuracies, and by understanding the relevance of the concepts, imprecision and misconception might be avoided in the research (Eisenhardt, 1989). The concepts can be distinguished in an analytical sense, but the terms are associated with each other resulting of validity implies reliability (*ibid*). It submits that a measurement is not valid if it is not reliable (Robson, 2011). While the researcher has done the interviews with the respondents, the researcher has to consider the importance of the above-mentioned factors for creating high levels of validity and reliability. Also, the researcher is endeavored to be a good listener and making the interview situations pleasant by being open-minded and accommodating by not raising questions not concerning the subject nor try to influence the answers.

Alvesson & Spicer (2012) pronounce the importance of researchers consideration of the term reflexivity. Reflexivity in social science is described by Bryman & Bell (2013) as circular relationship between cause and effect. It is seen as a bidirectional relationship between these and affecting each other but without being states as either cause of effect, for example by observing in relation to the social structure (*ibid*). Reflexivity occurs for example in individuals when there is a conflict or clash regarding either organizational identities and their own self-identity (Alvesson & Spicer, 2012). A collision of this kind can trigger rounds of self-reflexivity and a search for broader reasoning and justifications (Alvesson & Sköldberg, 2010). Less reflexivity can, for example, involve unwillingness or inability of questioning norms and claims (Alvesson & Spicer, 2012) or question dominant beliefs and expectations (Alvesson & Sköldberg, 2010).

## 2.2 Case study

One way of collecting and analyzing empirical data can be made by the use of a case study, which is a frequently used strategy for the approach of qualitative research (Yin, 2009). It can involve numerous levels of analysis and single or multiple cases (Eisenhardt, 1989). Nevertheless, as a research approach, a qualitative case study maintains the possibility to make explanations of the phenomena in its context and also gives opportunity for the researcher to explore the study through several lenses instead of one lens (Baxter & Jack, 2008). What distinguishes this research method from other research methods is that it does not need control over behavioural events and is suitable for reaching the answers of questions of *why* and *how* (Yin, 2009). Case studies can also be *exploratory*, *descriptive* and *explanatory* to achieve the target of collecting data and analyzing the data, and the evidence be quantitative, qualitative or a combination (Yin, 2009). The collection of data can for example consist of archives, interviews, questionnaires and documentation: data-collecting methods that also can be combined and furthermore is strength with a case-study method (Robson, 2011). Though the aim of this study is to investigate the interaction between the entrepreneurial process and its context for the use of entrepreneurial marketing, it can be seen as an exploratory case study.

A creation of a case study by gathering multiple sources of data or complementary different sources of data can preserve in a chain of evidence (Warren & Karren, 2009). Hence, the researcher must attach to the research question and research problem the study aim to result in, in order not to be caught by the volume of research data (Eisenhardt, 1989; Yin, 2009). It is an important step to formulating research questions and results in a deeper understanding and reflection (Bryman & Bell, 2013). Thus, it is essential for selecting the case; design the case study and its data collection to define the unit of analysis (Robson, 2011). Yin (2009) claims the importance of having a well defined unit of analysis for a case study method, which relates to the research questions and aim. Following thesis unit of analysis is the interaction between context and entrepreneurship for entrepreneurial marketing of the company observed, together with SMEs, entrepreneurial process and marketing and nevertheless narrow down for being suitable for micro enterprises and how to use entrepreneurial marketing (Yin, 2009).

The thesis case study is structured through following the entrepreneur for the selected baby food company during three months dividing into three meetings with the concerned entrepreneur, which is a longitudinal design according to Bryman & Bell (2013). A longitudinal research design, also called a “contextual research design”, is used for repeated observations during a long period of time for example studying patterns or events between meetings (*ibid*). This design was chosen because the aim was to observe how the entrepreneur

works and how and if the process is fluctuating between the sessions, thus the interaction with the context. Later on, this has been combined with contact of people in the context of the entrepreneur whom this entrepreneur has highlighted as essential. The advantages by the use of longitudinal design is for example by observing temporal order of events and repeating observation on individual level and creating awareness of happenings and phenomenon (Bryman & Bell, 2013). But, this research design is time consuming and expensive, though it is frequently used during long time, it is not frequently used in social research (*ibid*).

## 2.3 Review of theoretical framework and literature

To create a comprehensive and clear picture of the area that is intended to be studied and ability to develop research questions, it is essential to do a literature review (Robson, 2011). Yin (2009) entails that the crucial part of the research consists of the theory in the case studies, for developing a theoretical understanding and define a suitable research design. Furthermore, Yin (2009) proclaims an immense volume of data can be overwhelming, time consuming and the development of suitable theories for the research is a protracted procedure. It is also of importance for this study to primary structure a relevant and elaborate form of questionnaire for the respondents and implementation of the interviews (Baxter & Jack, 2008). Thus, this creates an overview and deeper understanding of the impact of context on a small business entrepreneur. For this thesis, a deeper understanding of entrepreneurship and getting a broad definition of the concept of context was essential before creating the questionnaire and making interviews. Developed theories can be seen as an analytical tool and as a template for the case study's empirical findings (Yin, 2009). Describing the interaction between entrepreneurship and context requires several theoretical approaches, and by studying previous research upon the subject for creation of an understanding of the phenomena. In order to understand entrepreneurship, the surrounding context and entrepreneurial marketing, the theories of entrepreneurship are relevant to study. In a micro and small enterprise, the entrepreneur is mainly the founder and owner, which is personally involving in the business process and decision making according to the business.

The literature review for following study was based on literature touching the subject of entrepreneurship and marketing combined with peer-reviewed articles from academic journals in entrepreneurship and marketing. To find the secondary data, which are serving as the study's theoretical material and if other studies of the subject have been done, the databases that Swedish University of Agricultural Science provides such Primo, Web of Knowledge, Google Scholar and Scopus have been used. The peer-reviewed articles for the study were also scanned through their bibliographies to find potential material and source of literature for the field of research. A broader understanding can be created by studying previous research on similar subjects.

## 2.4 Collection of data

The case-study methodology is used for the collection of data, based on interviews, documentation and direct observations. With various ways of collection of data for the research, the validity of the research increases and allows the researcher to retain for example relations, individual behaviour and managerial process (Yin, 2009).

### 2.4.1 Interviews

The interviewing method is mainly linked with case studies and the qualitative research method (Sandberg & Alvesson, 2011) and different kinds of interview techniques can be used (Kvale, 1997). Interviews can be unstructured, semi-structured or structured with the aim that the respondents should share their own experiences and descriptions, then analyze these

responses when comparing the analytical framework and empirical results (Robson, 2011). In this study, interviews have been made with the owner and founder of the case company and other parts involved in the context and nevertheless influencing the company (see table 1). Semi-structured interviews, an interview form suitable for flexible research design (Robson, 2011), have been conducted in three times on the entrepreneur's place of work where questions have been the same to connect with contextual impact and the opportunity to add further depending on the situation. The interviewer has beforehand developed a questionnaire, but has the liberty to add, eliminate or adjust questions during the interview according to the respondent (Kvale, 1997). This is to create an understanding of how it is to work in the company, what is happening or has not taken place as desired, and to be able to analyze the results based on the theory related to the thesis to reach the aim of the thesis. The interviews that have been made are written down, recorded and afterwards transcribed, and before attached in the thesis, agreed and contributed with the respondents and owner of the company.

When collecting empirical data by the use of semi-structured interview technique, it required knowledge of the researcher regarding the methodology of interviewing (Alvesson & Sköldberg, 2010) and to attach to the subject and study's focus during the interview (Kvale, 1997). It implies that the interview is structured and attached to the topic for adding additional questions during the interview, also increases the reliability and validity of the interviews (Sandberg & Alvesson, 2011). Nevertheless, it will avoid inquiring leading questions and consequence in misleading results (Kvale, 1997). Interview guides are found in appendix 1, 2 & 3.

This study is of an objective approach in order to get an overall picture of the case by getting as many perspectives as possible, based on appropriate people for the study such as the founder of the company and appropriate people in her context. From the first interview with the founder, it resulted in information of other people of importance to the company's context, and contact was made with the chef that developed the recipes of the food and administration of production, and also an owner of the food chain which had the baby food in the assortment (see table 1). The respondents wished to remain anonymous in order to participate in the study and have thus been assigned aliases.

*Table 1: Compilation of interviewees*

<b>Name</b>	<b>Role</b>	<b>Date</b>	<b>Form</b>
Victoria	CEO and founder of Yummie baby food	2016-02-03 2016-03-18 2016-04-29	Personal meeting
Ivar	Owner of supermarket	2016-03-09	Telephone interview
Mike	Two star Michelin chef Developing recipes	2016-04-20	Telephone interview

#### 2.4.2 Direct observations

Direct observation has also been made for collecting empirical data. As the study takes approach in the cases natural environment, it is essential for examining environmental conditions and behavior through direct observation (Yin, 2009), which has been made in following research by observation of the entrepreneur at her work. The central issue to studying the meaning of entrepreneurship, collaborated with the impact of the surroundings and context, including people of meaning for the business, their behaviors and acting

(Robson, 2011), therefore these observations can also be perceived as an appropriate compilation of the studied data, as well as source of evidence of the cases (Bryman & Bell, 2013). To provide further information about the case, much evidence is given. The advantage of the method chosen is according to Robson (2011) that it can be complemented with other methods for data collection and provides directness. Though, the researcher interpreted as biased and constitutes an obstacle for the study can declare one thing, but in reality do a diverse thing (*ibid*).

#### 2.4.3 Documents

Documents are often accompanied with qualitative interviews (Alvesson & Sandberg, 2013). It can furthermore consist of written documents, for example books, magazines or newspapers but also non-written documents such as pictures or films (Robson, 2011). Feasibility of information from documents are of majority in case studies (Yin, 2009). Internet has been frequently used during this thesis conduction through e-mail correspondence with involved parts of the study such as searching for documents and peer- reviewed articles on the Internet. The strategy of the sampling of data was to maintain the newest data for the use in the study and hopefully result in a trustful result. But, it is important that the researcher pays close attention to the primary data collection and the credibility and validity of these documents. Thus, these sources can advantageously be complements with other sources to strengthen the evidence and confirmation that these sources are workable. Furthermore, there are several advantages in utilizing different types of sources, as it contributes to increased reliability and validity of the study.

#### 2.4.4 Snowball samplings

Data collection for the study has also been made through a “snowball effect”(Bryman & Bell, 2013), also called “snowball samplings” (Robson, 2011). According to Bryman & Bell (2013) and Cowie (1995) the phenomena occurs when the researcher receives further empirical data through secondary sources e.g. by contact with additional people relevant to the study. The problem of the snowball effect is that there is randomness and thus are not readily available, selection frame for selecting the respondents, and that sample will thus not be specific for the whole population (Bryman & Bell, 2013). In the following study, the snowball effect is applied primarily to the collection of secondary data during collection of literature for the study's theoretical framework. The peer- reviewed articles for the study were also scanned through their bibliographies to find potential material and sources of literature for the field of research.

#### 2.4.5 Ethical consideration

Ethical consideration in qualitative research is of importance, seeing as the researcher often is in close contact with the respondent during the research (Bryman & Bell, 2013). In social research, ethics refers to respecting the participants and the participants’ rights. Therefore, while designing interview questions; ethical consideration of participation, choice of subject and possible consequences must be considered (Robson, 2011). There is a risk that the participants are psychically harmed as a result of the study e.g. through inappropriate questions or anxiety due to the interview situation (Bryman & Bell, 2013).

This has been taken into account by avoiding questions, which could be experienced as uncomfortable. During the interviews, questions concerning respondents professional and private life are asked. These questions, touching the respondents' privacy, may be experienced as extra sensitive, as the respondents often desire a distinction between their professional and private life (Bryman & Bell, 2013). Thus, the researcher must thoroughly clarify the questions affecting the professional and private life in order to avoid discomfort and misunderstanding.

In addition, respondents are always able to renounce to respond. The respondent of the study has agreed to participate without compulsion. No participation or recording of interviews have been made without permission from the respondents. According to Robson (2011), there is a norm for preserving anonymity of the participants during the projects different phases. Therefore, as an agreement with the participants in this thesis, all the participants have sought anonymity to participate. They have received fictitious names and no direct attributes have been made to avoid revealing their identity. Also the company's name is fictitious.

## 2.5 Data analysis

There is a challenge in analyzing data from multiple sources and trying to create a comprehensive understanding of the results altogether, but also empathizing each individual case (Yin, 2009). With a flexible study design, the following study consists of multiple sources such as a large amount of collected data from various sources; observations, interviews and documents (Robson, 2011). In order to distinguish them and understand each individual case but also an overall explanation, it is essential to structure and organize the collected data (*ibid*). Nevertheless, thematic coding is of advantage and preferred in analyzing this qualitative data (*ibid*). However, a wide range of data can be difficult to interpret, what aspects you should focus on and avoiding the risk of creating a too broad focus. This can be avoided by creating a thematic network on the basis of the thesis theories, which can give a clearer structure of these theories (*ibid*). In the beginning the researcher became familiar with the data aimed for the research and the interviews were transcribed quickly after the interview session. The data was categorized into themes of *micro enterprises/ SMEs, entrepreneurship, context, entrepreneurial marketing* decided by the researcher for clarification and further analysis.

Glaser & Strauss (1967) argue that grounded theory is a way of developing theories from qualitative data rather than deduce theories (which already exist) (Glaser & Strauss, 1967 in Bryman & Bell, 2013), in an approach for analysis method, which is conducted in this thesis. A grounded theory approach starts with the empirics to later involve theoretical perspective, after the empirics have been collected. This will result in a more open sense of research and not be affected by previous research made for collecting the data for the research (Bryman & Bell, 2013). The method does involve developing concepts and ideas from the collected data, systematic categorization of the collected data and discovering patterns (*ibid*). Nevertheless, this way of analyzing data, through grounded theory, Glaser & Strauss (1967) propose is though a qualitative analysis has its own logic for generating theories (*ibid*). Collecting empirical data from respondents seeks for themes and systematically creates an understanding of these findings (Robson, 2011). This methodology is based on gradually emerged concepts and theories by combining empirical data and earlier theories (*ibid*). In following thesis, the researcher decided which significant theories where applicable for the research before collecting empirical data according to contextualized entrepreneurship and entrepreneurial marketing. However, after the first interview with the focused entrepreneur, the theories about entrepreneurial process were added to the theoretical framework for the interaction between the context and the entrepreneurial process.

