

The Swedish Ethnic Food Industry

A Prospective Look Ahead and Beyond

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The Swedish Ethnic Food demand – A prospective look ahead and beyond.

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Uppsala, 30 May 2011
Amina OKUN

*Tell me what you eat,
I'll tell you who you are.
~ Anthelme Brillat-
Savarin*

Summary

The objective of this study is to identify, investigate, and explore ethnic entrepreneurs and mainstream retailers drivers, and problems behind the growing market for ethnic food in Sweden. In particular, the study will explore how these drivers and problems can be tackled and integrated to fit the new food experience among consumers that are demanding higher quality. In order for this study to be carried out as planned, a partial understanding of the ethnic food supply chain the ethnic entrepreneurs and mainstream retailers' perspective will be discussed so as to shed more light and highlight the internetworking conditions among participants in this industry

The research method is a qualitative one with the use of in depth interview to dig deep and explore the subject of study. An inductive approach is used to analyse the empiric s that showed some interesting findings. This was further discussed and expatiated on using a follow of narrative thoughts and concepts from the author's perspective, and well renowned ideas, practices and academics work of selected researchers in the field.

The drivers for entering into the ethnic food business were identified among ethnic entrepreneurs and mainstream retailers in Sweden. For the ethnic entrepreneurs these include the need to respond to the "want" of the consumers as well as create jobs and also integrating into the society. The findings showed that the mainstream retailers on the other hand, are driven into the market majorly as a result of their observation of the trends developing among ethnic consumer and the locals. The trend showed the popularity in ethnic food consumption and increased adaptation of global trend within the ethnic food market being adopted among mainstream retailers and ethnic entrepreneurs.

Some of the problems identified where common to both retailers and the ethnic entrepreneurs while some were not. In a nut shell some of these problems were related to labelling, package presentation, product display, inadequate knowledge about the ethnic food products and some food concept, ethnic food sourcing, and institutional problem relating to the host country (i.e. Swedish in this case) system, unification of standardization and certification within the ethnic food certifiers and approval board. The writer further discussed interesting ideas on how to tackle these problems.

Keywords: *Ethnic Food, Entrepreneurship, Entrepreneurial Marketing, Business Opportunity, Innovative Networking.*

Abbreviation

DCD-DAC	Development Co-operation Directorate
ES	Entrepreneurial Services
FDA	Food and Drug Administration
FDT	Food, Drug, and Tobacco
CAT MAN	Category Management
HORECA	Hotel Restaurant Café.
NFA	National Food Administration
MD	Managing Director
SME	Small and Medium Enterprise

Table of Contents

ACKNOWLEDGEMENTS	III
SUMMARY	IV
ABBREVIATION	V
TABLE OF CONTENTS	VI
LIST OF EXHIBITS	VIII
LIST OF TABLES	VIII
1 INTRODUCTION	1
1.1 BACKGROUND	1
1.2 THE GENERAL FOOD INDUSTRY VIEW	2
1.3 THE SWEDISH FOOD INDUSTRY VIEW	2
1.4 ETHNIC FOOD EVOLUTION IN SWEDEN	3
1.5 PROBLEM STATEMENT	4
1.6 AIM OF THE STUDY	6
1.7 SCOPE AND LIMITATION OF STUDY	7
1.8 PHILOSOPHICAL ASSUMPTIONS	7
1.9 THE STUDY DISPOSITION.	7
2. KNOWLEDGE OVERVIEW OF ETHNIC FOOD.	9
2.1 THE ETHNIC FOOD CONCEPT	9
2.1.1 <i>Definition of Ethnic Food</i>	10
2.2 SWEDEN AND ITS POPULATION.....	10
2.3 SWEDISH ETHNIC FOOD INDUSTRY	11
2.4. KITCHEN OF THE WORLD	12
2.5. PRODUCT BASED SEGMENTATION AND SEIZE.....	12
2.6. MARKET SEGMENTATION AND SIZE.....	13
2.6.1 <i>Retailer</i>	13
2.6.2 <i>Manufacturers</i>	14
2.6.3 <i>Importers and Distributors</i>	14
3. METHOD	16
3.1 INTRODUCTION.....	16
3.2 WHY INDUCTIVE REASONING AND NOT DEDUCTIVE REASONING.....	16
3.3 QUALITATIVE APPROACH VS QUANTITATIVE APPROACH.	17
3.3.1 <i>Qualitative Methods</i>	19
3.4 RESEARCH STRATEGY DETERMINANT.	20
3.5 THE INTERVIEW TECHNIQUE.....	20
3.5.1. <i>The School Of Thought behind the Interview Technique</i>	22
3.5.2 <i>Qualities of the Interview</i>	23
3.6 ORIGIN OF DATA COLLECTED.	23
3.7 DATA SOURCE.....	24
3.7.1 <i>Secondary source and data.</i>	24
3.7.2 <i>Primary source and data.</i>	24
3.8 RESEARCH DESIGN.....	24
3.8.1 <i>The Start up</i>	26
3.8.2 <i>Unit of Analysis</i>	27
3.8.3 <i>Interview process</i>	27
3.9 VALIDITY	28
4 THEORETICAL FRAMEWORKS	30
4.1 CONCEPTUAL FRAMEWORK	30
4.2 ENTREPRENEURSHIP.....	30
4.2.1. <i>Entrepreneur traits</i>	31

4.2.2. Factors contributing to the Growth of Entrepreneurship	33
4.2.3 Impact of Entrepreneurial firms.....	34
4.2.4. The Ethnic Entrepreneurial and Marketing System.....	35
4.3. BUSINESS OPPORTUNITY.....	36
4.4 INNOVATION NETWORKING.....	37
4.5. RETAILING.....	38
4.6. CATEGORY MANAGEMENT	39
4.7. SUPPLY CHAIN (SC).....	40
4.7.1. Definition of Supply Chain Management.....	40
4.7.2 Issues Addressed Within The Supply Chain Management.....	41
5 THE EMPIRICAL FINDINGS	43
5.1 IT IS NARRATIVE!	43
5.2 ETHNIC ENTREPRENEUR (RESPONDENT A)	43
5.2 MAINSTREAM RETAILER (RESPONDENT B).....	48
5.3 FINDINGS FROM RESPONDENTS AT ETHNIC FOOD EUROPE 2011,	51
EXHIBITION AND CONFERENCE.....	51
5.3.1 Why the Increase in Demand?	51
5.3.2 Some Drivers Identified among the distributors and entrepreneurs	52
5.3.2 Problem Identified.....	53
6. ANALYSIS AND DISCUSSION	58
6.1 ENTREPRENEURSHIP.....	58
- THE ETHNIC ENTREPRENEURS AND THE MAINSTREAM RETAILERS.....	58
6.3.1 ETHNIC MARKETING	59
6.2 BUSINESS OPPORTUNITY AND INNOVATIVE NETWORKING	61
6. 3 RETAILING.....	61
6.4 CATEGORY MANAGEMENT	62
6.5 SUPPLY CHAIN	63
<i>such through efficient and effective logistic system, that are affordable. Fel! Bokmärket är inte definierat. There is a lack of adequate financial support and credit facilities like soft loan to help starting SME and existing one to start up and maintain their business. As these entrepreneurs come from countries, where the credit systems support SME and soft loans are common.</i>	59
7. CONCLUSION.....	66
8. RECOMMENDATION	69
REFERENCES	70
APPENDICES	84
APPENDIX 1. FOREIGN CITIZENS BY COUNTRY OF CITIZENSHIP, SEX AND PERIOD.....	84
APPENDIX 2. MAP OF SWEDEN.....	84
APPENDIX 3. BRIEF FACT AND FIGURES	85
APPENDIX 4. THE RULES ARE DIFFERENT FOR ANIMAL FOOD AND FOOD OF NON-ANIMAL ORIGIN.....	86
APPENDIX 5. INTERVIEW QUESTIONS.....	87

List of Exhibits

Exhibit 1: The outline of the thesis (Source: Amina Okun, 2011).....	8
Exhibit 2 :roduct based Segmentation of Ethnic food (Adapted from Swedish Chambers, 2010,1, pp.4).....	13
Exhibit 3: Segment and Channels of Ethnic food Distributions in Sweden (Source: Amina Okun, 2011).....	15
Exhibit 4: Inductive reasoning (Adapted from Trochim, 2006).....	16
Exhibit 5: Deductive reasoning (Adapted from Trochim , 2006).	17
Exhibit 6: The Research Design (Source: Amina Okun).	28
Exhibit 7: The Conceptual Framework (Source: Amina Okun, 2010)	30
Exhibit 8: Defining the entrepreneur (Adapted from: Timmons and Spinelli (2003).....	32
Exhibit 9: The Entrepreneurial Opportunity Process (Adapted from Guion et. al, 2009)	37
Exhibit 10 : Acan of powered milk and a packet of tea.	55
Exhibit 11 Ethnic product that contains more than 20% alcohol.	56
Exhibit 12: Different Halah Certifiers labels	56
Exhibit 13: Example of a customer oriented universal package	63
Exhibit 14: Segment and Channels of Ethnic food Distributions in Sweden (Source: Amina Okun, 2011).....	65

List of Tables

Table 1: Differences between deductive and inductive reasoning (Adopted from Pathirage, et.al, 2008).....	17
Table 2: Distinction between qualitative and quantitative. (Adapted from Ghauri, et.al, 2007, pp. 110)	19
Table 3:The Entrepreneur and Managerial Administrator priority question. (Adapted and modified from Cox, 2002; Gaddefors and Anderson, 2008)	34
Table 4: Paradigm Shifts of Supply Chain (Adapted from Lucent Technologies)	42

1 Introduction

This chapter presents the reader with a general overview of the thesis work, the background, the introduction of ethnic food into Sweden, research problem that leads to the need for this study and its aim

1.1 Background

The dynamic nature of people and the World in general has initiated changes in areas of technology, politic, socio-economic factors, as well as the environment. These changes are sometimes initiated by migration of people with different ethnic background moving within their countries boundaries (Intra- migration) as well as between countries (inter-migration). The movement of these ethnic groups between countries creates what is referred today as the World being referred to as a “*Global village*”. That is, when all the countries within the World are thought of as being closely connected by modern communication and trade (www, Cambridge Dictionaries, 2011). This implies that, there is a spread and an interrelation between economical, political, and social-cultural elements among countries with different ethnic group. The term ethnic group is used to describe people of the same nationality or race that have long shared history and unique culture (Church, Gilbert, andKhokhar, 2006, pp. 3).

Omar *et al.*, (2004) defines these “*ethnic minority group*” within a host country, from the British context as the recognition of the multicultural social setting and the classification of people of separate status belonging to different groups. These ethnic group classifications are expressed in terms of nationality, language, nation of birth, skin color, racial group, and religion (Church, et.al 2006, pp.3). In European countries, ethnic groups form a significant part of the population, while this ethnic minority population continues to grow and create social, political, environmental, and cultural changes and needs (*ibid*). These needs sequentially create demands that require understanding and fulfillment to meet them, some examples of such needs created include the need to express their religion and culture, establish their own kind of school system for their children, prepare their own types of local dishes and other such needs associated with the different type of ethnic minorities, that if identified can be harvested to create business advantages.