Although, it is important to be aware of that grounded theory provisionally verified through systematic collect data for further analysis of this data, has been criticized by these only creating theory building from good empirical findings (Silverman, 2013), but Alvesson & Sköldbberg (1994) mean that defined research questions helps the researcher not reinvent the wheel. Grounded theory can either be used as a tool for analyzing the data or as a guide for the study, from start to the understanding of the results (Silverman, 2013). This study will use

the established theory as a tool throughout the research, from data collection to analysis and the results of this data, by according Bryman & Bell (2013) applied through theoretical sampling, coding, theoretical saturation and comparison are well conceptualization. But, the use of this method is criticized because it does not always explain phenomena and the theories created are substantial and the results are not generalized (Bryman & Bell, 2013). This means that the researchers through their own knowledge can color the interpretation of data, which an impression in the analysis (*ibid*).

## 3 Theory

The theoretical perspective in literature of the subject is presented in chapter 3. For understanding the aim of the study, definitions of micro and small enterprises, entrepreneurship, entrepreneurial process, contextualized entrepreneurship and marketing are presented, to investigate the use of entrepreneurial marketing for a micro enterprise. The chapter ends with a table of summarizing the theories that has been presented in the chapter.

### 3.1 Micro enterprise (ME) and small-medium enterprises (SME)

A microenterprise, ME, is broadly defined as an economic entity of less than 10 employees (Kadosca, 2006; Malek & Usami, 2007; McGrath *et al.*, 2005). Their sizeable contribution to entrepreneurship development, creation and employment has lately been of significant importance in the European Union (Biswas & Baptista, 2012). The micro enterprises have entered a role of dynamistic and competitiveness together with small and medium enterprises (SMEs) in the European economy, and the member states of the European Union, which foster development and innovation (*ibid*). The definition of a small and medium enterprise is according to the European Commission (2013) an employment of less than 50 employees for a small enterprise and less than 250 employees to be defined as a medium enterprise. Thus, micro, small and medium-sized enterprises are seen as the backbone of the European economy (Franco *et al.*, 2014). The SME sector also has an acknowledgement as an engine of growth, like increasing competition, innovation and entrepreneurship, and nevertheless is seen as an exogenous effect on the European economy within the European Union (Hashi, 2001). Already in the mid - twentieth century, Schumpeter (1947) stated the importance of SMEs and without continuous creation of new firms in cause of other firms failures, capitalism cannot exist.

There are several similarities between large-sized enterprises (LSEs) and small and medium-sized enterprises (SMEs). The availability of resources differs, in which large companies have access to a larger and more varied amount of resources, opposed to a smaller businesses where the availability of resources is limited (Hartmann, 2011). Small enterprises are also characterized by the control of the owner and his or her personality and informality reflects the business process, unlike larger companies, which often have a hierarchical and structured leadership (Hollensen, 2007). Majority of the small enterprises have simple procedures and structures, which in turn shortens the decision-making chain making it flexible with immediate feedback to customers (Franco *et al.*, 2014). Risk-taking has also tended to be greater in smaller companies (Hollensen, 2007). Large companies often have long-term opportunities, and are therefore risk averse. Smaller companies however, have the advantage of more easily monitoring environmental changes, adapting to these are therefore more flexible (Biswas & Baptista, 2012). The characteristic uniqueness of SMEs don't always highlight and influence the market, but might allow them to obtain competitive advantages according to their small size, even though they are less rigid and complex compared to larger firms (Franco *et al.*, 2014). However, SMEs are under constant pressure to compete and survive on both the international and national markets (*ibid*).

### 3.2 Entrepreneur and entrepreneurship

The definition of the term entrepreneur is a complex phenomenon (Gartner, 1988; Jack & Anderson, 2002; Korsgaard 2011). There are difficulties to identify what or who is an entrepreneur and there is uncertainty about the concept, if it even is possible to define them (Gartner, 1988; Jack & Anderson, 2002; Korsgaard 2011). An entrepreneur can for example be described as a person with the ability to think outside the box in a creative and innovation-

rich way to create innovative business opportunities (Johannisson, 2005; Landström & Löwegren, 2009). Further, Ionita (2012) gives her own view of the characteristics found in an entrepreneur, which is being open for opportunities in managing a business, and confidently being profitable. One role can preserve as the founder of a business or company (Begley & Boyd, 1987). But, an entrepreneur is not just a leader of a company (Cope *et al.*, 2011). The entrepreneur is also the sales representative, financial controller, marketer or simultaneity wearing other hats and occupying several roles (*ibid*). There are also distinctions, although vague, between what an entrepreneur is and what a small business owner is (Ionita, 2012). According to the dissimilarity, entrepreneurs can further be defined by their pursuit of growth for their ventures and goals for profit, which is different from a small business owner whose focus is to support the family and view their own personality as an extension of the venture (Stewart *et al.*, 1999). A small business owner aims to achieve non-economic and personal goals while an entrepreneur is seeking to maximize the economic performance, looking for new sources to supply and with a higher risk-appetite (Ionita, 2012).

During the eighteenth century, Jean Baptiste Say wrote one of the first definitions of what we today maintain as the concept of entrepreneurship (Drucker, 1985). According to Drucker (1985), Baptiste Say stated that entrepreneurs do shift economic recourses from a lower area of productivity into an area of greater yield and higher productivity. A half of a decade later, Schumpeter (1947) added a perspective of innovation to the entrepreneurial concept. The innovation perspective presents the entrepreneur as a person who “*is the doing of new things or the doing of things that are already being done in a new way*” (Schumpeter, 1947 p.151).

Nevertheless, even till today, the concept of entrepreneurship concludes a broad vision of definition. Entrepreneurship can also be defined as organization creation, not only meaning creating new organizations (Hjorth *et al.*, 2015) but instead, maintaining and experimenting with new types of organizations or forms of organizing, for example networking (*ibid*). Entrepreneurship does, according to Hjorth *et al.*, (2015), introduce newness into everyday practices and to the world. This can be done by entering new markets, new ventures or new innovations (*ibid*). Entrepreneurship may be a key factor for firms survival and growth in a fluctuating environment whether entrepreneurship might result in uncertainty and complex decision-making (Biswas & Baptista, 2012). But additionally, Cope *et al.*, (2011) states that the more the business grows in complexity and size, the entrepreneur should fulfill a more primarily leadership role. According to Gartner (1988), entrepreneurship is the creation of an organization and it is this creation, the entrepreneurial process is of interest, a process that constantly fluctuates and changes (Gartner, 1988; Lindgren & Packendorff, 2008; Shane *et al.*, 2003).

### 3.2.1 Entrepreneurial process

Entrepreneurship can be seen as a process, which is diverse depending on which firm, or organization that is explored (Gartner, 1988; Jack & Anderson, 2002). Anderson (2000, p 103) defines the entrepreneurial process as “*the creation and extraction of value from an environment that involves the shift in value from an existing use value to higher market value*”. But, the entrepreneurial process is not only economic (Granovetter, 1985; Jack & Anderson, 2002). It can also be seen as a process from its social context, though the process is influenced by both contextual and individual circumstances, nor can it be studied only from an economic perspective (*ibid*). The entrepreneurial process begins from the entrepreneur who recognizes a possibility, which subsequently leads to investigation if this possibility can be further exploited (Shane *et al.*, 2003). Thus, an exploration if the idea can be reliable,

developed and implemented and then, interacted with financial and human resources to find, for example, a customer segment (*ibid*).

As early as the in the mid twentieth century, Churchill & Lewis (1983) criticised previous research made at that time which solely looked at how well developed the company was or divided companies depending on their size. This argumentation is also years later supported by both Flynn & Forman (2001) and Sarasvarthy (2001) in their researches about entrepreneurial growth, but this thesis is studying the entrepreneurial process, and therefore there are models, which have a main focus on growth rather than the process, not of relevance. What Churchill & Lewis (1983) meant with their research was that the researchers nevertheless missed the first important steps in a company's development, and also assumed that all companies have the same milestones, and characterized on the basis of the number of employees or annual growth. Thus, Lewis & Churchill (1983) produced a linear process of trying to explain entrepreneurship, consisting of five stages: existence, survival, success, take-off and resource maturity (see figure 2) (Churchill & Lewis, 1983).

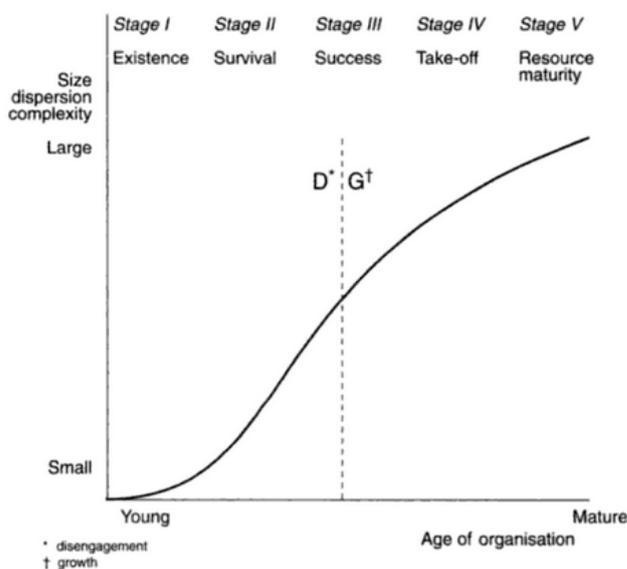


Figure 2- Churchill & Lewis growth model (1983, p.293)

In the first stage of the Lewis and Churchill's process (1983), existence, means trying to keep current customers, but also establish a customer base with customers to get their product or service sold. The firm is in this stage usually small, with the entrepreneur as the owner and administrative person. Second stage, survival, the goal is still survival for the firm, which is still easily constructed by one or a few middle managers, but has begun to develop cash flow and more financial growth (*ibid*). The owner is still solely responsible for all decisions and possesses. According to Churchill & Lewis (1983) many businesses get stuck in stage two, but those who go on to the third stage have a so-called "good financial health" (Churchill & Lewis, p. 5). Further, in stage three, success stage, the company has two paths to choose from. Either, the company stays in stage three of turnover and the ownership structure or venture further and see the company as a platform for continued development of longer-term strategic activities focusing on growth (*ibid*). In stage four, take-off, only the rapid growth is in focus by increasing the concentration of access to more capital and organizational structure (*ibid*). Finally, there is the resource maturity stage. There is now a risk that the rapid financial growth that has occurred since the company is still small, has difficulty controlling the financial growth and take advantage of the benefits of keeping the entrepreneurial spirit.

However, the entrepreneurial process does not need to be linear (Gartner, 1985). Gartner (1985) and Korsgaard (2011) argue that the process instead is part of a framework in which the entrepreneur according to Gartner (1985) has an idea and business opportunity of a product or service which he or she then uses resources and marketing for producing and therefore meets a demand from society by providing the requested product or service. Thus one should, according to Gartner (1985) try to prevent erroneous classifications of these activities, and propose a framework for a corporate environment consisting of the individual, the organization, the environment and the process for new venture creation. Therefore it should simplify a business venture and should consider all four dimensions in order to create an understanding of a state mixing complexity and interaction where the entrepreneur does not operate in a vacuum but is influenced by the surroundings of the outcome of entrepreneurial action (Gartner, 1985). Churchill & Lewis (1983) also highlight the owner's role in the company, whatever stage in their entrepreneurial process, the owner's ability to sell, invent and produce brings the company to life.

To understand the entrepreneurial process, it is also important to understand the surrounding context, and then the entrepreneurial process is part of the context of how these two interact and affect one another (Jack & Anderson, 2002). Furthermore, Anderson (2000) says that the entrepreneurial process is a combination of the environment and the entrepreneurial act. The entrepreneur and the environment should not be seen as an object/subject relationship, both sides should be viewed as entities that interact with each other although the surrounding environment constantly fluctuates and changes with the entrepreneurial process contributing to this fluctuation (Anderson, 2000).

### 3.3 Contextualizing entrepreneurship

A strong entrepreneurial attitude is often needed in complex markets for developing strategies (Cope *et al.*, 2011). The entrepreneurial ventures are often controlled, established and led through individual commitment (*ibid*). But, behind every entrepreneur, there is a network of people present which are of great importance for the entrepreneur and central to the entrepreneurship (Korsgaard, 2011). Thus it is important to study the context and not just individuals for creating a fairer picture of entrepreneurship (Korsgaard, 2011). Nonetheless, a challenge for contextualizing entrepreneurship is making the theory of entrepreneurship more context sensitive (Welter, 2011). The concept of context is frequently assumed as too granted and is an underappreciated influence, despite that it can create a deeper insight of the interaction between situations and individuals and how these persuade each other (Johns, 2006). Context can nevertheless be perceived as an extent, asset and liability of entrepreneurship. Also, there is an interaction between the contexts and entrepreneurship; entrepreneurship has an impact on the contexts (Autio *et al.*, 2014; Cope *et al.*, 2011; Welter, 2011).

Contextualizing is a process of adding new meaning and what characterizes a situation (Van Oers, 1998). Contextualizing can nonetheless be defined as the process of making a context, and a situation for what is done and could be done (*ibid*). The concept can also be defined to give the possibility for individuals to exploit their entrepreneurship through contextualized entrepreneurship and for defining their actions (Welter, 2011). According to Welter (2011), it is important to create an understanding of why and how entrepreneurship happens though the context is not fixed and is fluctuating. With a focus on the omnibus -context dimension, the conception omnibus furthermore depicts a comprehensive understanding of *where*, *when* and *who* entrepreneurship takes place and further be described as limits and possibilities of a situation and how it affects behaviour (*ibid*).

The dimension "who" refers to the contextual impact on entrepreneurship by venture creation and entry of a person as an entrepreneur (Welter, 2011). "When" claims that it is the historical and temporary context that influences entrepreneurship, and the dimension of "where" is the location of where the entrepreneurship takes place (*ibid*). Autio *et al.*, (2014) claim that *where* and *when* an entrepreneur comes up with new innovations is more of interest *than speculating in new innovations*. Therefore, when researching the process of entrepreneurship, it is interesting to explore the surrounding environment of the entrepreneur and how factors there contribute to innovation, and not only investigate individuals. Welter (2011) and Autio *et al.*, (2014) believe that the "where" and "when" are especially interesting. The "where" dimension can be divided into different parts; institutional, business, social and spatial, and these are parts which refer to both the local environment of the ventures and to distal context, which refers to countries and policies as an example (Welter, 2011). Following study has focuses on the "where" dimension (see table 2), especially on the business and social context. Spatial and institutional context will not be developed further in the study. Nevertheless, politics and economic systems that have an impact on the entrepreneurship and the geographical environment are not taken into account, though the study's focus is on the micro entrepreneur and her entrepreneurship, beliefs and development of a business.