The term ethnic food describes food from foreign countries or other countries that are not common to the mainstream food (Church et.al, 2006, pp. 4). In recent years, the demand for ethnic foods has risen in Sweden and internationally, a result of increased immigration, and an increased interest in other food culture and new food experiences that are often absorb in connection with visits to other countries (Church et.al, 2006, pp. 4; Swedish Chambers, 2010, 1,2). This increases in the consumption of ethnic food has not by pass the mainstream retailers, ethnic entrepreneurs and restaurants who have integrate the sales of such food into their product lines (www,My News Desk, 2010; Swedish Chambers ,2010, 1) The increased scale of demand and globalization in the food sector means that small players will find it difficult to establish and run their businesses. This applies particularly to immigrant entrepreneurs; despite some advantages in providing ethnic food products through good ethnic resources advantages for small businesses and product knowledge that reflects the authenticity of the business (Pyong, 1987, pp.175)

1.2 The General Food industry View

The European Union nations of which Sweden is a member, reports that the ethnic food industry is generally fragmented with entrepreneurial serving the local markets and usually situated in strategic regions of selected vicinity where immigrants are mostly populated (Banse, Kaditi, McDonald, Robinson, and Swinnen, 2008). The global and more established markets are however dominated by firms with global brands, and some retailers who engage in private labels to boost sale locally (*ibid*). Some key drivers that were identified as creating changes in the food structure within the EU countries are migration, improved technology, infrastructure, and liberalization of trade among member states. As these drivers enhance the food structure and magnitude, so also has the supply chain magnified and has increased in its complexity (Mentzer, Dewitt, Keebler, Min, Nix, Smith, and Zacharia, 2001; Lambert, 2008). The globalization within the food industry has introduced new player from other region of the world into the EU market, these in turn has enhanced competition among all player. The World Trade Organization (WTO) , negotiated a trade treaty which has had similar effect as that of the EU's, creating international competition and pressure on the Common Agricultural Policies and the food market in the EU (Lagnevik , Sjöholm, Lareke and Östberg, 2004, pp 3). This intense international competition means three structural changes; the *first* is the globalization of the retail market, the *second* is the co-operation between different actors within the value-added chain and the *third* is the rapid growth of the convenience markets (Lagnevik, et al. 2004, pp 4).

A publication by Viaene and Gellynck (1995), describes the European Union's Food, Drug and Tobacco (FDT) industry as growing, with a structure that is increasingly concentrated and largely determined by a growing concentration in the retail sector. These changes however are resulting in an increase in the productivity, prices stability, and profitability of the sub-sectors within the industry, in areas where the concentration of consumers and players are higher, as these growing numbers of consumers are demanding variety and quality (*ibid*). As a result of these concentrations, the competitive conduct among players involves both horizontal and geographic diversification, which is induced through mergers and acquisitions between players within the industry (*ibid*). As the industry is presently being revolutionalized, with the development of new food innovations that is perilous as well as creating exciting experience (Lagnevik, et.al, 2004, pp3). The scenario within the industry has turned to a situation where players who understand its dynamic and its uniqueness tend to reap the benefit of change, and those who do not will stand and watch these changes pass them by (*ibid*).

1.3 The Swedish Food industry View

Sweden “*The new culinary nation*” in Europe has a growing food industry (www,RegeringensKansliet, 2011). The country has diversity in the manufacturing and production sectors of this industry, by blending Swedish traditional culinary with inspiration from other countries (Limon, Misic and Wambugu, 2002; www,RegeringensKansliet, 2011). The food industry in Sweden is considered the fourth largest employer in the economy, well developed, and standardized to respond to given regulations within the EU policies and regulations (www, RegeringensKansliet 2011). Considering the long and hard winters in the country, and relatively short growing season, the country relies heavily on food and agricultural products importation (USDA Foreign Agriculture Services, 2008, pp. 3). In 2007, agricultural and food Products imports was estimated to be worth SEK 76 billion (USD 10 billion) and accounted for 7.5 percent of the Swedish total import value (*ibid*). Also the same year, the demand continued to remain the same for high-value, consumer-ready products, as

the food retail sales raised by 6% to SEK 170 billion (USD 24 billion) , while per capita food expenditure was estimated as US\$ 2,630 and the food and non-alcoholic beverages accounted for about 11% percent of the Swede's total expenses (*ibid*).

In 2008, Sweden as other countries within the EU experienced the economic downtown, but now is on the part of recovery (USDA Foreign Agriculture Services, 2008, pp. 3; USDA Foreign Agriculture Services, 2010, pp. 2) this however did not stop the general population from demanding fresher, convenient more nutritious foods and of good quality(*ibid*). As well as awareness about the origin and environmental issues surrounding the production conditions of such food product (i.e. if fertilizers and pesticides are used, animal and workers welfare, etc) are major concerns. As the country is said to have a standard of living that is considered high, with a well-educated workforce, and growing incomes level, characterized by an adventurous gastronomy (*ibid*). To secure the assurance of the product quality consumers buy, they are willing to pay more such food and drink products that fall into these categories (*ibid*). The Swedish market is very acceptance of new product and concept, and there is a growing demand for value-added products, convenience foods, international/ethnic cuisine, "functional" and organic foods. The numbers of big time food retailers are changing with fewer but larger players actively participating in the food industry. In 2009, an estimate of USD 38 billion came from food sales sold through large supermarkets and hypermarkets, with a reduction in the number of food retail outlet from 13,000 in 1970 as compared to 6,100 in 2009 (USDA Foreign Agriculture Services, 2010, pp. 2).In order for small and medium entrepreneurial to penetrate and survive in the food retail sector, they have to be very industrious and innovative and form alliances and cooperation with the big retailers.

1.4 Ethnic Food Evolution in Sweden

“*Ethnic food attract mixed customer*” (www,Sydsvenskan, 2005), in recent years the interest in ethnic foods has increased momentarily, making significant entry into all major supermarket chains throughout Sweden (www, My News Desk, 2010, 1 ; Swedish Chambers, 2010, 1). Ethnic food demand over the years has gradually increased, with growing popularity among both the indigenous Swedes and the increased immigrant population within the country (Swedish Chambers, 2010, 1, 2). Significant changes have been experienced in the general food culture in Sweden, thereby creating a variation in the food cuisines, products, and ingredients that are made available to customers and consumers in shops and restaurant. This includes food cuisines such as Asian cuisines, African cuisines, Middle East cuisines, and Afro-Caribbean cuisines (www, Axfood, 2003; Swedish Chambers, 2010, 1, 2).

The end of World War II marked an immense change in food and mechanical development for people in Sweden, sparked by the introduction of the refrigerators, freezers, and frozen foods(www, Matens Historia, 2011). At the end of the 1950s, folk in Sweden grilled their food more instead of boiling or frying them, and by the beginning of the 1960s the introduction of the freezers lead to the entrance of new food recipes, and food like berries, fish, vegetables, and then “*Triumph ice cream*” became popular. With the introduction of other electrical and mechanical machines like the television, some food started to gain popularity such as chips due to people's desire to eat it when watching television (*ibid*). In 1947, pizza was served to some Italian guest workers in Hammarby, Västerås, creating a gradual introduction of other cultural food into the eating culture of the Swedes, and by 1970, the first pizzeria was opened in Stockholm, Sweden (www, Pulcinella, 2010; www, Matens Historia, 2011).Around the 1970s; the opening of Chinese restaurants led to the popularity of Asian foods and food as lasagna and mousse cake started to become popular, prompting the

development of food pyramid where people started to think about what they eat (www, Matens Historia, 2011). The first McDonald was opened in October 1973 on Kungsgatan, Stockholm by Paul Lederhausen (www, McDonald's, 2011)

By the 80s, the importation of exotic fruit and cheeses became popular and the indigenous people of Sweden started to eat food such as roast potatoes with exotic fruits, shrimp cocktails, stuffed pork, and the likes (www, Matens Historia, 2011). People started to eat out and develop the interest for wines and other drinks. Pizza became the people's food, salad trend was embraced, and the opening of vegetarian restaurants became popular (*ibid*). The 80s saw the era where interest and popularity for environmentally friendly products and organic food began (*ibid*).

The increased spread and use of multimedia and phones escalated in the 1990s, and helped to increase advertisements and news reaching people (*ibid*). Consequently, the awareness about what is happening in other societies filtered into Sweden. At about that time, the mad cow disease scandal had erupted and people's awareness and need to eat healthy and organic food developed (*ibid*). Health magazines such as "Må Bra" and "Fitness" came to the spotlight and the mass media contributed to the increase in popularity of food cuisines that embraced these trends of healthy eating, and the gradual recognition for the chef of the year designation gained popularity (*ibid*). The intense introduction in the media for foods, made discount chain retailers fighting to gain ground in the food industry and the move by foreign giants such as Lidl from Germany and Netto from Denmark contributed to the introduction of a wider range of food available to the consumer(*ibid*). The Ethnic food industry started to gain popularity and the vogue in the eating culture varied to such menus as Thai food, Tex-Mex, Indian food and the likes, thereby increasing the demand for ethnic food in Sweden (*ibid*).

As the ethnic food market and ethnic food products continues to grow, the once previously regarded niche market to a few selected people is now seen as an emerging globalised market that caters for the need of not only the immigrants but the bud taste of the natives of the host countries (www,Brandchannel, 2011; Swedish Chambers, 2010,1,2; Verbeke and Lopez 2005).These dynamic changes in the food culture of Sweden can be traced to a number of factors such as migration of people with different ethnic background moving outside their country of origin (Swedish Chambers, 2010, 1, 2). These are other ethnic people coming into Sweden and desiring to experience their ethnic culture and food as a form of identity (Edles, 2004; Lu and Fine, 1995). The number of Swedes travelling to other countries has increased drastically and they eat and experience these ethnic food which when they come back home would like to try it locally or cook it in their home (Swedish Chambers, 2010, 1, 2). In addition, the intercultural marriage between people of different ethnic background and the general local population in Sweden is increasing (www, Statistics Sweden, 2011a), this in turn creates a fusion of culture and way of life (Crestor, 1999). As competition among retailers and suppliers of groceries increased, some started to look for other avenues of gaining consumers thereby entering into the then niche market of ethnic business to cater for the needs of these sets of customers (www, My News Desk, 2010).

1.5 Problem Statement

Just as the Brits' dull, palates were unknowingly reawakened by ethnic cuisines by immigrants from Italy, Asia, and China, at the same time generating earnings for themselves and taxes for the British economy (The Independent, 2010). Subsequently, the Swedes are experiencing the same phenomenon that is; the increased in the demand trend for ethnic food

has gradually shot up over the years in Sweden (Swedish Chambers, 2010, 1, 2). As a consequence of the high-income level among the population that gives them the opportunity to indulge, the growing influx of other nationalities immigrating into the country and globalization (www, Statistics Sweden 2011, 1,3; USDA Foreign Agriculture Services, 2008, pp. 3; USDA Foreign Agriculture Services, 2010, pp. 2). These factors have had a relative influence on the food cuisines and consumption trends in Sweden, but despite these factors, the Swedes tables are still relatively traditional, and the common consumer trends are still circling around issues related to health, pleasure, and convenience (www, CBI, 2009).