If the context is in focus, the entrepreneurship research is more complex (Welter, 2011). Previous studies of entrepreneurship with context involved have often focused on just one single context (Fletcher, 2007). However, contextualizing entrepreneurship also contributes by giving a more sensitive aspect of entrepreneurship theory (Fletcher, 2007; Welter, 2011). Thus it shows how, for example, how different situations are affecting the entrepreneur and how the entrepreneur cooperates with situations, contexts of geographical and social characteristics that often are intertwined entrepreneurship and changing over time (Fletcher, 2007). According to Welter (2011), context enables a deeper insight into how situations influence entrepreneurs and how entrepreneurs interact with situations.

Table 2: The "where" dimension of contextualized entrepreneurship (Welter, 2011, p.168)

Type of Context	Omnibus	Examples
<b>Business</b>	Market, industry	Life-cycles of industries and markets, number of competitors
<b>Social</b>	Networks, family, households	Structure of networks, frequency of network relations, roles of family/household
<b>Spatial</b>	Geographical environments; for example neighborhoods, countries and communities	Infrastructure, characteristics of business locations and local regions and communities
<b>Institutional</b>	Culture & society; political and economic system	Legal and regulatory regulations, societal norms and attitudes

Several activities and practices are related to the term of entrepreneurship, for example the family sphere and political or social economics (Fletcher, 2007). All aspects of respective context, which are a part of the contextualized entrepreneurship, are shown in table 2.

How the market and the industry impacts on entrepreneurship are describe through the *business context* (Welter, 2011). For example, understanding customers needs and how to meet these expectations (Cope *et al.*, 2011). Nevertheless, Hills *et al.*, (2008) says that the business context, and the differences in how different parts of the context influence entrepreneurship, are reflected in the marketing strategy of the business. Thus, Hills *et al.*, (2008) state that communicating and delivering value to customers and organizational functions and processes within the organizations creates a relationship to the customer which is beneficial for both stakeholders and organization.

The *social context* implies the perspective of the social network, the context of family and household which explains the opportunities given by social contacts (Welter, 2011). The social network might provide potential employees, access to clients, financial capital but also support, encouragement and emotional boundaries from friends and family (*ibid*). These ties are according to Welter (2011) important resources for a newly set up company in overcoming liabilities of newness. The uniqueness of family firms means that a smaller company, which also having authority from the family, tend in a sentiment of support and security that allows the entrepreneur, for example, makes decisions that both improve or affect the value of, and in, the company (Naldi *et al.*, 2013). To have strong connection within the family might be a value asset also in the business context and development of the business (*ibid*). A financially strong household with a sense of economic well-being valour the entrepreneurship. However, there is also a pressure on the family's finances which could be at risk in the likelihood of business failure or bankruptcy for example (Welter, 2011).

Jack & Anderson (2002) mean that the concept of embeddedness also should be considered according to context. Embeddedness implies the process of becoming part of a social structure and understanding its context for becoming part of it (Granovetter, 1985; Jack & Anderson, 2002). As a metaphor, the concept can also be seen as an opportunity for gaining deeper understanding of how members of social groups constrains actions or time facilitates (McKeever *et al.*, 2014). Also, how the context frames opportunities and resources and converge on skills of the entrepreneur in the environment where the entrepreneur operates (*ibid*). Embedding also creates opportunities for value creation (Jack & Anderson, 2002). The entrepreneur is according to Korsgaard (2011), a result of his or her surroundings and environmental patterns which gives the image of who he or she is.

Welter (2011) and Fletcher (2007) state that context enables a deeper insight to how situations influence entrepreneurs and how entrepreneurs interact with situations; how different circumstances affect the entrepreneur and how the entrepreneur cooperates with these. Thus, contextualizing can further be seen as the process of making a context and a situation for what is done and could be done, as according to Van Oers (1998). It's also a possibility for entrepreneurs to exploit their entrepreneurship through contextualised entrepreneurship e.g. thought the social context of network or business context consisting of markets, customer needs and expectations (Welter, 2011). Being a new and small business on the market doesn't have to be negative in all aspects; it can also be seen as a context which stimulates marketing, driven by innovativeness, proactive and risk-oriented entrepreneurial spirit (Kraus *et al.*, 2010). Highly entrepreneurial small firms thus differ from highly administrative firms with different perspectives on for example marketing according to different business and social

contexts (Hills *et al.*, 2008). But all businesses, especially micro and small, that operate in an entrepreneurial context are not customized for the tools and processes of traditional marketing, tools which have been the core motivation and pervasive of entrepreneurship and marketing (Hills & LaForge, 1992). There is, due to limited resources i.e. limited financial capital, technology, marketing knowledge or employees, special needs for SMEs; limitations which can gain the innovativeness of marketing (Franco *et al.*, 2014).

### 3.4 Marketing

According to Kotler *et al.*, (2001), marketing is “*a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others*” (Kotler *et al.*, 2001, p.5). Based on this definition, Kotler *et al.*, (2001) state that marketing is a way of controlling the market by creating an exchange between the players on the market and satisfying human desires and needs. Historically, the mainly used marketing theory is the marketing mix, the 4Ps (Brassington & Pettitt, 2013). This theory consists of controllable, tactical or competitive tools that can be used by business owners and marketers to influence and get response from its market (Kotler *et al.*, 2001). The marketing mix is divided into product, price, place and promotion (Goi, 2009). Product and price highlight what the company offers its customers while price and promotion are linked to the marketing contact; geographical, physical and psychological contact (Kotler *et al.*, 2001).

Collaboration and interaction between these tools can result in successful marketing, but also good decision-making is of relevance (Fahy & Jobber, 2012). If an entrepreneur with a product that is assumed superior fails to communicate this the product will not perform according to plan (Brassington & Pettitt, 2013). Nevertheless, there are a several suggestions on how to adapt the marketing mix (Möller, 2006). According to Möller (2006), the marketing mix is complex and constantly evolving, which means that only one approach, is not the correct one. Furthermore, Goi (2009) states that the model is too simple and does not reflect society but despite its simplicity and that it is possible that this simplicity consists of the 4P's, which still makes it viable. However, the marketing mix does not illustrate how the marketer should perform marketing or compete against its competitors, nor how the four P:s must be combined to achieve the best results (Balmer, 2001).

The 4Ps have received critique for merely presuming the seller's perspective and not the customers perspective. This has resulted in an approach of marketing mix more focused on the customer, called relationship marketing (Balmer, 2001; Goi 2009). With the relationship marketing, Balmer (2001) states the seller should instead work with the 4C:s as a basis. These 4 C:s; customer value, customer costs, convenience and communication, are more targeted to customers and should be combined with the 4Ps. Due to relationship marketing, there is a paradigm shift in marketing as perspectives have changed from competition to mutual cooperation and dependence leading to a bigger focus on customers and not the company (Morrish *et al.*, 2010) It might therefore put more emphasis on maintaining a loyal customer base instead of striving to attract new customers.

As an alternative of identifying and solving problems, entrepreneurs excavate marketing potentials and play a wider roll in the shaping of today's marketing landscape (Morrish, 2011). But, SMEs usually don't have marketing specialists and the entrepreneur is the person with a dominant roll to take the decisions within the company (Franco *et al.*, 2014) (Carson & Gilmore, 2000). Entrepreneurs tend to first find an idea and then a market, in contrast to larger businesses, which have the opposite approach (Stokes, 2000).

### 3.5 Entrepreneurial marketing

Researchers have viewed entrepreneurship and marketing as two distinguished fields of study. However, the awareness and importance of a combination of the two has led to an interface of these concepts; entrepreneurial marketing (Stokes, 2000). It is, according to Hills *et al.*, (2008) “*the marketing of small firms growing through entrepreneurship*” (Hills *et al.*, 2008 p.100).

Entrepreneurial marketing, EM, is a combination of entrepreneurship and marketing, where producers and customers work together to create a product that meets both customer’s expectations and the producer's capacity (Gaddefors & Anderson, 2008). The seller is therefore not only the producer and the buyer is not only a customer (*ibid*). Gaddefors & Anderson (2008) also consider that marketing is an imperative part of the entrepreneurial process, one that today is increasingly central. Morrish (2011) affirms by stating that the planning and strategy creation in smaller companies is becoming less important, and marketing is becoming increasingly important. Carson *et al.*, (1995) agrees with Morrish (2011) and maintains that marketing is becoming increasingly important in smaller companies, more important than both the planning of the business and strategy. Theoretical foundations of EM are nowadays in theories of entrepreneurship and marketing (Bjerke & Hultman, 2002). Furthermore, the concept particularly embeds the small and recourse insolvent businesses, while larger businesses are less dependent on entrepreneurial marketing and have a more traditional administrative marketing (Hallbäck & Gabrielsson, 2013). Entrepreneurial marketing doesn’t embrace the thought of a linear traditional administration, it is converging opportunity recognition, vision and informal processes in the centre (Fillis, 2015).

The research period for entrepreneurial marketing is still a new field for research (Hills & Hultman, 2008). The research period is approximately thirty years old and been followed by several trajectories, but these scholars are still regarded as important, for example venture growth (*ibid*). Marketing has been seen as big problem especially for SMEs, but at the same time it is one of the most essential and important business activities for them to compete and grow (Franco *et al.*, 2014). When studying entrepreneurial marketing versus small business marketing, it is important to see this field of study as separate, but related (*ibid*). The concept also interprets the marketing enterprises of micro, small and medium sized entrepreneurs and is? a guide of main values for these businesses, often retained by limited resources e.g. limited capital, less employees, technology and furthermore facilitates competition on the market (Bjerke & Hultman, 2002; Morrish, 2011).

Marketing can be seen as a business function with own strategies, objectives, instruments and purposes, and is also a business function for the entrepreneur to develop business ideas and products (Hisrich, 1992). However, entrepreneurship is more than a management style, but can be seen as the art of being an entrepreneur, based on release and bestow a company in achieving the desired results (*ibid*). Both marketing and entrepreneurship focus on opportunities; how to identify and create these, but marketing literature has greater emphasis on creating customer values while literature of entrepreneurship is more focused on for example the need of the entrepreneur and stakeholders (Miles *et al.*, 2015). EM can also be both entrepreneur-centric and customer-centric; there is an equal role of the entrepreneur and the customer in shaping the tactics of marketing, strategy and the firm’s culture, a dual focus within their core (Morrish, 2011). EM as entrepreneurship in marketing management uses the processes in marketing to reach new market opportunities and implicate innovation in the

marketing mix to exploit attractive market opportunities (Miles *et al.*, 2015). Miles *et al.*, (2015) express this phenomenon as a “*different way of doing marketing*” (p.98) where the business firstly creates or recognizes opportunities, followed by innovatively exploiting these. Furthermore, becoming a successful entrepreneur requires knowledge in accessing important resources to create customer value cumulatively the customer's subjective perception of what they “do expect” and “would like to buy” (Bjerke & Hultman, 2002). More profit and being profitable might create competitive market shares, survival of the business and further growth (Fahy & Jobber, 2012).

The market is an existing place as companies try to distinguish themselves, make themselves visible and stand competitive among several products and companies operating (Carson *et al.*, 2004). Smaller companies often don't possess a sufficiently strong position in order to influence the market and therefore need to be flexible and adaptable (*ibid*). Johansson (2005) also argues that the entrepreneur and the market tend to reinterpret when the business opportunities created by the entrepreneur. However, business opportunities are created in the interplay with the client who subsequently create market together, according to Gaddefors & Anderson (2008). The entrepreneur does not see himself or herself as a seller, and therefore EM integration is a process between customer and entrepreneur. When the customer purchases a product, the customer also buys a part of the company's identity, an attitude or a lifestyle that the entrepreneur expects of the customer, probability that are met (Gaddefors & Anderson, 2008). Subsequently, the product does not need to be an object; the creative process can nevertheless be the product (*ibid*). Thus, the quality of the product is not linked to the product itself as an object but rather the relationship that exists between the customer and the producer (*ibid*). If customer expectations are met, it can be equated with the quality of the product (*ibid*).

Entrepreneurial marketing and the synergy when combining entrepreneurship and traditional marketing to a new concept is criticised, see table 3. (Morrish *et al.*, 2010). For example, marketing has become a proactive marketing process that companies use when promoting entrepreneurship and acting entrepreneurially, e.g. through guerilla marketing or disruptive marketing (*ibid*). Supplementary opinions about EM are represented in that the concept can be seen as a different view of the value of the organization and development of the organization and only rely on innovation to unique value creation (Morris *et al.*, 2002). According to the American Marketing Association, research focuses in organizations abundant in resources and does not suggest smaller enterprises as countable which get left out (Hills *et al.*, 2008). There is a limit in both the capability of resources and the resources and skills used by entrepreneurs in gaining competitive advantages by the utilization of marketing (*ibid*). But additional factors such as the entrepreneur's self-belief, vision, judgment, ambition, creativity and innovative thinking are used for setting entrepreneurial marketing into practice and gaining success (Fillis, 2015).

EM is not as simple and a promotional activity as it may seem, but neither is the traditional marketing (Stokes, 2000). Marketing for smaller firms is used according to the needs, which can be immediate or short-termed, and modest concentration to plans, analyses and strategies, in dissimilarity to e.g. well planned marketing strategies in larger businesses (Franco *et al.*, 2014). Entrepreneurial marketing is nevertheless based on networking and associated with supporting and building marketing activities and developing communications in interactive and informal ways (*ibid*). EM suggests being more an established phenomena (Solé, 2013). The concept has increased in popularity in marketing and entrepreneurship disciplines and used organizations seeking advantages (Morrish *et al.*, 2010). Several SMEs are often seeing

EM as an effective and attractive approach to marketing though the need leverage comparative capabilities (Morrish, 2011).

Table 3- Summary of differences between entrepreneurial marketing and marketing

	<b>Entrepreneurial marketing</b>	<b>Marketing</b>
<b>Perspective</b>	-Seen as guide (Bjerke & Hultman, 2002; Fillis, 2015; Morrish, 2011 ) -Create customer value through relationship (Gaddefors & Anderson, 2008)	-Seen as a tool -Create value for customers and relationship (Miles <i>et al.</i> , 2015; Morrish <i>et al.</i> , 2010; Morrish, 2011).
<b>Terminology</b>	Perceived customer value (Bjerke & Hultman, 2002; Miles <i>et al.</i> , 2015).	Value to customers (Miles <i>et al.</i> , 2015; Morrish, 2011).
<b>Purpose</b>	Launch new ventures and venture growth (Hills&Hultman, 2008;Franco <i>et al.</i> , 2014)	Creating benefits for the company (Morrish, 2011)
<b>Firm size</b>	Micro and small (Carson <i>et al.</i> , 1995; Hallbäck & Gabriellsson, 2013; Morrish, 2011)	Medium and large (Hallbäck & Gabriellsson, 2013)
<b>Firm interest</b>	Innovative and proactive (Miles <i>et al.</i> , 2015). Creating new markets or product segments (Franco <i>et al.</i> , 2014)	Following or reacting Serving established market or product segments (Hisrich, 1992)
<b>Focus</b>	Customer and the entrepreneur interacting (Gaddefors & Anderson, 2008; Morrish 2011)	Exclusive customer focus (Morrish, 2011)
<b>Budget</b>	Limited budgets in cause of for example limited financial resources, entrepreneurs own capital(Bjerke & Hultman, 2002; Morrish, 2011).	Budgets due to management by budget limitations in the company (Bjerke & Hultman, 2002; Morrish <i>et al.</i> , 2010)

### 3.6 Summary of theories

The theoretical perspectives presented in the chapter are defining, describing and evaluating entrepreneurship, the entrepreneurial process, contextualised entrepreneurship, marketing and entrepreneurial marketing in a micro enterprise. In following section, the thesis theories are summarised for conclusions and comprehensions of the study's aim and empirical findings, see table 4.