Among the ethnic entrepreneurs and mainstream retailers in major conventional stores, they now tend to offer a wide variety of ethnic and exotic foods to the consumer market (www, Axfood, 2003; www,MyNewsDesk, 2010). Especially fruits and vegetables that are of one of the fast growing products consumed (Swedish Chambers, 2010, 1, pp. 4).The importance of the food service sector (HoReCa) as a sales channel for ethnic food consumption cannot be ignored as about 20% of all meals are consumed within the Swedish population within schools, canteens and other institutes like restaurants, work place and hospitals (*ibid*). The number of problems and difficulties faced by suppliers and retailers in delivering the ultimate products to their consumers in this market purely exist as any other market segment. These problems can range from that of social, political, environment and economical factors. Therefore, it is needed that stakeholders and players within the industry need to be able to identify and tackle such problem that they will come encounter. Some of such problems are discussed as follows;

The issue of policies and regulations, between countries of origin and country of products market creates a barrier to trade. Differences in countries and regions within and outside the EU can create such problems related to the unification of standard and certification of these products. As most of these product are produced from regions that the policies and regulations required for production and manufacturing are different from that of the Swedish (www, Livsmedelsverket, 2010, 1). Another regulation problem that can occur is that of the use of uncontrolled channels of importation for ethnic food product. As Sweden, demands that the importation of these ethnic food product need to undergo test and control in order for them to enter into the Swedish market and a guarantee for consumer safety (*ibid*). A major issue that is common to most market that ethnic food products are sold is that of packaging and labels issues. As mentioned in an article clipping ethnic Food Are Badly Labeled, these ethnic foods are lacking in most cases proper and genuine nutritional labeling as directed by the National Food Administration -Livsmedelverket (www,DN, 2009; www,FriKöpenskap, 2009).In some instance, the authorities are faced with language barrier issues with ethnic entrepreneurs and other problems which they probably do not face when tackling the mainstream food retailer. The ethnic entrepreneurs on the other hand may be faced also with this same issue of language barrier as most of them are non-locals who probably are not good or comfortable with the local language and regulation and policies (Pyong, 1987, pp 174; Khan, Alam, and Khan, 2005, pp. 35).

There is also the problem of marketing strategy, as there is the need for retailers and ethnic entrepreneurs to educate consumers and customer about the concept of ethnic food. Such issues including the preparation of these food products, their use and in some cases cultural belief behind of some of these ethnic foods, as some customers or consumers and even in some cases non-ethnic retailers do not have the knowledge or have limited knowledge on the products. An example is the halal or kosher food product ranges of which some consumers are unaware or misinformed of what the concept is all about (Omar, 2011). The issues that ethnic

entrepreneurs and mainstream retailers need to modify their strategy to mirror the growing cultural multiplicity in their host market¹ and consumer market respectively, and need not apply a one-size fit all approach as heterogeneity exist also within the ethnic food consumers and customers alike.

As conveyed in the definition of ethnic food, that is food products that are considered to be exotic to the indigenous Swede and originate from countries in Africa, Asia, and Latin America, including countries and island around the Caribbean Basins (Swedish Chambers, 2010, 1, pp.3). This implies that these foods are transported from one region of the World to another or that these foods are usually not locally grown or produced. In other words, there are chances that some problems can occur in the importation of these items like that related to sourcing, the supply chain, environmental issues as pollution and carbon foot print count, introduction of pests and diseases that are familiar to country of origin and somehow survive in the country of destination can be introduced in this way. Given that the acceptance of ethnic food among the diverse population in Sweden, there are also fears that the originality of the Swedish cuisines can be impaired, or altered by the fusion of ethnic food into the Swedish society (Swedish Chambers, 2010, 1, pp.6). For some consumers and indigenous people this can postulate a problem. As the number of shelves allocated to ethnic food in major supermarkets and the number of ethnic entrepreneurial shops are increasing in Sweden. Another arising problem is the loss of authenticity of these ethnic foods as defined by the definition given above, which in turn can create dissatisfaction among existing consumers and yet to be consumers alike ,as some ethnic food are now considered mainstream (*ibid*), but to argue authenticity can be as a matter of perception and degree of what the society or the folk claims to be authentic (Berman 1970 pp. ; Taylor 1991, pp 28).

Considering some of the problems mentioned above that can arise, it is very interesting to adopt an investigative and explorative approach to probe the phenomenon that is spreading within the Swedish community and get the ethnic entrepreneurs and mainstream retailers prospective of this trend. As the economical, social, and environmental impacts of the ethnic food, trade and consumption can simply not be ignored, as also the mainstream stores and consumers (i.e. indigenes) are consuming ethnic products (*ibid*). Examples of such ethnic product groups as fruits and vegetables like mango, pineapples, lichen and oranges, spinach, aubergines, chilies, and okra or food items such as bulgur, couscous, yam, plantain, rice, manna meal (manna gryn) and black eyed beans (Swedish Chambers, 2010, 1, pp 7). One cannot help but imagine what goes on within the ethnic food market in Sweden. That is to say how the ethnic food market is being influenced and is influencing such factors as business practices and sales directives of both ethnic entrepreneurs and mainstream retailers, what drivers motivate these ethnic entrepreneurs and mainstream retailers to enter into the ethnic food market, their general supply chain and a look of what lies ahead for the ethnic food market in Sweden.

1.6 Aim of the study

The objective of this study is to identify, investigate, and explore ethnic entrepreneurial and mainstream retailers' drivers, and problems behind the growing market for ethnic food in Sweden. In particular, the study will explore how these drivers and problems can be tackle and integrated to fit the new food experience among consumers that are demanding higher quality.

¹ Host market the market into which an international retailer expands.

In order for this study to be carried out as planned, a partial understanding of the ethnic food supply chain will be explored to shed more light and highlight the internetworking conditions among participants in this industry

1.7 Scope and Limitation of study

The study focuses on ethnic food market demand in Sweden with reference to similar trends in some identified countries within Europe and North America. The target groups for the study are members of the supply side of the demand and supply curve. In particular the ethnic food entrepreneurial stores, the mainstream retail stores in Sweden and some groups of major suppliers and agents of ethnic foods whom were interviewed in Brussels, Belgium. The term “ethnic food” definition is varied and wide, when referring to ethnic foods in this thesis. Ethnic food is to be considered as cuisines and foods as defined by the definition of ethnic food used in **section 2.2.1** of this thesis.

Limitations to executing this study intensively and extensively include lack of financial and human resources, and access to key persons and information. Examples of this were some interesting and useful reports that were relevant to this study though available, but needed to be purchased or subscribed and interviewee request that were rejected by some key contacts. Another limitation is that as a researcher student, the researcher is usually limited in terms of competence and experience (Ghauri and Gronhaug, 2007, pp 56). It is best to say every effort has been made on the part of researcher to tackle this problem as best as can.

Although this thesis work focuses on ethnic food ethnic entrepreneurs and mainstream retailers in Sweden, to give an outside the box perspective of what the impact and magnitude of this industry have on these ethnic entrepreneurs and mainstream retailer. The liberty has been taken to explore other markets that are sharing similar experience in other countries. That is, the increase and growth of the ethnic food market.

1.8 Philosophical Assumptions

Based on a person’s background and knowledge about a particular subject or discipline, this can be of advantage as well as disadvantage to a study. That is, a philosophical assumption made based on the persons use of his or her knowledge of the subject to answer questions and make decisions based on their values and principles (*ibid*) The information and conclusion that are presented in this work might be objective or subjective. As the information from the interviews are assumed to be subjective judgement from the interviewee’s point of view and experience.

Another point to note is that the author of this work is an ethnic food consumer and has a consumer’s background knowledge in the area of study. As a result of this, the writer may give an objective view which could well shed good light on the work. Some readers could as well find this to be subjective; therefore precaution is taken as not to incline into subjectivity. As the art or text writing is more or less a vehicle for communicating a persuasive message, then it is assumed that subjectivity can be argued as a way that the writer uses to convince people to think or reason in his or her own perspective. To give this work authenticity and validity as much as possible, objectivity will be the bedrock of the write-up.

1.9 The Study Disposition.

The outline and structure of this thesis in attempt to tackle the problem and aim is represented below in Exhibit 11. In chapter 1, the introduction part starts with a general overview of the thesis work, the background, the introduction of ethnic food into Sweden, research problem that leads to the need for this study and its aim. Chapter 2 gives the readers the knowledge overview of ethnic food, Sweden and the ethnic market. This comes before the next chapter, so that the readers can get a good perspective of the ethnic food industry. The method part follows immediately as chapter 3, this gives the readers further appreciate and relates to the fieldwork, this gives a presentation of how the work has been carried out and on what ideology and approach the study follows. It gives a detail description of the data and information collection method and technique that is the qualitative interview approach.

Chapter 4 presents the theories and concept that are used in analyzing the information and data that are presented in the empirical findings. It gives a theoretical perspective of the concept of Entrepreneurship, Innovation Networking, and Business opportunity, Retailing, Supply Chain, and Category Management. The empirical findings are given in a detailed report in chapter 5. The respondent perspective is normatively told to give the readers an interesting perspective of the ethnic food market, problems, and expectations. Chapter 6 is a write up on the analysis and discussion of this study, that is the empirical finding in relation to the conceptual framework and the way each concept inter relates with one another. The last two chapters, 7, and 8 respectively gives the conclusion and recommendations.

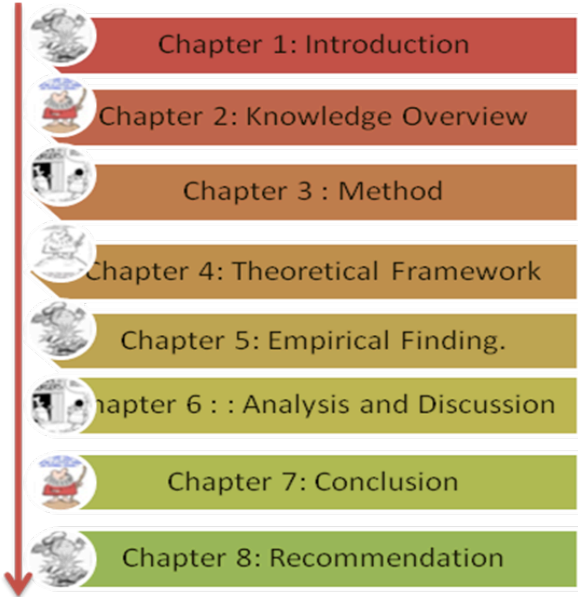


Exhibit 1: The outline of the thesis (Source: Amina Okun, 2011).

2. Knowledge Overview of Ethnic Food.

The chapter presents a knowledge overview of ethnicity, ethnic food, Sweden and the Swedish ethnic food market. This is intended to help readers understand and put into perspective the ethnic food industry in Sweden and relate to this study.

2.1 The Ethnic Food Concept

"Food", can be defined as any substance absorb into an organism for the purpose of providing nourishment and essential nutrients needed for that organism normal functioning (McGraw-Hill, 2005). It provided energy and some structural components that help in building and repairing body tissues, and regulating the body processes. Nevertheless, factors such as gratification of hunger, social needs, and psychological ends supersede the choice of food that humans eat, rather than nutritional needs (*ibid*). As food is essential to every person for normal body function, the food people eat has become a very powerful symbol of what they represent (Edles, 2004; Verbeke and Lopez 2005). The Many roles and trend that food takes in the food culture among people nowadays is growing in terms of diversity, taste, preference, and need (Wijnands, Van der Meulen and Poppe, 2007). A number of established and emerging food trend influences the food consumption choice of individuals (*ibid*). These include; the *taste of the food* due to its freshness and appearance, like vegetable and fruits. The *easy and quick convenient foods* that is simple to buy and prepare like canned and frozen foods. The *desire to eat a healthy* but flavoured cuisine like organic and natural foods used in the promotion of healthy eating habits such as macrobiotics, veganism, and vegetarianism, ethnic food and spices that have characteristic ingredients, flavours and variation; and *fusion foods*² that combines the taste of various culinary traditions but not particularly fitting into any specifically (Verbeke et.al, 2005). An added diverse role which food plays is that of it use as a symbol of cultural *identity* by people (Edles, 2004). As this is one of the many cultural traits, that people tend to bestow upon their offspring from childhood (Verbeke et. al, 2005; Cervellon and Dube, 2005). Although socio-cultural changes related to changing life styles and values, has created relevant food consumption patterns and trends in food preferences.