Table 4- Summary of theoretical perspectives

Theories	Micro and SMEs)	Entrepreneur and entrepreneurship	Entrepreneurial process	Contextualized entrepreneurship	Marketing	Entrepreneurial marketing
<b>Description</b>	Essential opportunities, treats and similarities of being a small business versus being a bigger business according to innovation, resources, customer base and organization structure	Definitions of being entrepreneur and the concept of entrepreneurship. An entrepreneur can for example occupy several roles: as a leader, sales representative, innovator, founder, owner, and marketer. Entrepreneurship can be a key factor for growth in firms, organization creation or experiment new forms of organizations, in relation to context and entrepreneurial marketing.	Entrepreneurship can be seen as a process, which is diverse depending on which firm, or organization that is explored. The entrepreneurial process, which can be linear or not, often begins from the entrepreneur recognizes a possibility, which subsequently leads to investigation if this possibility can be further exploited	The context can give a comprehensive understanding of where, when and who entrepreneurship takes place and context can also be divided into institutional-, business-, social- and spatial context. The context thus has a major impact on understanding of how organizations and businesses are created, how context makes impression on approached from groups and individuals, as well as decision-making and results arising out of entrepreneurial action. Understanding customers needs, family related relations impact on the entrepreneur and how the entrepreneur develop the business	The marketing mix, also defined as the 4 P (Product, Price, Place and Promotion) Collaboration and interaction between these tools can result in successful marketing. But, the 4Ps should be combined with the 4Cs; customer value, customer costs, convenience and communication, which are more targeted to the customers.	Entrepreneurship and marketing have being view as two distinguish fields of studies, but the awareness of the importance of a combination of both. Entrepreneurial marketing, EM, is a combination of entrepreneurship and marketing. The entrepreneurial marketing possess a pattern of behavior that fits small businesses, thought these are new in a market, having a small customer base. SMEs usually don't have marketing specialists and the entrepreneur is the person, which also take the decisions within the company and often seeing EM as an effective and an attractive approach to marketing though the need leverage comparative capabilities
<b>References</b>	Biswas & Baptista (2012) Franco et al (2014) Hashi (2001) Hollensen (2007) Kadosca (2006) Malek & Usami (2007) McGrath et al (2005)	Begley & Boyd (1987) Biswas & Baptista (2012) Cope et al (2011) Drucker (1985) Gartner (1988) Hjort et al (2015) Jonita (2012) Jack & Anderson (2002) Johannisson (2005) Korsgaard (2011) Landström & Löwegren (2009) Lindgren & Packendorff (2008) Schumpeter (1947) Shane et al. (2003) Stewart et al (1999)	Anderson (2000) Churchill & Lewis (1983) Gartner (1985) Gartner (1988) Jack & Anderson (2002) Korsgaard (2011) Lindgren & Packendorff (2008) Shane et al. (2003)	Autio et al (2014) Carson et al (2004) Cope et al., (2011) Fletcher (2007) Franco et al., (2014) Hills & LaForge (1992) Hills et al (2008) Jack & Anderson (2002) Johns (2006) Korsgaard (2011) Kraus et al (2010) McKeever et al (2014) Naldi et al (2013) Van Oers (1998) Weller (2011)	Balmer (2001) Brassington & Pettitt (2013) Carson & Gilmore, (2000) Fahy & Jobber (2012) Franco et al., (2014) Goi(2009) Kotler et al., (2001) Möller (2006) Morrish et al., (2010) Stokes (2000)	Bjerke & Hultman (2002) Carson et al (1995) Carson et al (2004) Fahy & Jobber (2012) Fillis (2015) Franco et al (2014) Gaddefors & Anderson (2008) Hallbäck & Gabrielsson (2013) Hills & Hultman (2008) Hills et al (2008) Hisrich (1992) Johannisson (2005) Miles et al (2014) Miles et al (2015) Morrish et al (2002) Morrish (2011) Morrish et al (2010) Solé (2013) Stokes (2000)

### 3.6.1 Theory composition

A *microenterprise* is an economic entity of less than 10 employees (Malek & Usami, 2007; Kadosca, 2006; McGrath *et al.*, 2005) and the SME sector can be seen as an engine of growth, increasing competition, innovation and entrepreneurship (Hashi, 2001). But, the definition of what an entrepreneur and entrepreneurship is are two complex phenomena with several meanings, if there even is a possibility to define the terms (Gartner, 1988; Jack & Anderson, 2002; Korsgaard 2011). An *entrepreneur* can for example be described as a person with the ability to think outside the box in a creative and innovative way – shown in the ability of creating innovative business opportunities (Johanisson, 2005; Landström & Löwegren, 2009). Entrepreneurs shift economic resources from a lower area of productivity into an area of greater yield and higher productivity (Drucker, 1985). *Entrepreneurship* is the creation of an organization and it is during this process when the entrepreneurial process is of interest, a process that constantly fluctuate and changing (Gartner, 1988; Lindgren & Packendorff, 2008; Shane *et al.*, 2003). *The entrepreneurial process*, which can be linear or not, begins with the entrepreneur recognizing a possibility, which subsequently leads to further investigation and possible exploitation (Anderson, 2000). This process can be divided into five stages: existence, survival, success, take-off and resource maturity (Churchill & Lewis, 1983).

But, to understand the entrepreneurial process, it is also important to understand the surrounding context where the entrepreneurial process is a part, with the two interacting and affecting one another (Jack & Anderson, 2002). *Contextualizing entrepreneurship* may create an understanding for whom, when and where entrepreneurship takes place and that there is an interaction between the entrepreneurs and their context where they have an impact on one another (Welter, 2001). Although, the context of an organization is of specific character and results in the marketing function as a value creating process (Carson *et al.*, 2004). *Marketing* can be viewed as an interactive process between people and is about creating, building and maintaining relationship between producer and customer (Kotler *et al.*, 2001). But, SMEs usually don't have marketing specialists and the entrepreneur is the person, whom also takes the decisions within the company (Franco *et al.*, 2014). *Entrepreneurial marketing* is a combination of entrepreneurship and marketing, where producers and customers work together to create a product to meets both customer's expectations and the producer's capacity (Gaddefors & Anderson, 2008). The seller is thus not merely the producer and the buyer not merely only a customer (*ibid*). Entrepreneurial marketing is both entrepreneur-centric and customer-centric; there is an equal role of the entrepreneur and the customer in shaping the tactics of marketing, strategy and the firm's culture, a dual focus within their core (Morrish, 2011).

A theoretical outline is illustrated below for sorting empirical data and as an analytical framework for the analysis and discussion (see figure 3).

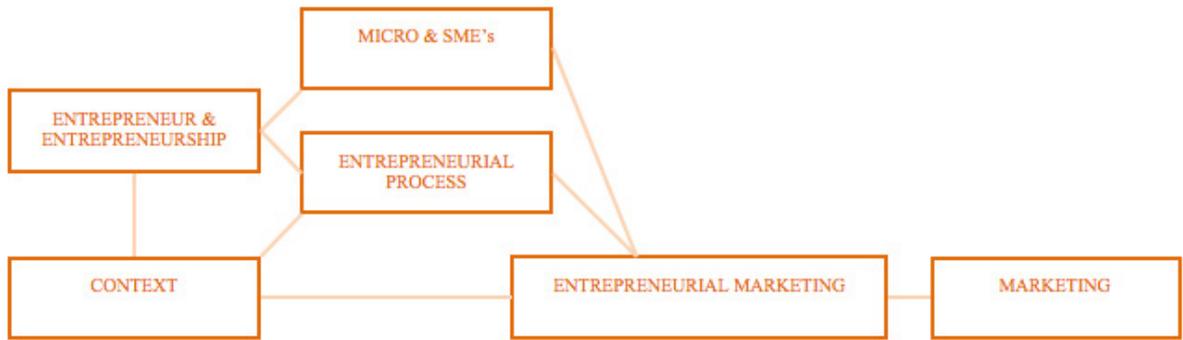


Figure 3- Theory outline (own modification)

## 4 Empirical data

In following chapter, the empirical data collected during the empirical study is presented. The chapter starts with a background of the studied company Yummie, followed by a summary of three meetings, that took place during a three month period, with the concerned entrepreneur, and interviews with two external parties to validate the findings, illustrated in figure 4 and 5. The external parties are part of the entrepreneur's context for observing the interaction between the entrepreneur and its context for resulting in entrepreneurial marketing and provide the basis of the analysis and discussion.

### 4.1 Presentation of the case company and the context

This thesis is a study of a new company trying to become established in the Swedish food market for baby nutrition, by specializing in baby food made from Swedish ingredients. The entrepreneur in focus and her company are presented below, together with two external persons, which the entrepreneur state as important for her business. Victoria - the entrepreneur and the owner of the company Yummie, Mike - the Michelin chef who develops the recipes, and Ivar - the owner of a supermarket and the first store that bought in the product, represent the empirical data of the study. Data is collected through interviews and observations, see figure 4. All respondents and the company wished to remain anonymous in order to participate in the study and have thus been assigned aliases.

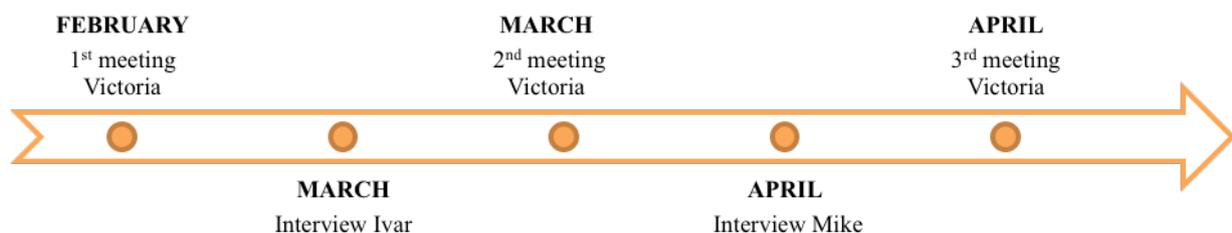


Figure 4- The process of how the empirical data have been collected

#### 4.1.1 Owner and founder of baby food company

“Yummie” is a Swedish based company founded in September 2015, which produces organic baby food. The production is based in southern Sweden, and the ingredients are primarily produced from Swedish farms. Yummie is the first company in Sweden to offer baby food where the contents have been both produced and manufactured in Sweden. The Danish founder and owner of Yummie, Victoria, got the idea when she was on maternity leave with her daughter and realised that she was missing a simple but good meal option to feed her baby “on the go” - food that was both well made, tasty and nutritious, containing no additives or ingredients of unknown origin. After viewing a TV-program where tests on different brands of baby food revealed too high contents of salt and sugar in the jars, Victoria started to develop her idea. Since it's basically "taboo" for adults to eat processed pre-made microwave meals according to Victoria, there are no options for the small children. Victoria resigned from her former job, but since she is neither a chef nor nutritionist she needed help in creating the product and hence, got in contact with two Michelin chefs in Copenhagen. Together, their vision is that food should be prepared with the utmost concern for the world we live in - but to bargain with the taste; food that is made with a clear conscience, it tastes best. The products were launched in autumn 2015, and are part of the assortment of one of the biggest supermarket chains in Sweden. The actors of importance are outlined in figure 5.

#### 4.1.2 The Michelin chef behind the recipes of the baby food

The two-star awarded Michelin chef Mike is the chef behind Yummie's recipes. Together with a chef colleague, he started a business in 2007 focusing on promoting and supporting Nordic Gastronomy; small entrepreneurs and producers in the food industry in the Nordic countries, promote the Nordic cuisine and its gastronomic sector; a cuisine which the chefs felt didn't receive enough attention. The two chefs are famous in Denmark, popular lectures and advisors who are frequently in media. Victoria and Mike first came in contact with each other when Victoria called, presented her idea and asked if he and his colleague were interested in a collaboration. Thus, for this thesis, only Mike is interviewed because it is he who - according to both Victoria and himself - is primarily responsible for the recipes and was the chef that Victoria contacted for collaboration.

#### 4.1.3 Owner of supermarket

Yummie's products are only sold in one specific supermarket chain in Sweden, and therefore the company depends on these stores having the products in their assortment. Hence, Ivar, one of the traders who was the first to add Yummie's products in his assortment is interviewed. Ivar – who has a large grocery store in Stockholm and has been a trader for over twenty years – met Victoria at a food fair in Sweden which both were visiting. Ivar also has various positions of trust in this supermarket concern and is committed to primarily Swedish products being the focus of his store so as to benefit Swedish production.

### 4.2 Meeting number one, February

The first meeting takes place in February 2016, five months after the launch of Yummie at the office of the owner and founder of Yummie, in Copenhagen. The subheading is divided into background, today and future.

#### 4.2.1 Background- a Dane entering the Swedish market

In 2012, the company Yummie was founded in Denmark and in spring 2012, the first batch of Yummie's products entered a large supermarket chain in Denmark as a freeze product to be defrosted either in the microwave or on the stove. But, since the Danes have a tradition of cooking homemade food for their babies, it turned out that the Danish customers were not interested in premade-baby food, and together with problems of visibility in the supermarkets freezers it resulted in Yummie being declared bankruptcy after a year, yet the owner, Victoria, didn't give up. According to her, she really believed in her idea and saw it as a calling to make a change in the baby food sector. So, she looked over the bridge to Sweden and saw an opportunity to launch her product there.

With a will to achieve a change in the baby food shelves and compete with the big players that possess oligopolistic position on the market, the choice fell on Sweden, where – according to her own research – babies consume large amounts of pre-made jarred baby food every year. Meanwhile, Victoria had noticed through media a growing scepticism in Sweden towards processed foods and an increasing interest for Swedish ingredients. But, there was no baby food in the Swedish shelves containing only Swedish ingredients and produced in Sweden. The other three players in the baby jar assortment manufacture their products abroad and export their products. After having contacted a large food wholesaler in Sweden during a food fair, Victoria took a new loan and invested. Via this new producer, she could produce baby food in Sweden and therefore also produce baby food of primarily Swedish ingredients; something she saw was of interest for Swedish parents. Yummie's products are made from Swedish ingredients and it is the first company of baby food to become certified with “Svenskt Kött” and “Svensk fågel. The products also have the KRAV- certification. Victoria

scrapped her idea to sell frozen baby food and took help to create and design the baby food jar so that it would withstand the heat of the microwave and retain the freshness and nutritional values of food. The launch of the product took place in autumn 2015.

#### 4.2.2 Today

At present (February 2016), the products have been on the Swedish market for nearly half a year. Victoria is the sole employee in her company. This results in Victoria taking care of all issues related to the business; communications, sales meetings, accounting, decision-making, promotion, participation in fairs, innovation and at the same time being a mother for her two daughters (see figure 5). *“I work all the time, but I cannot afford to have employees”*, says Victoria. She feels that she is carrying a heavy load and wishes for colleagues and help with the accounts, since that's not her favourite part of the enterprise.

According to Victoria, customers still choose other well-known brands (i.e. products they usually buy) before choosing Yummie. In addition, the products from Yummie are more expensive than the "regular" brands, around 5-10 Swedish crowns per jar, which means that they are rejected in favour of cheaper alternatives. According to Victoria the problem is how the products are placed in the shelves, something that she cannot control. Even though the product is available in the large supermarket chain's assortment, it is up to each storeowner to decide whether to have Yummie in their store assortment and how to front the products. The front is diverse in different stores; the product can for example be sidelined in favour of a larger brand. Victoria has considered a campaign or placing the products in a stand of their own, but currently she can't afford to spend money on marketing. Instead she has to rely on other channels, for example social media such as Instagram and Facebook. But, at the same time she says that she has along with two talented Michelin chefs, created a pure product with no secrets that the customer can trust, a product with a focus on taste and having Swedish ingredients.

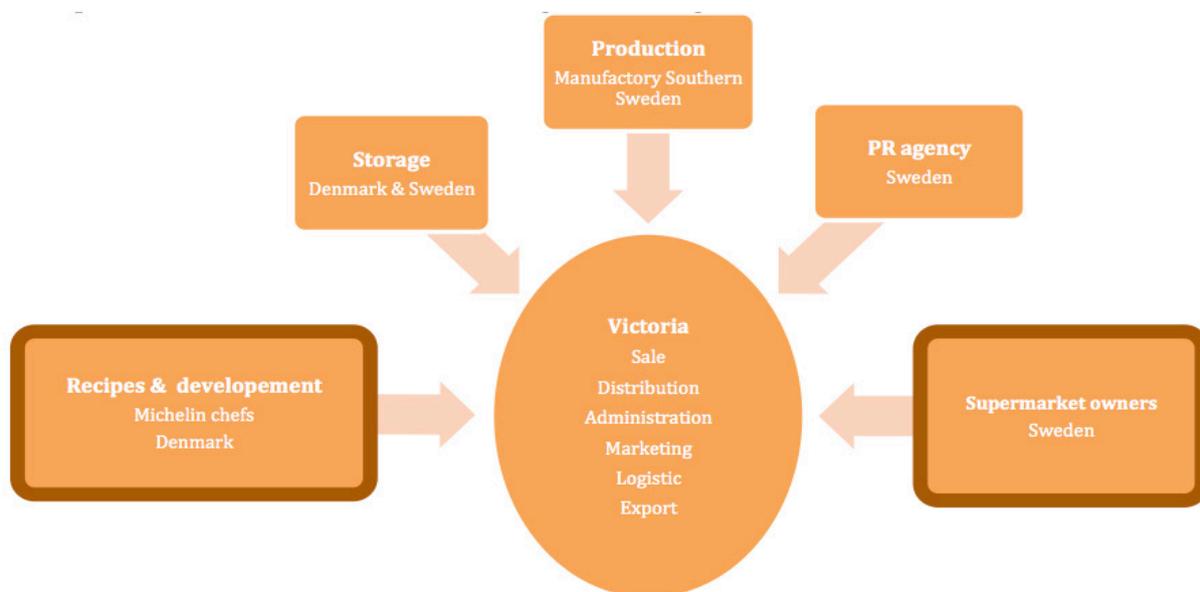


Figure 5- Yummie's context, February 2016 (pers.com., Victoria, 2016)

### 4.2.3 Future

Victoria has high hopes for the products. She will participate in two fairs in spring 2016 to spread the knowledge and draw attention to the product and she intends to continue working via the communication channels Instagram and Facebook. Furthermore she's planning to extend her range of flavours. However, her desire is to find an investor to help her and her business. If there is an investor who is interested in buying the company, Victoria is willing to sell immediately. She continues:

*“I have invested my capital twice now to try to get the company going and I am working around the clock to make ends meet. I want my products to sell, and if I only could get the financial support to enable me to hire help, so that I can focus on the development, communication and marketing of the products, for that is what I think is the most fun. To communicate my passion for our small children getting enough to eat, being happy, and growing big and strong on food prepared from ingredients of high quality from our Swedish farms.”*

## 4.3 Meeting number two, March

Meeting number two takes place a month after meeting number one. The subheading is divided into background - describing what has happened since the last meeting, today and future.

### 4.3.1 Background- what has happened since last meeting

It has been quite a struggle since we last met in early February, sighs Victoria. In February, Victoria had her aim set to attract an investor to initiate new partnerships and also to participate in trade shows, but then both health issues and a family holiday got in the way. This resulted in that a daughter got ill followed by Victoria got a period of cold, pneumonia and ear infections. But even though the diseases have succeeded each other during the past month, Despite the mentioned health issues. Victoria did participate in fairs as planned, without her voice at one point, but felt it was, since she considered it important to be the face of the company. The two planned fairs have both taken place in Sweden. The first was a major industry trade show, and the other one was a breakfast meeting in Denmark regarding the Øresund region and entrepreneurship across borders. The latter was inspiring since it meant meeting entrepreneurs who have their business on both sides of the boarder. Victoria hasn't managed to find an investor yet, since she hasn't had the time.

### 4.3.2 Today

Victoria says that the interest for her business has increased a little since our last meeting. She has just signed a contract to be part of a larger Swedish internet forum for parents, a forum where parents can interact with the food industry, that is ask questions, discuss, take part of research and journalistic articles. Yummie will appear as an ad on this Internet site and also appear in the weekly email from the site. Victoria was offered this contract by the company itself, who asked if it was an option for her to try on a partnership for a small sum. Victoria found this interesting since it enables her to reach the potential customer segment that she aims for. Yummie also appears as a centerfold in a trade magazine targeting the food industry. Another project Victoria has engaged in is a collaboration with a company that distributes boxes to new parents in Sweden, containing information and samples for newborns. Yummie does not target newborns, but now there is a possibility to create a box for “six month old babies”, says Victoria. For now Victoria will try to be part of the box content through a taste sample.

But, it is costly to distribute free products, which is why Victoria often declines to participate in the so-called “goodie bags” that are very popular to hand out to participants at various events. Especially during spring when there are various outdoor events such as parents running gear, children's outdoor events and more. A goodie bag is, as Victoria describes, often a small paper bag that is distributed for free, containing products from companies that have co-sponsored the event, and something that is popular with the participants, being free of cost, a chance to try new products and get to know of companies and products. But for Yummie, it has not rendered the desired awareness, and besides, Victoria would like to distribute free products, but she simply cannot afford it. Yummie still has no storage in Sweden and that means that Victoria first must order her own products in the number that the event asks for. The products sold in supermarkets, are transported directly from the factory to the stores, and are therefore low in stock, but she also has a warehouse of her own in Copenhagen intended for trade fairs. This means that the products are transported from Sweden to Denmark, and then back to Sweden. These products are shipped to Denmark from Sweden and then, Victoria has to go to the post office and pay postage to Sweden for shipping them back to the country and the event. Since the logistics are costly and free samples don't automatically render sales, Victoria tends to not participate in the mentioned events. It is not always the case that just because customers get a free sample to automatically start buying Yummie, the products may be discarded if the goodie bag is forgotten or that it have been sent too many products in relation to the bags which were distributed. Therefore, Victoria says no.

Suddenly, during our meeting, Victoria – who is constantly online – receives an email, which she has been waiting for a long time; *“Wow, I am sorry, I just received an e-mail from my PR-agency with new suggestions about the jars. I have to open it!”* The e-mail contains a suggestion for a new layout of her jars. During the past week, she has had thoughts about changing the layout, as suggested by her public relations agency, that she pays for the design. The PR agency assumed this would increase awareness of the jars, and have now sent suggestions. However, the suggestions that pop up on the computer screen are not at all what Victoria has imagined. Victoria's initial smile disappears while opening the e-mail. These suggestions have been made so that the jars are fully covered in a colour for every taste composition. The jars are not transparent anymore which means that the contents are not visible, and according to Victoria, it looks like “paint samples”. The company's name is also less visible. No, this was not what Victoria had imagined and she's obviously a bit annoyed with the PR agency that haven't done what she wanted. Victoria wanted a playful design to attract attention to the products, not a content hidden behind colours, since it is content itself that is important. You eat with your eyes too and we do not hide anything, says Victoria. *“We are proud of our ingredients and it must be seen!”* So, the PR agency receives a rebuff.

#### 4.3.3 Future

Due to the issues with events and not having storage for samples in Sweden, only in Copenhagen though the company is based there, Victoria has started thinking about arranging storage for samples in Sweden and hiring an extra employee at a low cost, preferably a student, who sends out the samples. She tries, however, to maintain contact with customers in other ways, especially through social media such as Facebook and Instagram. The ideas are still spinning, and in mid-April Victoria says that they will launch two new flavours, completely vegetarian, as a result of input via social media from parents wishing for more vegetarian options for their children. Yummie received input from Facebook and Instagram with 60 different suggestions on flavours, from pre recipes for common Swedish dishes, suggestions from a committed audience.

## 4.4 Meeting number three, April

Meeting number three takes place one month after the previous one, and divided into background- describing what has happened since the last meeting, today and future.

### 4.4.1 Background- what has happened since last meeting

The last meeting with the owner and founder, Victoria, takes place in April 2016. The PR-agency hasn't come up with a new idea, Victoria is still the only employee and has been spending the most of April with the annual accounts of the company. But two new dishes have been launched on the baby shelves, two vegetarian dishes.

### 4.4.2 Today

The vegetarian dishes that were launched in mid- April have resulted in positive feedback especially in social media, the media channel that Yummie frequently uses to respond to their customers suggestions and answers. By answering directly to the customer, Victoria thinks that she can create a positive communication with the customer and show that the company cares about, listens to and wants to develop the company together with them. Victoria has realised that the customers requests' and the activity in social media is important and hopes it will result in a positive spreading of the word about the company in the customer segment, "free" marketing. by the use of word of mouth among the followers on social media. But, even if Victoria speaks a little Swedish, she needs help with translation when communicating via social media and therefore, a close friend helps her with that. The company hasn't had any problems with the production in the factory in Sweden yet; the problem is still the lack of financial strength. Even though it is still soon after the launch of the new products, Victoria is considering launching vegan dishes, and thus becoming first to offer this suggestion to the market. Victoria does not know quite how it will work in practice yet, partly because production takes place in a factory where animal products are handled and thus they cannot guarantee that the product will not contain traces of milk, for example. She is also concerned about the nutritional composition of the vegan dishes, since it is of utmost importance that it's accurate and meets the requirements of smaller children. Due to the fact that the factory also produces other types of dishes cannot be excluded that there are traces of different ingredients, which makes it difficult to completely hypoallergenic products cannot be guaranteed. Next time a product is launched is in autumn 2016, and the recipes are under development with the chefs. Victoria lets me know that when the chefs came to her office a couple of days ago with new samples, which they heated on the stove, it smelled so good so other entrepreneurs, using the same facilities, wanted to taste.

### 4.4.3 Future

By having frequent and close contact with parents on Facebook and Instagram, Victoria has even less time for the supermarkets and has therefore started to develop a small paper stand in Yummies bright signature colour to put the products in, in the shelves. According to Victoria, this is to increase the visibility and make the products stand out from the competition in the shelves. However, it is still up to the supermarket category managers to use these tools, but she can only hope it created an interest at the fair she attended in March. The importance of networking at the fairs is invaluable, which is why she chooses to attend, despite illness. However, it is costly. A stand at a trade show costs several thousand SEK, travel costs, meals and nights away from the family excluded. Fairs are important, but Victoria cannot afford to go to them all, and must prioritise. In addition, as self-employed, having to handle all the administration, she cannot be on the move all the time.

Victoria hasn't found the right investor yet, but has been in contact with several, mostly Swedish. She has been shown some interest from the current producer of her baby food, but, it didn't feel right. Victoria states that she is in great need of capital, but she doesn't want to sell as much of her company as the interested investors demand. Victoria wants to own the majority, she only needs help with the finances, while investors often want to own eighty or ninety percent of the company. But, the investors also think that the company is still young and that it's a high risk investment, considering the company has only been operative since autumn 2015 in Sweden. But, Victoria hopes that the increasing proliferation from the latest media campaign, for example through advertising on internet parents site which will be established soon of media, will raise awareness. Conversely, even this costs money. She has not had her salary this month.

On the other hand, Victoria has still not considered moving to Sweden where sales of her products are starting to increase. Her family and children are established in Denmark and she does not want to break up from there. Rather, she wishes that the products would sell so well in Sweden that she could get customers in Denmark, hopefully through the first Swedish parents asking for her products in Denmark. She also reveals that she is about to start selling her products in other food chains in Sweden in autumn, and hopefully she'll take a larger marketshare of the baby food segment.

## 4.5 The context

Yummie's owner is distributing her products through a large supermarket chain in Sweden and the products wouldn't have existed without her collaboration with two chefs. In the following subheading, one of the Michelin chefs behind Yummie is presented, together with the supermarket owner that was the first to include Yummie in his assortment in Sweden (see figure 5).

### 4.5.1 The Michelin Chef

Over 25 years ago the career of the today two star awarded Michelin chef and restaurant owner Mike started. At the beginning of the millenium , and after a number of years at some of the most award-winning restaurants around Copenhagen, Mike's restaurant was awarded a Michelin star, and a few years later the restaurant was awarded a second star. Apart from the two Michelin stars, Mike has attended major competitions such as Bocuse d'Or, has been primed with both Danish and Scandinavian gastronomic prizes, and holds various positions of trust and advisor assignments in the food industry.