"What is patriotism if not the love of the food we ate in our childhood?"
~ Lin Yutang-

Devine, Sobal, Bisogai and Connors, (1999) researched the emergence of mutual interaction among ideals, identities and roles to create a changing contexts of influences that determines personal food choice among people. The *ideals* is identified as deeply rooted beliefs and expectations about food and eating which provides guiding principles and rules for making food choices (*ibid*). These attributes are acquired through socialization and acculturation into ethnic group, family, religion, age, and regional food traditions. *Identities* are the conceptualized images that people used to portray their own distinguishing characteristics and self-image, existing in conjunction with other identities as class, family, region, etc. Illustrations of such kind of food choices are observed in families where both parent identify with different affiliations (*ibid*). The multiple positions and engagement in society that people occupy creates a *role* that influences the normative expectation of food choices. Such contextual mix of ideals, identities, and roles give rise to variation and diversity in food choices.

² Fusion cuisine is a term used to generalize the combination of various forms of cookery.

Verbeke et.al (2005) identifies three major trends in food consumption preferences. *First*, is the move from very simple traditionally prepared meals made from unprocessed products in the homes to meal prepared from refined industrially products. *Second*, is the fluctuating seasonal availability of some food produce, which tend to drive peoples preferences to available alternative such as frozen and canned food as seen in the seasonal availability of fruits and vegetables. *Thirdly*, is the trend developed from the need to experience exotic or ethnic food, which is very popular among young, working class people who live in major cities, suburbs, and metropolitan (Meulenberg and Viaene, 1998; Verbeke et.al, 2005).

2.1.1 Definition of Ethnic Food.

The word ethnic group refers to a population of people of the same race or nationality with a long shared history or root that share common characteristics, culture, norms, beliefs and customs (Marger, 2009 pp 9; McGraw-Hill Encyclopedia, 2005; Church et.al, 2006, pg 3; Church et.al 2005). This ethnic group could also include people that share common ancestry; which make them objectively, closely similar to other ethnic group around them, but they perceive themselves as quite different from the other ethnic groups (Church et.al, 2006; Church et.al 2005). Solomon.M.R (2006. pg. 486), defines ethnic identity as related to a group of inhabitants that shares universal genetic traits and common cultural customs. These sets of ethnic groups commonly have foods that are particularly common among them, and as such even when they migrate to other places. They take with them this common delight and in turn introduce it to their host communities (*ibid*).

Verbeke et.al (2005), define ethnic food as the expression of food in terms of behaviour, attitude, values and beliefs of a culture that is an expression of its culture or heritage, values or national origin. The Food Marketing Institute (1998), defines it as products that a particular ethnic (racial, national) or cultural group favour, such as Mexican, Chinese or Kosher foods. The Swedish Chambers (2010,1) defines ethnic food as food products that are considered exotic to the indigenous Swede and Originate from countries in Africa, Asia and Latin America, including countries and island around the Caribbean Basins. Church et.al, (2006, pp. 4) definition of the concept ethnic food as foods that originates from other countries other than that of the domicile market, which contributes to a different food culture from the traditionally prepared cuisines of the host country. On the other hand, the modified ethnic foods are commercially prepared adaptation of ethnic food, which has been customized to suit the taste and preference of the domicile country (*ibid*). This ethnic food when prepared in homes and restaurant maybe tailored by combination of local and imported ingredients to create fusion foods and cuisines, such as Asian-fusion cuisines or Afro-Caribbean fusion cuisines. Ethnic food for the purpose of this work and the readers understanding ethnic food refers to foods stemming from customs and traditions that are different from that of the indigenous people of Sweden (Swedish Chambers, 2010, 1, pp.3). That is, any food that is not part of the mainstream culinary Swedish original dishes such as the traditional cuisines of Eastern Europe, Asia, Africa, or Latin America and the Caribbean Basin (*ibid*). In order words to someone from Africa, ethnic food could include food like meatballs and mashed potatoes as compared to yams, cassava, and beans that are common to the indigenous cuisines.

2.2 Sweden and its Population

Regarded as the third largest country in the European Union and the fourth largest in Europe by area excluding European Russia, Sweden is endowed with great diversity in its nature and

climate (www, CIA, 2011; www, Sweden, 2011). The chief export goods includes machinery and transport equipment, industrial machinery, chemicals and rubber products, electronics and telecommunications equipment, wood and paper products, minerals, road vehicles, pharmaceuticals (www, Sweden, 2011). While the chiefly imports are electronics and telecommunication, foodstuffs, chemicals and rubber products, industrial machinery, road vehicles, minerals (*ibid*) The European Union (EU), of which Sweden is a full member, has abolished trade barriers among its 27-member state to create a unified marketplace. In that sense, member states are free to carry out economical, social, and political activities with one another without the unnecessarily bureaucratic hassles. Within the EU member state of Nordic³ countries, Sweden is regarded as a home market⁴ for most organizations within the food trade and industry (Swedish Chambers, 2010, 1, pp.3).

As compared to other continental European countries, Sweden has a relatively low population density, with 21 inhabitants per square kilometer (www, Statistic Sweden, 2007). Most of the Swedes populations are concentrated to the southern half of the country, while more than 85% of the population lives in urban areas (www, Sweden, 2011). Stockholm, the largest metropolitan city with a population of over million is the capital of Sweden. As of 2010, the Swedish population is estimated to be about 9.4 million, of which the past ten years had increased by 0.5 million, while 70% of this increase was through migration (www, Sweden, 2011; Swedish Chambers, 2010, 1, pp.3; www, Statistics Sweden, 2011). The indigenous population of the country include the Swedes, Finnish and Sami minorities and foreign-born or first-generation immigrants as Finns, Yugoslavs, Danes, Norwegians, Greeks, Turks (www,CIA, 2011).

Around 19% or 1.8 million of the Swede population is made up of foreign nationalities or born-abroad individuals; this includes second generation⁵] individuals while an exclusion of this second generation individual will make it approximately 15% or 1.4 million (Swedish Chambers, 2010,1, pp.3).It is estimated that by 2015 around 25% of Sweden population will be made up of foreign background individuals, given the country the highest immigrant populated nation among other industrialized countries (*ibid*).The majority of immigrant migration to Sweden comes from other Nordic countries, Central and Eastern Europe of the Balkans region (Swedish Chambers, 2010, 1, pp.3; www, Statistics Sweden, 2011). However, there has been an increase in number of immigrant coming from countries in Africa, Asia, and South America (*ibid*). Most of these immigrant residues in major cities and large urban areas of the country, like Stockholm, Malmo, Gothenburg, Uppsala and Linkoping (Swedish Chambers, 2010, 1, pp.3).

2.3 Swedish Ethnic Food Industry

As a result of migration and displacement, approximately 125 million people live outside their country of origin, frequently creating diverse and large ethnic minorities community that continues to expand and grow comparatively to their host countries (European Communities 2002; Wellner, 2003). The emerging trend among 70 % of European household over the years has gradually inclined towards the demand for authentic ethnic food and beverage product (www, Ethnic food Europe, 2011). Considering that, the ethnic food industry is a segment of the World food market industry; this makes it vital and interesting to research this

³ Denmark, Norway, Iceland, Sweden and Finland.

⁴ The centre of Nordic countries market where the selling companies are based.

⁵ People whose parents were both born abroad

growing market. Officially, there is no available recorded information or data that gives a trade analysis of ethnic food market in Sweden but trade analysts have a propensity for agreeing that the consumption of ethnic food products account for a small but increasing growing part of total food consumption in Sweden (Swedish Chambers, 2010, pp 4).

Take the United State for example, which has the largest ethnic food market in the World, with a raising annual business value of US\$75 billion (www,Brandchannel, 2009). A market that for every US\$7 spent of groceries, US\$1 of that money is spent buying one form of ethnic product (*ibid*). Spain and Germany are said to have an annual growth of 30%, the Netherlands was tagged the fastest growing market of ethnic food some few years back and Sweden is rated as the number one consumer of Mexican food in Europe (*ibid*). In the UK, the market quite similar to that of the US, as Indian and Chinese cuisines are the leading segments, with other kitchens coming up as Japanese, Malaysia and Indonesia (*ibid*). The magnitude of the market among some European countries, reflect the requirement for the creation of entrepreneurial and innovative ethnic food markets that require well-organized and defined supply chains from both the demand and supply sides. Over the years in countries like Belgium, Denmark, France, Italy, Netherlands, Spain, and United Kingdom, the ethnic foods market has magnificently expanded and developed to reflect a progressive stage of growth for entrepreneurial retailers and wholesalers (Church et.al, 2006).

Based on the recently concluded Ethnic food Europe, 2011 conference, and exhibition in Belgium, the industry was categorized according to “*kitchens of the World*”, or Product Category or the Market Segmentation. Examples of some of the named popular “Kitchens of the World” cuisines that are very common to Sweden are cuisines from Italy, Asia, and the Hispanic (www, BrandChannel, 2009; Swedish Chambers, 2010, 1, pp.6). However, the popularity of other kitchens are coming up and staring to gain recognition among consumers like some Africa cuisines, Eastern Europe and some South America (Swedish Chambers, 2010, 1, pp 6).

2.4. Kitchen of the World

This kind of segmentation refers to subdividing the ethnic food within the industry according to origin of the food that is from what region of the World the type of ethnic food is commonly prepared. Instead of referring to Thai food or Asian food or Swedish food, the classification uses the place of origin of such food and the word “kitchen”. Given examples include; Afro-Caribbean Kitchen, Arabic Kitchen, Chinese kitchen, Eastern Europe Kitchen, Indian Kitchen, Indonesian kitchen, Japanese kitchen, Cyprus kitchen, Korean kitchen, Kosher kitchen, Mexican kitchen, North-Africa/Magreb Kitchen, Pakistani Kitchen, South Africa kitchen, South America Kitchen, Thai Kitchen, Turkish Kitchen, Vietnamese Kitchen.

2.5. Product Based Segmentation and Seize.

This is the subdivision of ethnic foods according to the product base within the market. It involves grouping the food into sectors. Extract from the Swedish Chambers (2010,1, pp.4), gives a snap shot of the Swedish ethnic food market size and categories as the follows; Fruits and Vegetables- 19%, Beverages-18%, Dairy products and Eggs-16%, Meat Products-15%, Bread and Cereal products-13%, Fish and Seafood-5%, Coffee, Tea and Cocoa-3% and other Food product (e.g. delicacies)-11%. Processed food such as canned foods, chocolate drinks and sweets consist of 90% of the form of ethnic food consumed, which is on the high side when compared internationally, while the remaining 10% consist of non-processed food as

fresh fruit, vegetables, root crops (e.g. yams, potatoes, cassava) and eggs (*ibid*). The most commonly ethnic food product groups ranges among the items of fruits and vegetables (fresh or preserved), beans and lentils, nuts, cereals products (consisting of noodles, flour and rice), condiments and seasonings, preserved meats and dairy products, honey, cane sugar products, coffee, tea and cocoa, dessert mixtures and sweets, fruit juices and beverage, and root tubers as yams, cassava and sweet potatoes (*ibid*). Exhibit 2 below gives a diagrammatic overview of this product segment for ethnic food in Sweden.