#### 4.5.1.1 Background

In 2007, Mike – together with another Michelin star awarded chef – decided to create a business of their own, a business to promote small entrepreneurs in the food industry and support Nordic producers by offering and supporting Nordic gastronomy. The vision is that the resources and ingredients should not be transported from far; the use of raw materials should be based on season and supply on the market. The two chefs want to increase awareness of healthy eating, climate, the Nordic cuisine and all it's ingredients have to offer. Most important of all; the operating surplus should go back to the food producers and to those activities that they believe are in great need of support, for example WWF (World Wildlife Fund), STOP SULT (to reduce hunger worldwide), Medecins Sans Frontieres and an integration project for newly immigrated children and young people in Denmark. Both Mike and his business partner frequently appear in the Danish media and try to spread knowledge about Nordic gastronomy in TV programs for both adults and children. Both chefs are popular and frequently engaged as lecturers. It was through these advisory missions Victoria got in

touch with Mike. She called him, presented her idea and asked if the chefs were interested in her business. Today, they own Yummie together, Victoria is in charge of the administration and Mike and his colleague are responsible for the food part of the company including recipes, cooking, production and contact with suppliers. Victoria didn't know Mike or his business partner before but the three of them are now close friends, both in business and on a private basis.

#### **4.5.1.2 The recipes**

Mike says that he had been thinking of entering the baby food industry before Victoria contacted him. He is a father of four and always considered it natural to serve his children food made from the best ingredients and food that is a treat for the eye and the stomach. However, not everyone has the privilege of having a Michelin chef as a father and Mike saw a need in the market since the food that was available for babies contained high levels of both sugar and salt, did not taste or smell like food and moreover, the origin of the ingredients was unknown. Mike cherishes, what he calls, the small generation and considers it self-evident that they deserve the best food, whether cooked by a Michelin chef at home or developed by a chef and available in jars at the supermarket. After a call from Victoria concerning collaboration, Victoria, Mike and his chef colleague began to develop recipes suited for small children.

None of them had previously worked with baby food, apart from what's included in being a parent. Mike doesn't find this hard after having worked several years in the restaurant business and has subsequently track of how to prepare food. The only difference is the seasoning, since baby food should not contain salt, but this has been solved by the chefs by adding other flavours, such as fresh spices and by adapting the cooking to bring out as much natural flavours as possible from the raw product. The chefs get inspiration and ideas for dishes from the classic Nordic cuisine and from the suggestions expressed by parents via various media. All ideas are not super, for example coconut milk-based casseroles, which require the import of coconut, or a proposal for slowed cooked pulled pork, even though the goal is to serve dishes that can be found on "adult" plates.

#### **4.5.1.3 From raw product to shelf**

The recipes are prepared carefully first at home in the chefs own kitchens, tested on both colleagues and a small taste panel of young children. When all parties approve, the testing is moved to the production site in southern Sweden. This step is the hardest, Mike says. The industrial food cooperation that produce Yummie has a wide range of ingredients and usually seasoning and recipes can simply be adapted to the big assortment, which he thinks is good. But, it is the friction from small-scale production in a saucepan on the stove, to convert it to 400 kilo pots so that the amount of raw material is consistent and that the taste remains the same as if the food would be produced in an ordinary kitchen at home. Mike will not go into detail about what the process looks like because it is confidential, but he says that the production takes place in a secluded part of the manufacturing and that he or his colleague visits the factory on a regular basis to confirm that the production is as agreed.

Before the food from new recipes reaches the shelves, the chefs must approve, this is their own requirement. The requirement of their approval goes hand in hand with the choice of location of manufacture, and for the availability of Copenhagen, where all three (Mike, his colleague and Victoria) are based, but also benefit the Nordic industry and reduced shipping from production to end consumer. When Yummie first launched in Denmark, but failed partly because of lack of interest from parents and also because it was a frozen product, they ended

the collaboration with the Danish producer, and after moving to Sweden they chose to contact a factory in Sweden.

#### **4.5.1.4 Denmark and Sweden**

Mike sees no problem being a Danish gastronome and face, which has made the move to something that can be seen as a competitive country regarding food production, but insists that the producers in the country where the food is produced should be supported. Rather, he hopes that Yummie will be successful in Sweden and thus be able to start the business in Denmark aiming for the Danish market using Danish ingredients again. The goal of the baby food is in addition to domestic production in both industrial and food production, although the company shall distribute about eight flavours per year. Mike is also thinking of producing limited editions of food, such as summer flavours containing seasonal fruits and berries, or winter flavours with hints of Christmas. It would also be desirable to produce other products such as porridge and biscuits, but today the focus is on producing delicious recipes and develop the existing ones according to consumer preferences. Mike describes himself as a real food nerd and thinks the challenge of creating something for the children is great. By turning every stone and challenging himself with his cooking he manages to prove that it is possible to cook delicious food for the next generation without additives.

#### **4.5.2 Owner of supermarket**

In order to create a comprehensive understanding of the context of Yummie, an owner of a large supermarket in Sweden, who has the products in his assortment, is interviewed. As all the respondents in this thesis, the merchant wishes to be anonymous, and is therefore called Ivar. The choice of the store owner of the supermarket concern is based on the fact that these supermarkets are owned by their own traders and thus, the traders can decide how they want to purchase and distribute products in the supermarket, how the goods are placed and the design of the store. Thus, as a micro entrepreneur, you are dependent on how the trader displays your product.

##### **4.5.2.1 Choice of products**

When including products in the assortment of the supermarket in this specific supermarket chain, the owner provides an internal order system, says Ivar. This large order system is divided into an A and B system, but the owners also have access to, something that Ivar calls, a “manual system” for goods which are provided and can be sold in the stores. It’s from these three systems; the owners of the stores pick their standard assortment, what they would like to sell in their particular store. Ivar says that the producer of a product should strive to be in the so-called A or B system. The central warehouse of the supermarket chain controls these two systems. The systems have statistics, and can sense how much is in storage and when to order, so the stores don’t run out of stock. Therefore, the owners only need to keep an eye on the computer and ordering/reviewing orders online according to Ivar; *“Everything is digital, I just need to know how to handle a computer”*.

The systems also show if other supermarkets add goods to their assortment, the amount they want and thus this can attract interest from other owners according to Ivar.

If you, as a producer, are registered in “the manual system” it means that the store owners themselves need to wish for products they want in their product assortment. This “wishing” process is perceived as complicated, it takes time to find the specific product, and the owners are generally uninterested in searching the manual system because. *“We are a bit lazy”*, says Ivar, and continues to say that the owners would like everything easy, just a click away. However, new products and producers often appear in the manual system before they are well established, and therefore competitors and well-known products are often chosen.

#### **4.5.2.2 The store interior**

Ivar and the rest of the storeowners in this large supermarket chain own their own stores. The chain provides, through its A & B system, the goods that "should" be included in the assortment, but it is up to each of the owners to decide what they want in their particular store. For example, says Ivar, is that focus on organic product assortment or the location of the store and the customers decides what to include in the assortment. For example, with a location in an area with a large population of students there might be a higher demand for discounts, and with a location in an area with a large population of families there might be a higher demand for an organic assortment. Ivar also says that there are special, so called "planograms" of the store interior; how the retail space should be used and how to structure the shelves. However, mostly new stores and supermarkets use this, it is optional for every individual storeowner.

The fronting of products also differs between the supermarkets according to Ivar. For example, all Nestlé products in the baby food section can be placed together, or all baby jars from different producers containing "Pasta Bolognese" or fruit purees can be placed on same shelf. As mentioned earlier it's up to the individual storeowner. Some owners focus on the baby food assortment, others do not, he says. Nevertheless, the fronting of products is up to the owners of the supermarkets but the major brands on the market often have sales representatives in each category traveling around to the supermarkets "helping with fronting". Thus, they can place their products as they wish and "push away" smaller players so that they are not visible. Ivar states that the supermarket owners are grateful for those sales agents; as they in doing so also see to the unpacking, inspection, etc. of their goods, which means that the staff of the supermarket only need to check the freshness, expiry date, etc.

#### **4.5.2.3 Assortment**

Lastly, Ivar has some tips on how products can become more noticeable in the shelves. Ivar states the importance of finding the right supermarket where the products "fit". For example, it may not be optimal to sell organic baby food in an area with a large population of students. Hence, producers should look for stores located in appealing areas for their products, for example producers of organic products should find stores with a large assortment of those products. Supermarkets located in vacation areas in Sweden are always attractive ones, according to Ivar. Usually, there is often only one supermarket in the area, which people depend on for their shopping, and according to Ivar they are more likely to spend more money on food since they can afford to go on holiday.

Encourage the owners to use the signs in the supermarkets, says Ivar. He continues to say that every supermarket owner has a large amount of different signs from the chain (KRAV, own eco signs from the chain etc), but the owners tend to be lazy and don't use these signs. But, by using the signs, one can increase awareness about the products, so the producers should push the owners to put them up. If the producers ask for it we will do it, says Ivar. The producers are also welcome to use their own signs, for example their own "shelves", folders, and etcetera.

Also, the producers should and keep track of "theme weeks", for example organic weeks or other specific theme weeks where the product fit in. *"Participate in trade fairs, traders from different stores usually get together and create networks, share samples with each other, attend tastings, and interact, which increases awareness"* concludes Ivar.

## 5 Analysis and discussion

The following chapter presents an analysis and discussion of the empirical findings and theoretical framework. The analysis and discussion follow the same structure as the empirical data, divided into *background*, *today* and *future*, where the empirical findings from the case studies are combined together with the thesis theoretical results for further analysis and discussion.

### 5.1 Background

When you as an entrepreneur have an idea about a product or service that you think is brilliant it's quite natural to perceive that everyone has a need for that specific product or service. However, the reality can prove that things take longer time than expected, or causes in the surrounding context that makes the entrepreneur and its entrepreneurship does not always follow the direction, as the entrepreneur wants. Therefore, it has been interesting to observe the entrepreneurial process and its interaction with the context, by studying a micro business and its entrepreneur during three times, in order to analyse and monitor the development over time and identify for example cause in activities which were not predictable or find out that proceedings that seemed obvious in advance were not.

For further discussion of this entrepreneurial process, the impact of the context and entrepreneurial marketing, it is worth investigating the term entrepreneur, since the owner and founder of the studied company Yummie, clearly states that she is an entrepreneur, due to her investigation of Swedish produced baby food (pers. com., Victoria, 2016). But, the definition of the phenomenon entrepreneur is diverse; the term is widespread and used differently (Gartner, 1988; Jack & Anderson, 2002; Korsgaard, 2011). In time it becomes clear that this company owner, Victoria, is a strong-willed person. Even though Victoria doesn't have a background in the food sector or in baby products has no business education, she thinks that she will be successful. According to Johansson (2005), Landström & Löwegren (2009), Bergley & Boyd (1987) and Cope *et al.*, (2011), the definition of an entrepreneur and entrepreneurship, is for example an innovative person with the ability to think outside the box and handle different roles, ranging from sales representative to financial controller and at the same time be the founder and owner of the company, nevertheless meaning of that the entrepreneur has an influence on the company. Victoria saw the opportunity to create something new; well made baby food, made in Sweden from Swedish ingredients, even though she didn't want to give her baby food that she as a mum didn't want to have on her own plate, why serve it to her baby then? (pers. com., Victoria, 2016).

Further, Gartner (1988) mentions that entrepreneurship is the creation of an organisation and that it is this creation, the entrepreneurial process, a process that constantly fluctuates and changes, that is interesting (Gartner, 1988; Lindgren & Packendorff, 2008; Shane *et al.*, 2003). Gartner (1985) argues that the entrepreneurial process varies greatly between different types of businesses, for example in relation to the size of the enterprises and the owner's commitment, which subsequently means that the process is not linear. In addition, Jack & Anderson (2002) state that the entrepreneurial process is not only economic; it can also be seen as a social process, influenced by individual and contextual circumstances. But, according to Shane *et al.*, (2003) the entrepreneurial process begins with the entrepreneur's recognition of a possibility, which is supported by Welter (2011) who believes that the entrepreneurial process is influenced by the context. Welter (2011) describes the contextualised entrepreneurship as an understanding of how, when and why entrepreneurship happens. Both Welter (2011) and Fletcher (2007) stress the importance of the surrounding

social context, the “where” dimension consisting of network, families and friends (Welter, 2011) to both the creation and development of the entrepreneurial process and the context for entrepreneurship, especially for a small company (Fletcher, 2007; Welter, 2011). For example, the network and its importance for the entrepreneur, is a factor that cannot be ignored (Jack & Anderson, 2002; Welter 2011).

Victoria has no background in marketing, the food industry or running an enterprise. She simply has the will to produce better pre-made food for babies, a will that stems from her own experience of, as she states; “bad alternatives” during her own maternity leave (pers. com., Victoria, 2016). At the same time, she is trying to establish herself in a market in another country, which she has no desire to move to due to her family situation, with small children and friends in Denmark. Thus she is completely dependent on the surrounding context of hers and her business, consisting of chefs, PR agency but also the manufacturer of the baby food situated in Sweden. Without any previous experience in the field, she has managed to create a company that consists of herself and a number of players, which is illustrated in figure 5. In situations like Victoria's, Korsgaard (2011) believes that the discovery of an opportunity occurs in a social context, in interaction with another person. This has proved to be of importance, the social context surrounding the company concerned for the study, and events that affect the social context has a major impact on the company.

Being a small and new business trying to become a recognised brand on a competitive market is difficult according to Franco *et al.*, (2014). And, based on the interviews, it is clear that it is Victoria's desire to get ahead and talk around that has brought her where she is today, she points out early on that it is her drive, commitment and a desire to make a change that has resulted in her gaining a foothold in the Swedish food market and the baby food sector. This is illustrated, for example, by the conversation with Yummie's chef, Mike, who says that it was Victoria who rang up and wanted a partnership (pers. com., Mike, 2016), and also the supermarket owner Ivar, who bought in her products after a fair (pers. com., Ivar, 2016). Mike had for example the idea to create a business around baby food, but with a business profile that he and his colleague started, to support small entrepreneurs in the Nordic gastronomy, which gave Victoria an opportunity for partnership.

Knight (2000) states that entrepreneurship also is the firm's engaging in risk-seeking and innovative ventures to reach goals, something illustrated by Victoria's will to start again even though she failed in Denmark, the motivation to start again, despite having been declared bankrupt does signify self-confidence. This is also supported by Shane *et al.*, (2000) who argue that confidence plays a major role in taking action on an entrepreneurial idea, and is especially important when seeking external funding from investors. This is also illustrated by the fact that Victoria attended fairs although she was unwell and didn't have the energy to participate. Further, she took a risk to go on vacation with her children, even though it resulted in illness in the family, and it was also a risk to put the business on “stand by” for a week when on vacation in February.