Exhibit 2: Product based Segmentation of Ethnic food (Adapted from Swedish Chambers, 2010,1, pp.4)

2.6. Market Segmentation and Size

This market segmentation helps to subdivide the homogenous set of player within the ethnic food market. In Sweden, the markets for ethnic food are grouped into three main segments based on the usage and outlet; the importer, wholesaler and retailer sector, food manufacturer and food service sector.

2.6.1 Retailer

The retail sector is highly competitive and includes small and medium business and the major mainstream supermarkets. The Consisting of conventional and traditional businesses, of which consist of approximately 6,000 grocery stores. That is, 3,000 supermarkets and hyper supermarkets and 3,000 small and medium entrepreneurial stores (Swedish Chambers, 2010, 1, pp.4). Approximately about 1000 specialised ethnic retailers business which are scattered all over the major cities in Sweden like Stockholm, Malmo, Göteborg, Uppsala and Helsingborg, small kiosks, convenience stores and market hall shops, bakeries, fruit and vegetables stores and street market exist in Sweden (*ibid*). Which to a large extent have their customers and consumer group of mostly immigrants with ethnic background from Africa, Asia and Latin America. Retailer within the market segment accounts for 70% of consumers’ total food expenditure, as compared to 80% some 20 years back as of October 2010 (*ibid*). While the importers account for 25% to 30% of the total Swedish market supply for food and beverage and a substantial market share for ethnic food items supply which is steadily growing (*ibid*).

2.6.2 Manufacturers

These are the set of actors that make use of these ethnic foods in their manufacturing processes as a raw material for production. They include the two following sub groups.

The domestic manufacturer.

These are local manufacturer who use ethnic food product in the production of their own end goods. They consist of roughly 3,200 establishments (Swedish Chambers, 2010, 1, pp.4). This includes the meat, dairy, and baking industry. Food processor of beverage like juices, chocolates and alcohol and canned food. Examples of such manufacturer are as Friggs AB, Risenta and Santa Maria Ab.

The Public and Private firm

Some of the members of this good do direct importation or buy from importers. This sector consist of 31,000 units, with a breakdown of hotels, restaurants and coffee houses (HoReCa,) which are usually run by small and medium scale entrepreneur , fast food outlets and hotels(mostly national owned) consisting about 19,000 units. Relatively large number of these restaurants and fast food outlets located especially in the urban areas and cities tend to have cuisines and menus oriented toward ethnic food such as kebab, pizza, sushi, Chinese cuisines, Thai cuisines and African cuisines. While the remaining 12,000 units consist of some establishments and institutions such as work place canteen, canteens in public and private schools, day care centres hospitals and military barracks. The increase within the food service sector (Horeca market segment, shot up from 20% to 30% in 2010 and this is expected to continue to grow (Swedish Chambers, 2010, 1, 2010, pp.4). Given that a good number of meals consumed within the Swedish population are mostly eaten in schools, canteens and other institutes like work place canteens, restaurants and hospitals (Swedish Chambers, 2010, 1, 2010, pp.4; www, Vårdguiden, 2010; www, Livsmedelsverket, 2010, 2)

2.6.3 Importers and Distributors

These set of people are majorly into the importation and distribution of ethnic food and in some cases some are into the retailing. They are further subdivided into the following;

Specialist Importer

The specialist importer specializes in the importation of a particular group of product segment, such as specialist tea and spices or rice or frozen food. In some cases, it could be organic and fair-trade ethnic products.

Specialist wholesalers for conveniences Store Sectors

These are specialist in importation and supply mostly to conveniences stores and large retail shops.

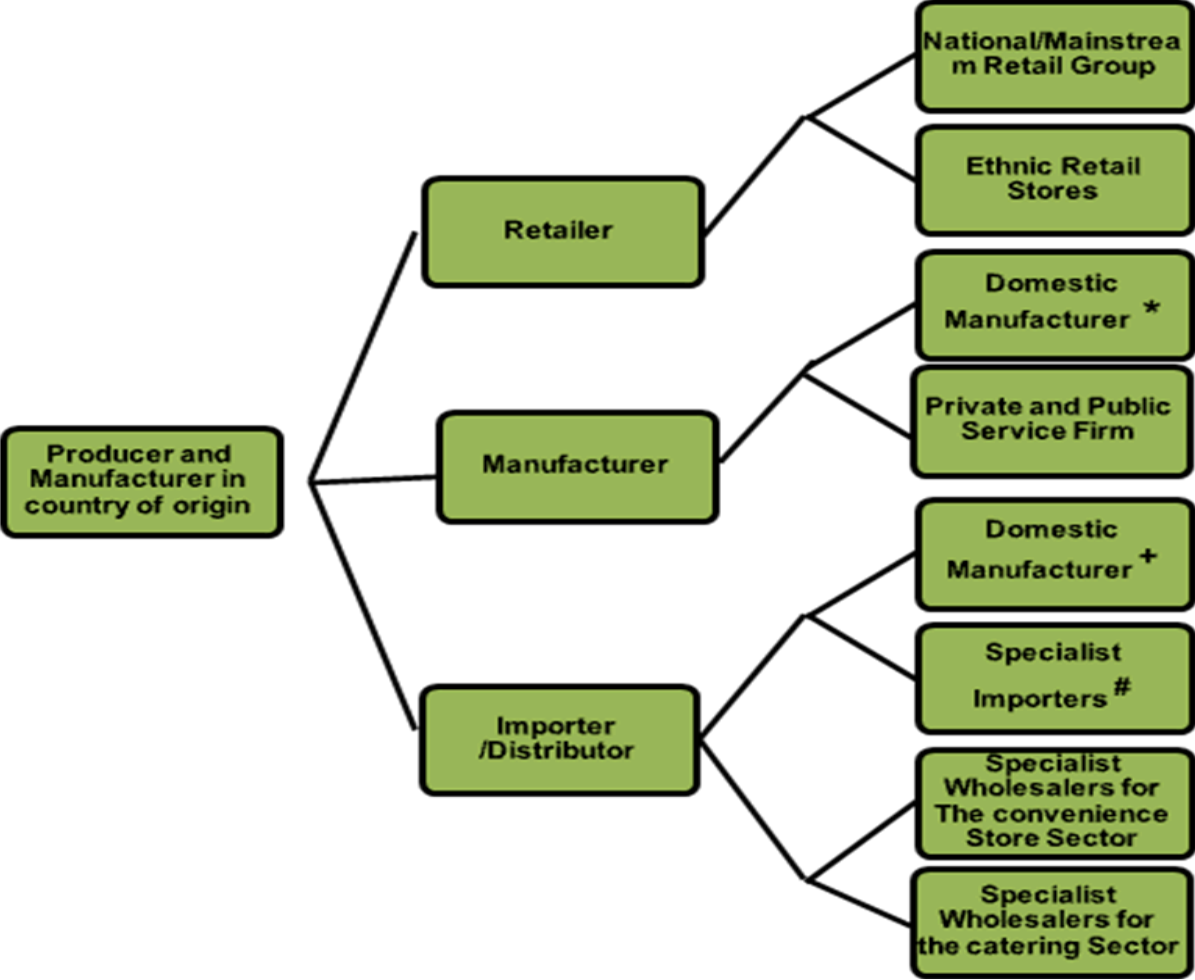
Specialist wholesalers for Catering Sectors

These are specialist in importation and supply mostly to conveniences stores and large retail shops.

Domestic Manufacturer

These are local manufacturer who import and repack age these ethnic food products under their own private labels and resell to other for retailing or within the service sectors.

The exhibit 3, below gives a segmented diagram of the ethnic market according to the activities that the sellers or distributors of ethnic food product in Sweden engaged in.



+ Domestic manufacturer that use ethnic food products as raw material in their production process
 * Domestic manufacturer that repackage these ethnic foods under their own private labels and resell
 # The Specialist import varies depending on the specialty, i.e. ethnic food in general, Tea and spices, Organic and fair trade labelled Food, Food ingredient and raw material.

Exhibit 3: Segment and Channels of Ethnic food Distributions in Sweden (Source: Amina Okun, 2011)

3. Method

The chapter gives the readers a further appreciation and justification as of the methods and process used in this research. The ideology and approach the study followed and a presentation of how the work has been carried out. A detail description of the qualitative interview approach used for data and information collection is elaborated on.

3.1 Introduction

Most social science researches orientation builds around the relationship between the values of the research, method, data and the theories, while that of scientific researchers will be about providing new theories, correcting, modifying, extending, and clarifying the old and existing new theories (Ghauri et.al, 2007, pp 14). In business studies, it is very common that the research process and research method are usual influence by the researcher’s background (*ibid*). The research work are directed toward defined mark out tasks as the researcher need not ask or say if the social activity to be investigated is good or bad, they only need to analyze, present, and explain what the phenomenon is all about (*ibid*). Ghauri et. al, (2007, pp 14) agrees that this is what most research is all about and is the starting points for most researchers. That assumption or speculation needs to be made and then thoroughly and critically investigated before they are either rejected or accepted (*ibid*). If afterwards a logical and reliable explanations are found, this can then be used to determine whether to accept or reject these assumption or speculations. The problem of not being objective can occur from the part of the researcher, which is sometimes not always very possible to avoid (*ibid*). In social sciences studies, the research may have different orientation; this could be that of an objective generalize problem solving to a specific practical problem solving one (Gill and Johnson, 2002 Ghauri et.al, 2007, pp 14)

3.2 Why Inductive Reasoning and not Deductive Reasoning

The *Inductive rreasoning* works by moving form specific observations to a broader generalizations and theories (Pathirage, Amaratunga,, and Haigh, 2008). It utilises the observed facts and measures to generate a proposition and then a tentative hypothesis is formulated that is used to investigate, and lastly a form of conclusion or theory is made based on this (Ghauri et.al, 2007, pp 15; Pathirage, et.al, 2008). Inductive reasoning is very open-ended and exploratory, in particular at the beginning of the study and it is a logical process (see exhibit 4) used in deriving a conclusion that originates from a known premises or something that is observed to be true (Trochim, 2006).

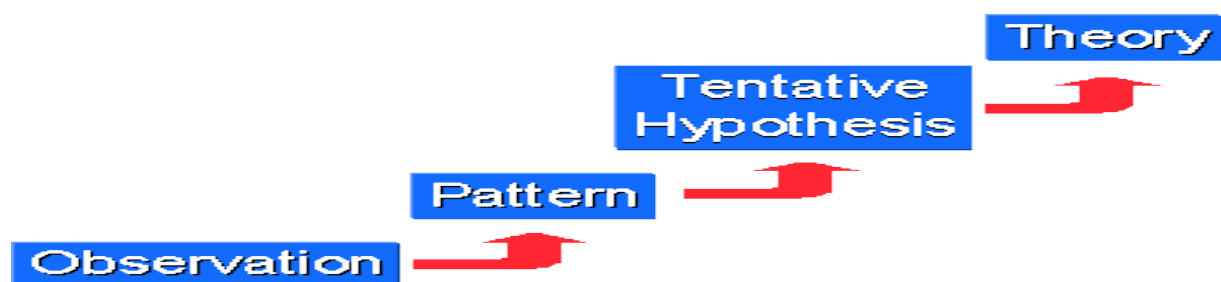


Exhibit 4: Inductive reasoning (Adapted from Trochim, 2006)

The *Deductive reasoning* on the other hand is more of a systematic process of ascertaining a generalised proposition based on the premises of observation or a particular fact (Trochim, 2006; Ghauri, et. al, 2007, pp 15; Pathirage, 2008). This approach works from a generalized to the more specific, narrower and it is concerned with the testing or confirmation of the hypothesis (Trochim, 2006). This approach begins with a theory that relates to the area of interest, and then it is narrowed down into specific hypotheses that can be tested (see exhibit 4). After the observation, data and information collected that are needed to test the hypotheses are further narrowed down and used in the testing of the hypotheses. The result is a confirmation that state if the hypothesis is true or not in relationship to the theory used (Trochim, 2006; Ghauri, et. al, 2007, pp 15; Pathirage, 2008).