During all of the interviews Victoria wishes for an external investor, a wish she states early during the first case study and repeats throughout all the interviews. This external financier, who she in our first meeting assumes will be easy to find, will according to her get the business going and provide the needed capital (pers. com., Victoria, 2016). But, in the following meetings it turns out she has not found the right investor, and has not had time to search for one either. Victoria is very restrictive, where she has received the money for starting up her company from the beginning, and with the idea of the study design it is not

essentially where she gets the finances from, the study intends to examine the focused entrepreneur and her work. But, speculate that the importance of the family is greater than is apparent on the basis of interviews; Victoria might get her money from her social context. It is impressive that despite large investments in the Danish market, which led to bankruptcy, yet gave ripples which allowed her to start again from the beginning in Sweden. The problem with the lack of investors might be caused by Victoria's intent to own the majority of the company herself and only get help with the finances, something potential investors haven't been prepared to accept (pers. com., Victoria, 2016). Anderson (2000) is supported by Welter (2011) who claims that the entrepreneurial process is based on which part of the context the relevant business is based in, which in Yummies case is the entrepreneur's own ideas and motivations, which constitutes an inhibition. Shane *et al.*, (2003) argue that there is need for a personal drive to develop a business, but it also requires that the entrepreneur dares to let go of the business. But it is difficult to run a process that leads to, the desired objectives when one has to rely on the will and commitment of others.

Victoria firmly believes in her idea, which is favourable for success, but at the same time there is a problem finding an investor who is willing to buy the company. This can be considered a limiting factor according to Shane *et al.*, (2000). The social context's impact on the company should not be underestimated, the cooperation between both chefs and Victoria and also seeing to it that the products become a part of the assortment in a large grocery chain has a large impact.

## 5.2 Today

Landström & Löwegren (2009) state when they illustrate that an idea does not automatically lead to a business partnership, or business opportunity. This is supported by Anderson (2000) who suggests that the interaction with the surrounding environment is of importance to be able to develop a business. Apart from emerging opportunities, it is important to have a good network imply Korsgaard (2011) like Gartner (1985) argues that an individual's background, for example when it comes to education or work experience has an impact on the development of the company as well as social interaction from friends and family. It becomes especially apparent during the cases of the study; it does not always go in the direction in which the entrepreneur wants or expects, which was intended by using this kind of study form. These observations, supported by statements by Granovetter (1985) like Jack & Anderson (2002) that personal relationships are an important instrument for achieving the objectives that the entrepreneur wants, and pay attention to the resources and opportunities that can be used. For example, the social context importance of the entrepreneurial process of accumulating resources and how these resources can be used (Granovetter, 1985; Jack & Anderson, 2002).

Context can nevertheless be perceived as an extent, asset and liability of entrepreneurship, but also, there is an interaction between the contexts and entrepreneurship; entrepreneurship does have impact on contexts (Autio *et al.*, 2014; Cope *et al.*, 2011; Welter, 2011). Already in the second interview, the social context's impact is apparent on the entrepreneur in focus, Victoria. The social context, consisting of family and social network from Welter (2011) definition of where entrepreneurship takes place, is especially significant in relation to the illness which has affected her children and herself and resulted in a struggle to run the business on her own, travel to fairs and at the same time try to recover. The stress that Victoria manifests due to this, the willingness to have employees and an investor, may have increased, and they may also have stopped the development of the business for a couple of weeks. This shows, comparing to Gartner (1985) a clear example of the fact that the

entrepreneurial process isn't linear, it is clearly fluctuating and as Welter (2011) states the social network and family become emotional boundaries. The entrepreneur is dependent on his or her family according to Naldi *et al.*, (2013) and as Franco *et al.*, (2014) state unpredictable proceedings which do influence the entrepreneurship and the business, especially in a small business with few employees.

But, in the interaction between the social context and entrepreneurship in Yummie's case, there is also dependency on the PR firm that design the products, and the help with translation social media advertisement from Danish to Swedish through a friend of the owner. The context can frame recourses and opportunities of for example skills and knowledge from the environment where the entrepreneur operates (McKeever *et al.*, 2014) and Victoria possesses which she considers to be a "super idea" and she believes others to seize upon it, but it turns out that it takes longer time than she thinks, and factors such as health result in her postponing different parts of the enterprise, something that could not be foreseen (pers. com., Victoria, 2016). Between the interview occasions, the entrepreneur does implicate how she wants to push her context, for example the social context consisting of herself, the chefs who produce the recipes, the PR agency, supermarket retailer and the business context of market and customers. These are parts that Victoria herself has stated as important to her and her work for her to carry out the product, which subsequently means that she is very dependent on the surrounding context. An example of limitations that, according to Franco *et al* (2014) are missing in SME's, are for example marketing knowledge, limited financial support and knowledge about the business sector. Victoria clearly indicates what she wants, for example it was she, according to the chef Mike that initiated the collaboration (pers. com., Mike, 2016).

In the interview with Mike, it's obvious that the social network of the context is of importance, and as Anderson (2000) also means, it's important that both the entrepreneur and the surrounding environment interact with each other.

But, some facts might be nebulous and do not becoming clear during the interviews. During the interviews with the Michelin chef Mike, and afterwards when trying to compare with the owner, Victoria's answers, the ownership structure of the company isn't clear. A plausible conjecture, with the definition of an entrepreneur in mind, as a person with the ability to think outside the box in a creative and innovation-rich way to create innovative business opportunities (Johanisson, 2005; Landström & Löwegren, 2009), maybe it is not Victoria who is the actual entrepreneur. The impact from parts of her surroundings might be bigger, as showed; the observation during the study tends to point in that direction. For example, according to chef Mike (2016) it is the chefs that come up with the suggestions for the recipes, handle the contacts with the manufacturer, have knowledge about nutrition, and both knowledge and a network in the food and gastronomy sector in Denmark and Sweden. Due to this, Victoria depends on the chefs, something that Victoria herself has stated. But, it is Victoria's idea, she was the one who identified the need on the baby food market and the opportunity. Mike might have had the idea, as he stated during the interview, but it wasn't implemented until Victoria contacted him (pers. com, Mike, 2016). Entrepreneurship does not have to be the creation of a new organisation, it can maintain new forms of organising, which is stated by Hjorth *et al.*, (2015). Possibly, there are other aspects that are lurking in the reeds that makes her actually have reached to where she is today, a proposal for a revised context, see figure 6.



Figure 6- Revised context of Yummie (own modification from the empirical findings)

According to figure 5, today the context of Yummie consists of herself and a number of agents (pers com., Victoria, 2016) see figure 5. However, tentatively family should be at the center together with the financial recourses consisting of capital for reaching out with the products and trying to develop the company, as showed in the revised figure above (see figure 6). The case studies had showed that entrepreneurship around Yummie depends on the particular social context and the money available, marketing do actually remains in the background. At the first meeting, Victoria's main attention was to spread the product and the importance of marketing and to spread the product was in center of the interview, but as time and months of meetings went, the business and her thoughts haven't gone in the direction that she primarily thought, in due to time and financial limitations. So, that results in a shift from the importance of the business context to the impact of the social context instead. Victoria would like to focus on the marketing part and be the spokesperson of the company (pers. com., Victoria, 2016) but affection of the social context do have slowed down the process of launching products, being focusing on marketing and developing market shares. Stokes (2000) means that the entrepreneurs tend to have the idea first and then find the market, supported by Franco *et al.*, (2014) which state that minor firms do not have marketing specialists.

Entrepreneurial marketing is all about small firms growing through entrepreneurship and according to Hills *et al.*, (2008), a combination of entrepreneurship and marketing with interaction between customer and producer (Gaddefors & Anderson, 2008). It becomes clear that it is actually not Victoria that is having the knowledge about marketing, it is the PR-agency which she pays for doing layout of the products together with her friend which is translating. Franco *et al.*, (2014) affirm that entrepreneurial marketing is nevertheless based on networking and developing communications in interactive and informal ways. Also here, the entrepreneurial marketing relies on the entrepreneur. But, in cause of entrepreneurial marketing, it may be instead the PR-agency or the friend of hers, which is the entrepreneur. Fillis (2015) means that practice as the entrepreneur's self-belief, vision, judgment, ambition, creativity and innovative thinking is factors for entrepreneurial marketing, but according to Victoria (pers. com., Victoria, 2016) she only do suggestions for example the lay out for the jars of the baby food and, after an interview with the supermarket owner Ivar (pers. com., Ivar, 2016), combined with Victoria's struggle of invisibility in the shelves in the supermarket, it shows that is up to each store owner which has her product in the assortment to front them as they which, actually doesn't the producer of the product themselves have input, only if you are as large as you have your own agents in the store to help to front the

products (pers. com., Ivar, 2016). Victoria can have suggestions, but cannot control how her products are labelled in the stores.

Nevertheless, Gartner (1985) highlights the importance of accumulating resources, for example in the form of experience and knowledge, which according to Autio *et al.*, (2014) have the social context impact on the organization's documents, which is clearly visible in the right collaboration between chefs, retailers in grocery stores and public relations – agency of Yummie. The owner of Yummie, Victoria, may be creative and experience of being a mother, but she possesses no knowledge of whether the Swedish market, nutritional content of baby food or how it is to run your own business. It can be seen that the entrepreneur in question possesses a minor problem compared to that reality demonstrates, all value is not the same ideas as loud. At the value creation of the entrepreneurial process means Anderson (2000) as material that entrepreneurship is a value-creating process of locating values and create these values based on their surroundings. It is this context that possesses the resources she needs, but also the skills that she lacks in terms of both marketing and product development.

Victoria is creative, there is no doubt, but it can be interpreted that she avenges by her resourcefulness and be a little egoistic when she did not let an investor enter the company as well as having many irons in the fire before she really seen that things have progressed the work and evaluating what went right and what went wrong. For example, the progression of establish new flavors, which according to Victoria will be done often and Mike states around 8 flavors each year (pers. com., Victoria, 2016; pers. com., Mike, 2016), two suggestions which sounds much in cause if they do have time to evaluate the selling result for example, if there might be problem with production etcetera. Also, the thought of both parts that it would be easy to move the enterprise to another country; from Denmark to Sweden. However, without, for example, being resident in the country or have experience how it is at running a business, it is impressive that Yummie have successfully established and have entered the shelves, which is difficult, especially getting into one of the larger supermarkets chains. Based on the interview with the supermarket retailer, the large competitors on different market segments, for example in the competitors of Yummie, can push wonder less in favor of their larger competitors wishing to appear more as they pay more to appear, all in all, it is up to each of the traders to decide each their own assortment in the stores (pers. com., Ivar, 2016).

### 5.3 Future

According to Gartner (1985), an entrepreneur does not operate in a vacuum. Gartner (1985) states that the entrepreneur instead is influenced by the surroundings, combined with Churchill & Lewis (1983) who are adding the importance of the owner's role in the company and the stage in the entrepreneurial process for example the owner's ability to sell and invest which brings life to the company. Following observation does become obvious according to the future for Yummie, suggestions and events which vary between the case interview sessions, and as earlier in the chapter stated in relation to what happened between the times, shows that it does not always turns out according to the wish of the future scenarios from the entrepreneur. Anderson (2000) proclaims the importance of the interaction between the surrounding context and the company and that these actions influence the entrepreneurial process and each other, and the entrepreneurial process for Yummie is taking longer than what the entrepreneur expects. The entrepreneur, owner and founder Victoria announces in the first interview a feeling as she has many visions, which she thinks will come in reality as soon as possible. But, during April 2016, when the last meeting was set, actually few have become real. First, it is about participations at trade fairs, which she does in spite of illness, but the outcomes from the fairs and the cost for participating in the fairs, Victoria needs to

lower the amount of fairs that she actually would like to participate in (pers. com., Victoria, 2016). There are also the layouts of the products that were not as she imagined in relation to the design combined with the aspiration and need of an investor, but cannot find the right one which let her own as much as she wants of the company. But, in relation to what *Cope et al.*, (2014) state that entrepreneurial venture often is led by individual commitment, Victoria actually still manages to produce a kind of new product, even though various of things have slowed down the process; a result of that she has starting to communicate with customers.

Research made by Bjerke & Hultman (2002) shows that for being, as they state; a successful entrepreneur, it require knowledge of essential recourses for creating customer value, and recognize what the customers would like to buy combined with what these customers expect. Further, Fahy & Jobber (2012) suggest that more involvement of the customers in the company may result in more profit and being profitable and added market shares. Though entrepreneurial marketing is a process between the entrepreneur and the customer (Gaddefors & Anderson, 2008) and significant for smaller and resource insolvent companies, where traditional marketing strategies do not fit (Franco *et al.*, 2014; Hallbäck & Gabriellsson, 2013). Significant is, at the last interview made in April, Victoria had understood, that with fewer resources, such as less human capital and finances, means she cannot have the marketing strategy she has stated at the start; she thought from the start that the customers naturally would find her (pers. com Victoria, 2016). She tells that she during own observations is told that her products are more expensive, and customers therefore selected other options. But, she cannot lower the price of the product, the raw materials are Swedish, and it's expensive to produce in Sweden. It shows, as Hartmann (2011) states, the various amount of recourses and limitation of these, if there is either human recourses or recourses such as raw material.

But, smaller companies do have the advantages to have a simpler business structure than bigger companies; shorter decision-making chain, being flexible and can therefore give direct feedback to customers (Franco *et al.*, 2014). And here, Victoria has started to use the advantage of being small; she had understood that she needs feedback from her customers to develop further. When the entrepreneur often is the founder, owner and the decision maker according to Bergley & Boyd (1987) and Ionita (2012) it is showed during the last interview, when Victoria tells that she has changed the strategy, she has begun to talk with customers through social media channels consisting of Instagram and Facebook and thus get direct input into what is good and bad, received proposals of favors and response how the products are visible in the stores (pers. com., Victoria, 2016). Later on, this can mean that customers feel like part of the company, by Yummie trying to answer questions as quickly as possible and creating trust towards the product though they show that they care about those who buy, in this case the parents for the end customer; the children. Yummie can nevertheless spread their vision of baby food made in Sweden by Swedish ingredients and result in increase awareness of both Swedish products such as the importance of that there is Swedish baby food on the market and get customers to choose their options over others. This might be a way of capture new customers demand, take lead over competitors and opportunity to succeed on the market. Victoria has shown that she is interesting of being number one on the market but also, the increased awareness of the importance of input and communication from customers. The customers actually maintain to be a drive force for further direction of the company and by listening to customers, the parents who buys Yummies food, and trying to fulfill these parents needs for being satisfied. Benefit of being a small business according Morrish (2011), the close contact with customers and quickly respond to the views of customers.