Exhibit 5: Deductive reasoning (Adapted from Trochim , 2006).

Table 1, gives a quick highlights on the differences between the inductive and the deductive reasoning. The flexible structure of the inductive approach makes it ideal for area of study where it has not be explores, so the researcher will have an almost free-hand to direct the approach of the research.

Table 1: Differences between deductive and inductive reasoning (Adopted from Pathirage, et.al, 2008)

Deductive	Inductive
Moving from theory to data	Moving from data to theory
Common with natural sciences	Common with social sciences
A highly structured approach	Flexible structure to permit changes
Explain causal relationships between variables	Understanding of meanings humans attach to events
Select samples of sufficient size to generalise conclusions	Less concern with the need to generalise

3.3 Qualitative Approach Vs Quantitative Approach.

The debt among researcher is that the quantitative research is more structured and scientific for that, it is better than the qualitative method (Ghauri et.al, 2007, pp 109). The research method is a systematic, orderly and focused way of collecting data for the reason of getting information that will help in solving a problem or a question (*ibid*).The procedure by which the quanlitativee and the quantitative researches are carried out is the main different between them and not the quality of each methods (*ibid*). The quantitative research makes use of measurement, statistical tool and other form of quantification procedures, while the qualitative research does not (Boeree, 2005). tInstead the researcher tries to understand and gain insight into the subject of study (Ghauri et.al, 2007, pp. 202).

These differences further goes down to the different perspectives of knowledge, the overall form of the research itself and research objectives, although in some cases a blend of these research methods are used (Trochim, 2006; Ghauri et.al, 2007, pp 109). Take for instance in censuses, the data can be quantified but the analysis carried out in a quantify way or the use of interviews and observations as a data collection technique and a method which is qualitative in nature, but the data collected are coded in a way that allows for statistical analysis (Trochim, 2006). Table 1, gives a characteristic representation of the difference made between qualitative and quantitative. When using the qualitative research the researcher has to use his or her skills and experience by combining explorative, intuitive, and rational thinking in the analysis of the data (Ghauri et.al, 2007, pp 110).

*Quality, no quantity is my
measure. -Douglas Jerrold.*

The qualitative data focuses on the social process and not on the social structure unlike the quantitative researches, and in order to have a good and valid qualitative research, the researcher has to have skills in think abstractly and taking a critical step back to analyze the situation so as to recognize and avoid biasness (Ghauri et.al, 2007, pp. 110). By doing this, the validity and reliability of the information and data collected are established (*ibid*). An analytical distance is needed to be kept by the researcher at the same time he or she need to have theoretical and social sensitivity; with a shrewd sense of observation and interaction (*ibid*). The researchers experience on the subject or area of study can also be called upon to help with the research process (*ibid*). It bear its root around realism and does not include the whole of an event. An example is when people are asked to rate their level of happiness, but how much is this level of happiness that can be measured on what they actually feel (Trochim, 2006). A general critic of the qualitative method is that the researcher may become bias. While a plus is that once an agreed value of measurement is reach, everyone tend to use it with fair confident (Trochim, 2006; Ghauri et.al, 2007, pp. 123). In recent times, more people tend to agree that qualitative method helps to understand some things about human beings as not everything they do, can be measured mathematically or with laboratories (Ghauri et.al, 2007, pp. 111).

Table 2: Distinction between qualitative and quantitative. (Adapted from Ghauri, et.al, 2007, pp. 110)

Qualitative Approach	Quantitative Approach
Smaller samples: Methods include focus groups, in-depth interviews, and reviews of documents for types of themes.	Large samples: Surveys, structured interviews and observations, and reviews of records or documents for numeric information.
A more discovery oriented approach and exploratory. Primarily an inductive process is used to formulate theory or hypotheses and	More of a verification approach and confirmatory. Primarily a deductive process is used to test pre-specified concepts, constructs, and hypotheses that make up a theory
More subjective/insider centered : describes a problem or condition from the point of view of those experiencing it and tries to understand the actor's view	More objective/outsider centered: provides observed effects (interpreted by researchers) of a program on a problem or condition and tries to find facts and causes.
Text-based, process-oriented and have a relative lack of control.	Number-based, outcome oriented and attempts to control variables
More in-depth information on a few cases. Inductive.	Less in-depth but more breadth of information across a large number of cases. Deductive.
Unstructured or semi-structured response options. More of an open question technique	Fixed response options. More of a closed question technique with less opportunity to ask "why?"
No statistical tests but direct finds. Analysis are thoughts and feelings	Statistical tests are used for analysis of numbers-Like how many think what?
Can be valid and reliable: largely depends on skill and rigor of the researcher	Can be valid and reliable: largely depends on the measurement device or instrument used
Time expenditure lighter on the planning end and heavier during the analysis phase	Time expenditure heavier on the planning phase and lighter on the analysis phase
Less generalizable, holistic and phenomenological	More generalizable, particularistic and positivistic

3.3.1 Qualitative Methods

Qualitative research has multiple focal approaches and methods, these varies from the *Natural observation*, which is said to be the oldest approaches, as it has being in use by biologist and ethnologist alike in the study of animals over the years (Boeree, 2005; Trochim, 2006; Ghauri et.al, 2007, pp. 120). The researcher makes every effort not to participate or take part in the event as he or she tries to observe the subject in it natural occurrence (Ghauri et.al, 2007). However, the moral ethics of this method is questionable (Trochim, 2006).The *Participant observation* is another variation of the above, but the researcher instead participates in the study of the subject in question (Boeree, 2005). An example is a researcher who wants to understand a subculture of young adult may actually participate with them in all their activities; the researcher may or may not hide his or her identity to the subject of study (*ibid*).

The *Case study* use a rigorous study of the specific subject or specific context, it is one of the oldest used qualitative method that has been used by both physicians and social researcher alike (Boeree , 2005;Ghauri et.al, 2007, pp. 120)A number of way can be use to conduct a case study, e.g. unstructured interviewing, direct observation or participant observation (Boeree , 2005; Trochim, 2005). The *clinical method or method Clinique* was famous with Jean Piaget and his followers. It involves presenting a person or group with a condition or a problem and then asking them to deal with it. The researcher then tries to make sense and understand the process the person or group is using to solve or handle the subject in question (Boeree , 2005). The *Experimental phenomenology* on the other hand ask the subject of study to express out aloud what he or she is think or whatever they are doing (*ibid*). The researcher then analyzes these outcomes. The *introspection approach*, this involves the process of

observing or assessing one's own rational and emotional state, mental processes, etc. , by consciously and purposely relying on these psychological factors(*ibid*).

3.4 Research Strategy Determinant.

When carrying out social sciences researches, there are various strategies that may be used, depending on what area of study the researcher is planning on investigating (Trochim, 2005). In so doing, the researcher has to determine what kind of strategy suits the purpose of the study. The different strategies that can be employed include; the use of experiments, surveys, archival analysis, history, case and interviews (Yin, 1994). Each of these different research strategies has various advantages and disadvantages associated with them and the different ways of collecting and analyzing the empirical evidence (*ibid*). The “*who*”, “*what*”, “*where*” and “*why*” questions in the research also call how the strategy to be used will be determined, thus there is a need for the researcher to identify what type of question the research poses (*ibid*). With regard to the inconsistency of incidence or occurrence of a phenomenon or the need to forecast on certain outcomes, the survey and the archival analysis have many advantages (Yin, 1994, pp.6). These types of strategies are suitable for the “*what*” questions. When using histories, experiments and case studies, these strategies are very suitable for the “*how*” and “*why*” research questions. As these types of questions deal with operational links, that needs to be mapped-out over time, instead of with the number of frequencies of incidence (*ibid*).

One other determinant of what strategy to use is the *relevant control* that the researcher will have over the actual behavioral events that will occur, as the various strategies that can be used have varying levels of control that the researcher can command (Yin, 1994). The surveys, archival analyses, and histories do not require the need to control the events and are very suitable for researching cases that have happened in the past. Unlike when using experiments, this needs that some event can be controlled systematically.

The *period in time of the study* is another vital condition that needs to be put into perspective. The question is, will the study be focusing on the present or modern-day versus the historical phenomenon. By generalizing in an analytical way, an advantage is created when looking into the present or modern-day events. Although Yin (1994) also argued that, the use of past events and history can be used to analyze present or modern-day events. Case studies and surveys are advantageous with present or modern-day events as well as the experiments strategy. When using the experiments, the specific situation has to be created to make the strategy adaptive (*ibid*). In spite of these differences, most of these strategies complement each other; therefore, it is hard to tell what the borderline between these strategies (Yin, 1994, pp 10).

3.5 The Interview Technique

The interviewing technique is considered as one of the most useful of the qualitative approaches as it can be used to inquire and describe the meanings of central themes in the real day life activities of the subjects (Kvale, 1996). It is useful in understanding the meaning of what the interviewees have to say and helps to get the story behind a participant's experiences and get in-depth information around the topic (McNamara, 1999). It also acts as a good follow-up to certain questionnaire respondents, the interviews can be very useful (*ibid*).

In trying to understand the area of study from the subject perspective and discover the meaning of their experience. The interview strategy allows the interviewees to convey to

others the situation from their own point of view in their own words as everyday conversation by capturing the many views, ideas, impressions, experiences, and knowledge of the interviewees (Kvale, 1996, pp 1; Bryman, Bresnen, Beardsworth and Keil, 1998'; Alvesson, 2003). The researcher tries to structure the interviews based on the theme and purpose of the study, by defining and controlling the process, by asking questions that are relevant to the study (Kvale, 1996, pp 1).

The qualitative interview process can evidently be socially and linguistically complex creating some disadvantages as biasness when using the interview strategy (Alvesson, 2003). Based on this assumptions should not be made that the interviewee is competent enough and honestly telling the truth in the service of science, as well as producing data that are relevant to his or her own true experience (*ibid*). Therefore, a good knowledge of the theoretical process of using an interview will be of great advantage to the interviewer. By adopting a reflexive approach, this helps in avoiding the naivety and belief that data collected gives a true picture of the reality of the situation, and that creativeness comes out of the degree of complexity of the empirical findings (*ibid*). There are however some scholastic thoughts as per the use of interview in the research process, discussed below are some thought which needs to be noted as this was used when carrying out the interview strategy use for this thesis.

3.5.1. The School Of Thought behind the Interview Technique

There are three major schools of thought surrounding the qualitative interviews (Alvesson, 2003; Silverman, 1993). The first is the *neopositivism schools of thought* that believe the interview conversation is a tool for transmitting knowledge (Alvesson, 2003; Holstein and Gubrium, 1997). They are keen to institute that the interview process is a context-free truth about the reality of things and life, and that the interview process follows the research protocol by trying to get important response at the same time, minimizing the interviewer influence and other sources of biasness in the interview process. The quantitative idea of writing is adapted in the sections of data production, analysis, and writing. The method and empirical writing section shows the rules, procedures, and the need to avoidance of biasness, with the idea of producing a maximized, transparent research process that is characterized by objectivity and neutrality (Alvesson, 2003; Eisenhardt, 1989). Problem associated with this type of writing is that the respondent may give superficial and cautious responses, lack of trust on the part of the respondent and the inability of the researcher to control the interview responses.

Alternatively, to dealing with this problem, researcher has developed the need to do a repetition of such interviews with the same respondent on a different occasion to check for consistency of responses and give the respondent time to reflect on what they had said previously (Acker, Barry and Esseveld, 1991; Collinson, 1992). Kvale (1996) on the other hand does not support this positivist school of thought; he argues that qualitative research interviews need not have to be objective, as objectivity is itself a notion of subjective thoughts (*ibid*). That the interviews can be free from biasness and at the same time provide objectivity and measurable reliability depending on the fact that all independent observers agree *ibid*). He further argues that objectivity can be achieved if the interviewee is allowed to speak and express their true nature (*ibid*). He states that, “*The interview is neither an objective nor subjective method as its usefulness is intersubjective interaction*” (Kvale (1996).

The *romanticism* postulates and relate to the human side of people and that human interaction needs to be “genuine”. They advocate the need to establish a good relationship, trust, and commitment on the part of both the respondent and the interviewer, as this helps in exploring the inner world, ideas, feelings, intentions, or experienced social reality of the interviewee (Alvesson, 2003). Fontana and Frey (1994) , agrees that the researcher can decided not to uses the “outdated” techniques of evading being drawn into the interview process or providing personal opinion, but instead participate in a in a "real" conversation that involves the "give and take" and "emphatic understanding" in the interview process. Ellis, Kiesinger, and Tillman-Healy (1997) and Holstein et.al, (1997), advocate the use of the "active interviewing”, where the interviewing process encourage the idea that the researcher can actively participate in the interview process and direct it from being a "repository of opinions and reasons or a wellspring of emotions into a productive source of knowledge". This means that the interviewer needs to activate, stimulate, and cultivate the respondent's interpretative capabilities (Holstein et.al, 1997, pp 121). The use of hy-perromanticism, a method by which the interview is tuned to achieve “depth” and authenticity and by turning the interview into a moral peak (Alvesson, 2003).

The *localism* schools of thought are relatively small but gradually rowing in (Alvesson, 2003; Silverman, 1993). The underlining idea behind this kind of interview approach is that the interview statements must be seen in their social context (Alvesson, 2003). It dares the assumptions, claims and purpose of researchers that want to use the interview as a tool, as it

stipulates a "naturally occurring interaction," as well as the interviews being an object of study (Silverman, 1993; Alvesson, 2003). The interview itself is not a data collection tool, but an empirical situation that can be studied (Alvesson, 2003). The localists on the other hand do not believe in attributing ontological status to the interview process, but regard it as a normal day event. The interviewer can as well take part in the interview process, and that people are not reporting external events but producing situated accounts (*ibid*). As compared to the neopositivist and the romanticism views that the interview is a technique, the localist regards it as a situated accomplishment (Silverman, 1993, pp.104). One similarity that they share with postmodernism is that they do not believe the interview should be a reflection of the language and a humanistic view of the respondent (Alvesson and Deetz, 2000; Alvesson, 2003).

Kilduff and Mehra (1997) identified five "postmodern problematic" issues, as problematizing normal science, truth, representation, conventional styles of writing, and generalizing. Silverman (1993), a big supporter of localism, believes these "postmodern problematic" can be tackled by "accumulating knowledge, objectivity, the possibility of and very precise demands for representation, a clear writing style, and the possibility of generalization". The localism approach is rather narrow focused and underestimate the use of knowledgeable respondents' responses concerning the area of communicate important insights pertaining to their social reality and the "native's point of view," as well as "social facts." One advantage is that it can be used a framework for studying interviews as an interesting empirical setting (Alvesson, 2003).

3.5.2 Qualities of the Interview

Kvale (1996) believes that one of the criteria that show a good interview is short questions followed by long answers; this means that the interviewer show signs of neutrality rather than actively controlling the process (*ibid*). He also agrees that contribution from a structured interview is easier to process, and if the researcher intends to categorize the answers, it is wise to continue to do so even during the process of the interview (*ibid*). For narrative responses, it is preferably to ask simple questions, to keep the flow of the conversation going by allowing the respondent to talk freely and ask do a follow-up of the questions. As much as possible, the interviewer should do a follow up and clarification of the meanings and responses of the interview. This will help to bridge any gap in communication and confirm on the part of the interviewee what has been said. Using this approach also helps the interviewer to verify his or her own interpretation of the interviewee's answers during the course of the interview (*ibid*). The interview should be self-communicating, detailed and well explanatory, and need not have further description or explanation for it to be understood (*ibid*). The interview itself should be spontaneous, specific and produce relevant answers from the respondent (*ibid*).

3.6 Origin of Data Collected.

Data within the qualitative research method can be of various orientations (Boeree, 1998). This includes; *one's own* immediate experience and that of *others' experiences*, of which understanding are taken from either their speaking or writing, the behavior, the products – technology, artwork, footprints, etc (*ibid*). These orientations of the data collection method, that is, what information or data collected can also come in varieties based on the period. This are data collected from "*past*" – such as artifacts or literature, data collected from "*present*" – observation (or introspecting) of what is happening now and data collected from "*future*" – That is extracting data by making it happen, as in an interview or a project (*ibid*). For this

research, a mixture of present and past data varieties and orientation are used, as the available information and data concerning ethnic food is limited.

3.7 Data Source

This is the carrier of the data or information, and can be grouped into secondary data and primary data. Many of the literature reviews, which are found in most researches work are generally an earlier study carried out within and around the topic of study (Ghauri, et.al, 2007, pp 52). To get material needed for this research, there is a need to locate good sources, as this helps in solving the research problem and helps with better understanding and explanation of what the research is all about (Ghauri, et.al, 2007, pp 91). The source of data collection can come from primary and/or secondary data source (*ibid*), for this study both sources are used to gather information. This comprises of textbooks, journal, research journals, conference paper, press releases from the public and private sectors, field visits and the interviews.

3.7.1 Secondary source and data.

This includes books, journals articles, online data, and catalogues and presentation at the “Ethnic Food Europe 2011” conference and exhibition. These secondary sources are usually information that have been provided for other purpose, but sourced out in order to use them for this research purpose (Ghauri, et.al., pp. 91). Nowadays as compared to a number of year back, the website is presently the number one source of data (*ibid*). It is simply and easy to use and the possibilities of information sources is extensive, though the reliability and relevant of the information needs to be checked. The advantages of using this secondary data sources are that it saves time and money and can be easily accessible. These data allows for cross cultural and international research data access, as the data can be easily benchmark (*ibid*). Churchill (1999, pp.215) agrees and suggests that researchers should begin with the use of secondary data and only when enough information has been gotten to and diminishing return set in should the researcher look for other source of data. One problem with using secondary data is the data are usually collected for other studies with different objectives and this may well not fit the present researcher problem.

3.7.2 Primary source and data.

When secondary data are not available or not enough to answer the research question then the primary data becomes important to the study (Ghauri et.al, 2007, pp 102). The primary data to be collected depends on the research question, and such primary data sources are include; experiment, observation and communication (*ibid*). A major advantage of using primary data is that they are collected solely for answering the research question and are consistent with the research objective. In the areas of consumer behavior, management decision, or problem relating to international efforts, where surveys can be used, the primary data are more reliable and relevant and can cover a wide range of geographical area with relatively small cost (*ibid*). Although primary can be used to access relevant information, they cost a lot of money to collect, it can be difficult in some situation to get people to cooperate or participate. The quality and the scope of information gathering rely heavily on if people agree and are authentic in their response (*ibid*).

3.8 Research Design

The research design shows how the thesis part is glued together; it is used to structure the flow of all parts in the research (Trochim 2006). That is “*How all of the major parts of the*

research project –the data collection and its analysis, the type of research, the research method, the techniques to be used, the samples or groups,-- work together to try to address the central research question”(Trochim, 2006; Ghauri, et.al, 2007, pp 56). It entails the overall framework, or plan for connecting the conceptual research problem to the relevant empirical research (Ghauri, et.al, 2007, pp 56).

In some research studies, the empirics are carried out to answer the research questions that are formulated from the onset of the study. For this research, the liberty has been taken to develop and fine tuning the research question as the empiric start to develop and more light in thrown on the area of study. This approach is adopted because this particular area of study “ethnic food market in Sweden” is relatively immature and still developing if compared to other Western countries like the United Kingdom, United State, France, Belgium and the Netherlands, where studies has been carried out extensively (Hunter, 2007; Ghauri et.al, 2007, pp. 110). It is more of less an open approach, which some researchers consider risky (Hammersly and Atkinson, 1995; Bryman and Bell, 2003; Ghauri et.al, 2007, pp 56).

Over the years, researchers have brawled over the use of data and the empirical findings from the research carried out in guiding and direction what kind of specific phenomena to use or what kind of theory to use (Alvesson, 2003). They debate that the use of language is to construct and make representation and not to mirror these phenomena; therefore, empirical work privileging “data” can become problematic when using the inductive reasoning (Denzin and Lincoln, 2005; Alvesson and Sköldbberg, 2000; Alvesson, 2003). In order to achieve a meaningful, valid, and scientific conclusion, the **inductive reasoning** is deemed as the appropriate. As much of the data and information that is needed for this thesis are limited. The empirics finding gotten from the qualitative technique are used to relate to the conceptual framework within the field of study of social sciences that fits the empirical findings and then used in the analysis and discussion which in turns lead to the conclusion.

When conducting research within a subject area that is relatively new and unexploited, or has not been studied thoroughly in the past (Hunter, 2007; Ghauri et.al, 2007, pp. 110). It is suitable to use an approach, which helps in exploring this new area of study constructively. The **qualitative approach** allows for this kind of study as it will allow for data to be collected relatively to the research area of study and questions and this can help build a theme for the research study as a whole (Hunter, 2007, Boeree, 2005).

A look at the research objective that is, “To identify, investigate, and explore ethnic entrepreneurial and mainstream retailers’ drivers, and problems behind the growing market for ethnic food in Sweden, and the exploration of how these drivers and problems can be tackle and integrated to fit the new food experience among consumers that are demanding higher quality.” This need that the field of study be explored as extensively as can, relying on actors and stakeholders in this area of study to give their own perspective. It is then up to the researchers to relate their responses and the empirical findings, with concept and theories in the field of social sciences that relates to the study. When asking for a second or third party perspective, what other way to get this and direct their thought toward a research object than an interview (Kvale, 1996).

The explorative approach is typically used when the research problem is more or less poorly understood and difficult to formulate (Ghauri et.al, 2007, pp 58). The researcher may or may not have an idea of what he or she wants to investigate, like in the case of medical researches where potential causes of a disease are investigated in the lab. As in most type of researches,

the explorative research has to be conducted in the best possible way, and requires skills. The skill when using this approach requires that the researcher must be able to observe, gather information, and theorize (ibid). Although other approaches exist as the descriptive approach is structured, with precise rules and procedures. They are suitable when the problem is structured and well understood (ibid). There is the need to have a good measurement tools and a procedure for how the data are to be collected, processed, reported etc. The Causal approach on the other hand is commonly used with the “cause and effect” problems, where the problem under consideration is structured and the focal point of this type of approach is to isolate the cause of a problem (Ghuri et.al, 2007, pp 59).