In spite of this, it is the social context's impact, which has an impact on the future according to the case interviews made on Yummie, nor is the definition of business context, according of Welter (2011) definition, as first was staged at the first meeting. During the cases, it showed the social context impact was larger than first examined also in due to the future. For example, Victoria does not speak Swedish and lives in Denmark. There is a friend who translates the texts on websites and social media channels, but it is Victoria who possesses all knowledge of the content of the texts, contact with suppliers and so on (pers, com., Victoria, 2016). A prospected scenario, which is not pronounced, is the translation process and responding to the customers might be first a Swedish answer to be translated in Danish, which then will be answered first in Danish and then Swedish. Victoria might not figure it out without help from this extra person, with the value of the equal role between the customer and the entrepreneur according to Morrish (2011) Victoria has realized that she has to respond for reach and maintain her desirable customers. As Stokes (2000) claims that entrepreneurs tend to have the idea first, Victoria has turned from “product first” perspective in aim having the best product to feel that the benefits is to take part of the customers to stay competitive.

The social context's influence is clarified by the aspiration of an investor, and allows the previously stated business context, especially in marketing, is hard. What is interesting is that both Victoria and Mike pronounce a desire to establish the company Yummie hopefully later in Denmark (pers, com., Mike, 2016; pers, com., Victoria, 2016), where they both live and have families and friends in Copenhagen, and would thus not break off from them. Today, they work from Denmark to Sweden. However, claims Victoria (2016) that she is not much in Swedish stores where the products are, together with Mike (2016) insists that he is over in Sweden periodically. In conversations with the supermarket retailer Ivar, the trader's tips that products often become more visible in stores which are niche to the audience that the producer endeavors, such as the organic niche stores, try to establish themselves in shops in areas inhabited by families etcetera (pers, com., Ivar, 2016). But, when Yummie is not having any person residing in Sweden, it can be difficult to know how, for example, shops are organized, areas or towns with many families, in Yummies cases, like how consumers communicate in the form of patterns of movement in the store. Victoria does say that she is working on producing new signs, etc. to be more visible, which is welcomed by the retailer, though Ivar (2016) tells that the retailers and store owners do not see signs as a problem. In contrast, the merchant tells that they are a little “lazy” when they do put signs up without being informed by the producer (pers. com., Ivar, 2016). Victoria cannot and has not been visiting all the stores and cannot control that the products are placed as they are, she must rely on the store owners, and she doesn't know which areas in Swedish cities which can be more favorable for Yummies products (for example might not a student neighborhood be the place to sell the products in). These are problems that SMEs in size of Yummie are struggling with, which often retaining with limited resources for example limited capital, less employees and furthermore facilitates competition on the market (Bjerke & Hultman, 2002; Morrish, 2011). According to Carson *et al.*, (2004) the market is an existing place as companies try to make themselves most visible and stand competitive among several companies operating, and by thus have the ability to find an investor, Victoria would have better possibilities to hire employees, getting stronger focus on their product, which can result in more income for the company than just products is invisible on the shelf.

But, entrepreneurial marketing is a process between the customers and entrepreneur (Gaddefors & Anderson, 2008) and Franco *et al.*, (2014) also permit that it is based on networking and building marketing activities and developing communications in interactive and informal ways. During the last interview, Victoria states that her products have actually

begun to get more attention in social media and internet, for example an advertiser for a larger family page on the internet approached her about a collaboration, as well as Victoria's motivation to be part of a box for parents containing baby products and even taken a step back existing free samples, though these free samples does not provide the feedback required (pers., com., Victoria, 2016). Also, the big producer that manufactures her products in Sweden are also interested in investing, but received a no from Victoria. This suggest that there is a demand and a future in the baby food industry, the question is rather how long it will take before there will be new players in market. The opportunity to bring in an investor would also mean that Victoria's business can grow and she can thus become a pioneer in the market in just Swedish baby food, spurred by competition to create new ideas, something that she does not suffer lack of, and able to put the market after their own standards.

The wealth of ideas bursting with energy and is impatient is no doubt, whether Victoria or chef Mike. Both are determined to succeed, and rightly benefit the Nordic cuisine, its producers and the small generation of small children. Both parties have in common that they want to establish themselves fully on the Swedish market, and has not given up, depends on how the outcome was in Denmark with bankruptcy. They have changed the concept from the frozen product when they saw that it did not work and, as Mike puts it, has instead created a product that is free of additives and taste great, which proved even adults feel when tasting in the company kitchen gave support from other entrepreneurs (pers., com., Mike, 2016). All three, Victoria, Mike and the other chef, also has close contacts within both the private and professionally life. The question, however, what will happens if problems arise. The chefs may possess a more dominant role in the relationship that they develop the product from own recipes, business contacts and ingredients and the food industry. Meanwhile, it is Victoria that is networking by selling the product to the largest supermarket chain in Sweden, is the face of the company and had the idea from the beginning. She has also she who invested own money; it is not clear in the interview how it looks like with the ownership between the chefs and Victoria in Yummie, how much is actually financed separately. However, should problems arise, the scenario might be that the chefs choose to do baby food on their own, or find another who have the same idea. Or Victoria, who is perceived as excessive, could find other chefs whom might receive her ideas, and thus she can continue to spin the company. For example, she has in April sold the product to another supermarket chain in Sweden, and this new launch is starting in the fall of 2016 (pers., com., Victoria, 2016), and a further spread of the product. But, among themselves (Victoria, Mike and Chef number two), it may indicate that they possess a kind of dependency position to each other, see figure 7.

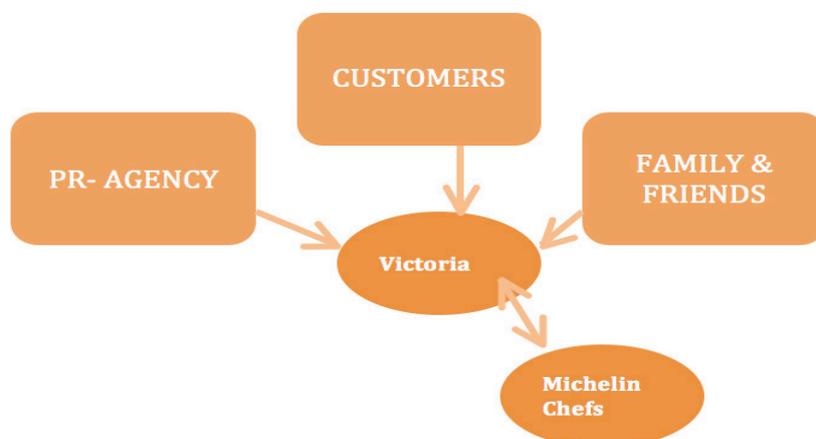


Figure 7- Possible interaction between the context and the entrepreneurial process of Yummie

## 6 Conclusions

The aim of this study was to investigate how the context interacts with the entrepreneurial process of a micro enterprise and how entrepreneurs make decisions for developing firms based on context through entrepreneurial marketing.

The research questions presented in chapter 1.3 are:

- *How is the entrepreneurial process of a micro enterprise affected by its context?*
- *How does the micro enterprise entrepreneurial process affect its context?*
- *How can the interaction between entrepreneurship and the context contribute to creation of entrepreneurial marketing for a micro food enterprise in Sweden?*

From this aim and research questions, the results of the following thesis showed:

The studied entrepreneur Victoria and her entrepreneurial process are significantly affected by the context. The occasions were showed from the selected form of study of interviews and observations of the thesis focused entrepreneurs, an entrepreneur which was followed during three months where it was discovered how the interaction between the entrepreneur and its surrounding context had influence on each other. This entrepreneur Victoria started her business in autumn 2015; a Swedish company that manufactures baby food produced by Swedish ingredients, a product, which Victoria is unique by offering on the Swedish baby food market. During the first interview when the company still was in the initial phase of its launching, the entrepreneur believed it would be easy to reach out to the customers, consisting of parents of young children, and that these parents would embrace the product directly and contribute to rapid expansion of the company with the name Yummie. However, Victoria did not reach where she wanted and pronounced several of causes occur during the entrepreneurial process; events unfolding from its context. In addition, she is in a position of dependence of actors who surround her; a network of chefs who manages recipes and food knowledge and a public relations agency that designs the products and handles marketing through social media. Also, Victoria's family is influencing though this entrepreneur is both a mother and the only employee, and the study proved that occasions in the family do affected the company. It is the social context consisting of networks, family and friends who have had the greatest impact. For example, unpredictable events such as illness, problems with communication how the product will be designed, but also that the company could not be managed without collaboration with the actors in the company's social context.

By having followed this entrepreneur of a micro enterprise, it has led to increased knowledge about the unpredictability such as problems and shifts taking place in a micro enterprise. But, also the individual's willingness, motivation and commitment influences the entrepreneurial process and its business context and social context. The initially statement was that the business context consisting of the market would be imperative for the study stated, but it turns out during the time of the study, the entrepreneur increasingly begins to understand the customers' importance to her to be able to continue to operate her enterprise. Victoria has started to communicate with the customers, who might contribute to both trust between the parties, as well as reflections and ideas for further business development and provide customer requirements by utilizing entrepreneurial marketing.

The social context has been affected since all the parties involved in Yummie is influenced by this entrepreneur who is the owner, founder and is the face of the company. But, would there be problems, such as disagreements or termination of collaboration, would the parties that are involved today, may endure when they possess experience and knowledge in each subject area. Rather, it is the owner of Yummie who would be affected; she is dependent on these actors' knowledge.

Nevertheless, the study has showed that the micro entrepreneur has understood the intention of the value from communicating with customers for further developing the company and better understanding the relevance of entrepreneurial marketing in due to her operating. In a proactive way, a micro entrepreneur as Yummie's owner and founder Victoria must have awareness of her competitors on the market, and also referring of what she would like to take her business, combining with the knowledge of the surrounding context. The importance of the customers' needs and desires is significant but also listening to the customers. The customers intensity has also been proved as important, in cause of the involvement and commitment on social media channels such as Facebook and Instagram by creating awareness that Victoria is doing things that satisfy the customers but also, her willingness to listen to suggestions and proclaims. By this, it may help the entrepreneur to focus on the right customers, right market but also creation of trust between the entrepreneur and customer base. Creativities and innovativeness showed from the entrepreneur of this study, she proposes a product on a new market, even though a background of bankrupts, and illustrates how innovativeness and self-confident can be important for micro firms. But, in due to limited recourses, the study has showed that the most efficient of the use of entrepreneurial marketing might be to operate recourses leveraging from creation through networking and partnership with actors of recourses needed for keeping the business alive and take it further.

## 6.1 Recommendations for future research

The thesis has been conducted through a longitudinal case study with an entrepreneur, which has been observed and interviewed three times during three months for the investigation and interaction alongside its context. Thus, it would have been of interest to reconstruct the study after some month or one year later. For example to investigate if the company has developed further or being reestablished in Denmark, an aspiration from the owner. Also, it would likewise be interesting to study another part of the context of this entrepreneur, for example from the chefs perspectives for further suggestions of who is the entrepreneur of Yummie.

Since this study does not focus on the customers' perspectives and their behaviors, the customers, which are the parents although the children are babies, a succession of an interesting theme for future research. It could develop an understanding of how the customers interact with the brand Yummie comparing with other brands in the baby food industry. The owner has also recently started to communicate with the customers via social media. Additional, a suggestion of an approach could be a content analysis of the interaction between the customers and the company on social media.

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## **Personal messages**

Victoria  
Founder and owner of Yummie  
Personal meeting, 2016-02-03, 2016-03-18, 2016-04-29

Ivar  
Owner of a large supermarket in Sweden  
Telephone interview, 2016-03-09

Mike  
Michelin chef  
Telephone interview, 2016-03-09

# Appendix 1: Interview guide Victoria, owner & founder of Yummie

## **Personal information**

1. Short background of yourself
2. Education & earlier work experiences

## **Background of the company Yummie**

1. Describe your company
  - History behind the company
  - The idea and how you came up with this idea
  - How many employees?
  - Challenges during the start-up?
  - Have you founded an enterprise/ have earlier experiences of having an enterprise before the start- up?

## **The company Yummie**

1. Vision and mission
2. Describe your context; do you have any partnership/ collaborations/ help?
  - If yes, describe these/them
3. Challenges/ events, which have affected you since the start-up
4. Who are your customers? Which customers would you like to reach?

## **Marketing and communication**

1. How do you work with marketing? Do you have any strategy for example?
2. Do you see any problems of being small and new on the market, and the only one offering Swedish produced baby food?
3. How do you communicate with your customers today?
4. Do you think you are reaching your customers?
  - If yes- how? If no- why not?

## **Interview guide for meeting number 2 & 3**

### **Background**

1. What have happened since last meeting? Have it gone as planned, have there been any events or other occasions? Describe these and why/why not it hasn't gone as planned or have gone as planned

### **Today**

2. Describe what you are doing today

### **Future**

3. What will you do during the next weeks? Goals with these happenings for example
4. Your future? Dreams?

# Appendix 2: Interview guide Ivar, owner of supermarket

## **Background**

1. Short presentation of yourself
2. Geographic location (location and city where you are working)
3. Describes your relation to Victoria, did you know each other before?

## **The store**

1. Describe your store/ the stores in your concern
2. Ownership
3. Assortment/ order systems. For example, how do you order/ chose products?
4. Planning of the stores/shelves
5. The store interior

## **Products**

1. What do you think are the main challenges for being a small producer?
2. Any “competition” in the shelves?
3. Some tips you can give to a small producer that would like to enter you supermarket concern?

# Appendix 3: Interview guide Mike, Michelin chef, Copenhagen

## Background

4. Short presentation of yourself
5. How did you (the chefs) know each other before?
6. Geographic location (location and city where you are working)

## Yummie

1. How did you come in contact with Victoria? Did you know each other before?
2. When she presented her business idea, what were your thoughts when she asked if you were interested in collaborations and developing baby food?
3. Did you have any earlier experiences of producing baby food /recipes for baby food? For example, children of your own?
  - If not, did you do a research of the “topic” before?

## The product

1. Describe the process from your first idea of recipes to the finished product, which the customers can buy in the stores
2. Your thoughts about developing the recipes (taste composition, supply of raw materials, nutritional, preservation method)
3. How do you develop the recipes? Has / is it easy or difficult?
4. Are you testing your food on a taste panel before launching?
5. Do you feel there are differences between cooking food for “small stomachs” than to cook for “adult stomachs”?

## Market and trends

1. What do you think of today’s variety of food on the baby food market? What do you want to accomplish with your product?
2. Food trends in the industry? Possible trends?
3. Have you been influenced/ inspired by any trend for developing the recipes?
4. How do you think you are being treated by:
  - Customers
  - The industry of baby food
  - Competitors
5. What do you interpret as the biggest challenge regarding:
  - The design of the product
  - Baby food market and competitors
  - The company Yummie
6. Do you feel any differences between Sweden and Denmark regarding your product? Do you have to adapt yourself/ anything?
7. Vision and dreams for the future?
8. Anything else to add?