The qualitative method felt appropriate as it allows for a more explorative and flexibility of work to dig extensively and try to answer the research question. The main emphasis is to gain more insights and build explanations based on the use of the theories and concepts from the theoretical and conceptual framework used. For the purpose of this research, the interview technique has been selected as it suitably fit the orientation and approach of the study. As the interview techniques can simply be used to dig and explore the area of study and then sift through the interviewee’s responses to get the needed empirics. Furthermore, the use of the interviews as a medium of gaining insight and probing into the experience of the interviewee and later as a tool of follow- up suited this work. As a way of gaining access to key persons within the subject area, the interview technique is a better way of getting the guarantee that the key person is reached unlike if the anonymous survey is used. As people would probably have intentions to leave a perceive sensitive subject, thus the interview technique will allows the researcher to clearly communicate the purpose of the research so as to ensure confidentiality, and to build trust during a personal interview. Once trust is established, research participants would more likely answer sensitive questions about their current job satisfaction, job commitment, and turnover intentions (and indeed they did).

Considering the sensitivity of the area of study ethnicity and ethnic food in term of people idea and beliefs, especially when the food is classified according to “Kitchen of the world” and “Product –base” some people might find it touching. Take the issue of the mainstream⁶ debate in Sweden about “halah” food products. Some people regard “Halal” as a process and as a way of life. The use of in-depth interview and explorative approach suited the study. Agreed upon is that there are many ways by which an interview can be conducted, that is through face-to-face personal contact or the use of assisted by information and communication technologies such as the telephone, chat rooms, or e-mail. As the researcher is based in the area of Study, Sweden and had access to the other interviewees in Belgium, the face-to-face method was used. The use of e-mail and telephone were used as complimentary tools to assist in the interview process. The sources of data collected were from secondary and primary sources and the data origin used was data from past and that of the present.

3.8.1 The Start up

A tentative research aim was formulated from the onset of the study and as the study progressed, deducting from the empiric, the questions where fine turned. The research design and purpose of this thesis is to explore within the ethnic food market in Sweden and try to find out as much as possible about this market. In doing so, an opportunity aroused around the time of this study, the Ethnic Food Europe 2011 conference and Exhibition in Brussels, Belgium. A gathering of experts and professionals in the field of ethnic food, providing more in depth information relevant and related to this study.

⁶ The native People of Sweden

The use of narrative inquiry is employed to explore the issues within the Ethnic food market among retailers and suppliers. This narrative inquisition allowed for the documentation of personal recital of facts relating to the narrator and stories that are contextually rich and temporally bounded (Hunter, 2007 pp 7; Hart, 2009; Hoskin and Green, 1999). Trauth et al, (2004) work on the recognition of individual's experiences as key to understanding their actions gives a clear justification for this. During the interview respondent provided a detailed experience from their perspectives, allowing them to freely express their viewpoint, at the same time it gave the researcher more ground to ask and direct the session, and structure that allows for consistency (Hunter, 2007). It also allowed for clarification of issues and comments made by the interviewees. In some case, questions were asked relating to what other interviewees had said or made just to help further understand and unify the finds. The interview questions were developed based on the theme of the research and its objectives. As the interviewees narrated, the liberty was taken to ask further question in order to do an in-depth knowledge of the area of study.

3.8.2 Unit of Analysis

Nine respondents were interviewed and the entire respondents interviewed are geographically located and established in the same industrial context and dealing with ethnic food. In selecting what establishment to conduct an interview, this was carried out randomly and a door-to-door step approach used. That is, all possible establishments were contacted based on the criteria that they import and sell or distribute "ethnic foods" as defined in chapter two. The respondent in Belgium were selected based on the fact that they are well informed and expert in the line of this industry and has being in the business for quite a number of years. Another criterion that qualified them for this study was that, some of the ethnic food seller met either had customers they also supplied to in Sweden and this constituted a good opportunity to follow the supply chain for the Swedish market. Interviews were conducted with suppliers and retailers in Stockholm, Sweden as well as Brussels, Belgium. **In Sweden**, two interviews were conducted with **Joice B Livs** an ethnic food entrepreneur/distributor and **Willys** retailing store in Rissne. This branch of Willys is considered largest outlet for ethnic foods among the chains of the Willys retailers in Stockholm. At the recently concluded March 2011 **Ethnic Food Europe conference and exhibition**, a gathering that brought together players in the industry within Europe and other part of the World, seven retailers and distributors were interviewed. This included **Grace Foods UK, Asia Express Food, Asian Home Gourmet (CPL) Pte Ltd, Halal Industries, Wanis Ltd UK, De Care Poland, and the CEO of the European Sales and Marketing Association (ESMA)**.

3.8.3 Interview process

For the purpose of this study, the interviews were scheduled in Sweden and Belgium, as some of the retail shops and distributors contacted did not show sign of interest and in some cases backed out at the last minute. The researchers had to improvise, by using respondents located at ethnic food exhibition, in Brussels, Belgium. The data collected were analyzed qualitatively with the aim of understanding the innovative network process, business opportunity, category management and retailing of the ethnic food business in Sweden. Each interview was recorded, transcribe, read and re-read, with note taken on any emergent themes and later shift through to tap all the relevant information (Eisenhardt, 1989; Easterby-Smith, Thorpe and Lowe, 1999). The analysis moved between the empirical findings and the conceptual framework in a reflective spiral (Alvesson and Sköldbeg, 2000). The analysis involved understanding the pattern of problem which are arising in the market and how the respondent

are tackling them, The theoretical concept kept changing as the work was related to the industrial habitués until the presently used theoretical concept was reached. Exhibit 6 below give an overview of how the study various stages are related.

The interview question were developed based on the need to explore from all possible angels and responses that will help achieve the research aim. Questions 1 and 2 helped to shed light on what factors t has contributed to the increase in ethnic food demand and why the retailer and ethnic entrepreneurs go into the industry. Question 3, 4, 10 is used to find out the problems encountered within the industry. Question 6, 10, 11 and 12 is used to investigate what ways these problems identified are expected to be tackle by the respondents. To get a vivid picture of the respondent supply chain, question 5, 8, 9 and 10 is used. Question 7 is used to find out about issues related to category management and retailin, while question 13 is used as a way of gaining insight into the respondent knowledge.

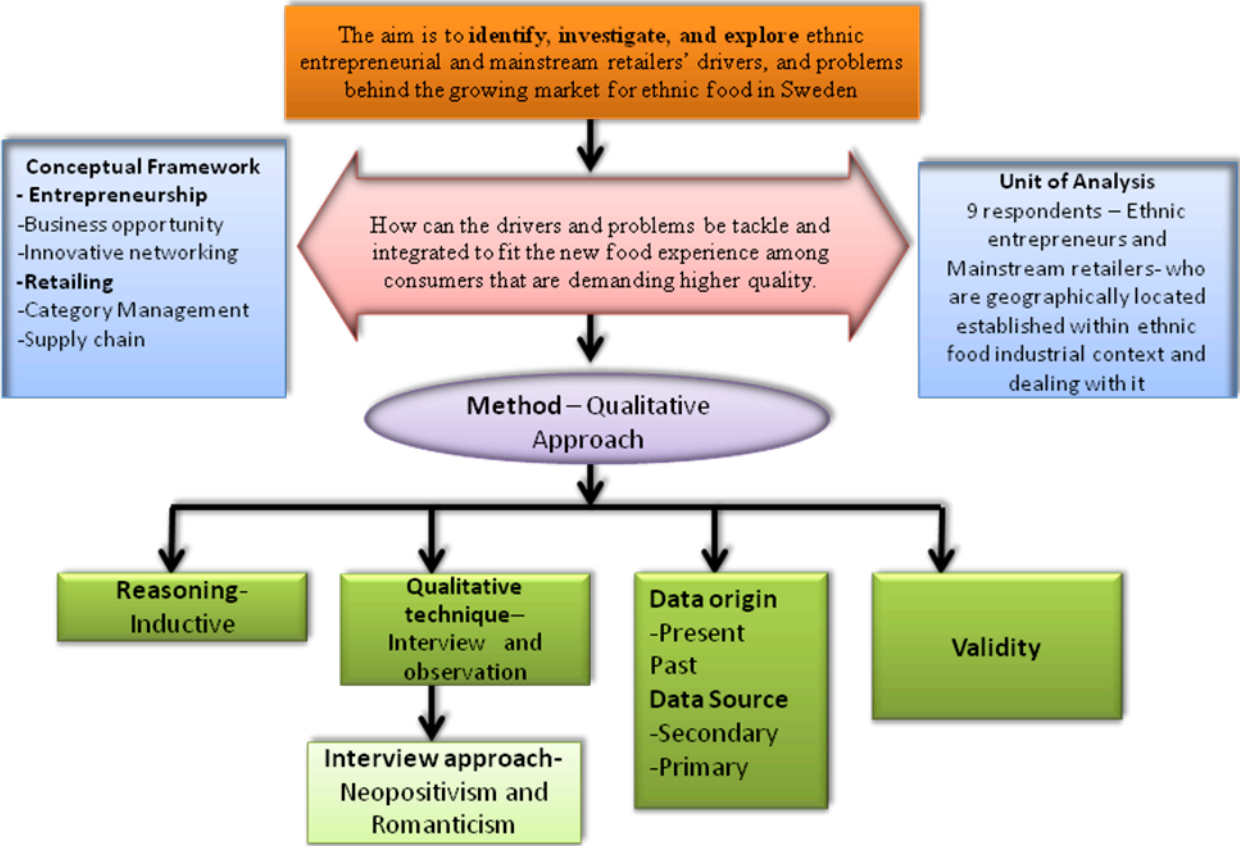


Exhibit 6: The Research Design (Source: Amina Okun).

3.9 Validity

This is when the theoretical result of the research tallies with the expectation of reality. Despite the fact that formulated theories are used, the research has taken the liberty to develop a model which work with and relates with the findings. The conceptual framework of this study consists of concepts that are logically developed as the findings are analysis.

The external validity of this study refers to the generality of the outcomes of the study. As the field of study have similar characteristic in most market, there is a possibility that the outcome of this study can be applied to other market.

Limitations to executing this study intensively and extensively as discussed earlier include lack of financial and human resources, and access to key persons and information. Examples of this were some interesting and useful reports that were relevant to this study though available, but needed to be purchased or subscribed and interviewee request that were rejected by some key contacts. Another limitation is that as a researcher student, the researcher is usually limited in terms of competence and experience (Ghauri and Gronhaug, 2007, pp 56). It is best to say every effort has been made on the part of researcher to tackle this problem as best as can. Although this thesis work focuses on ethnic food ethnic entrepreneurs and mainstream retailers in Sweden, to give an outside the box perspective of what the impact and magnitude of this industry have on these ethnic entrepreneurs and mainstream retailer. The liberty has been taken to explore other markets that are sharing similar experience in other countries. That is, the increase and growth of the ethnic food market.

4 Theoretical Frameworks

This chapter presents the theories and concept that were used in analyzing the information and data gathered. It gives a theoretical perspective of the concept of Entrepreneurship, Innovation Networking, Business opportunity, Retailing, Supply Chain, and Category Management

4.1 Conceptual Framework

In order to get a conceptual frame set, the idea is to try to link these various concept and theory in exhibit 7 below to give an inter-network of how they may or may not relate to each in answering the research objectives.

This model will be used to see if there are any relationships existing between the concept to be used relating them to the ethnic food market. The relationship between the entrepreneurship aspect and managerial aspect will be used to show what differences and similarity might arise. Further discussions on these concepts are discussed below.

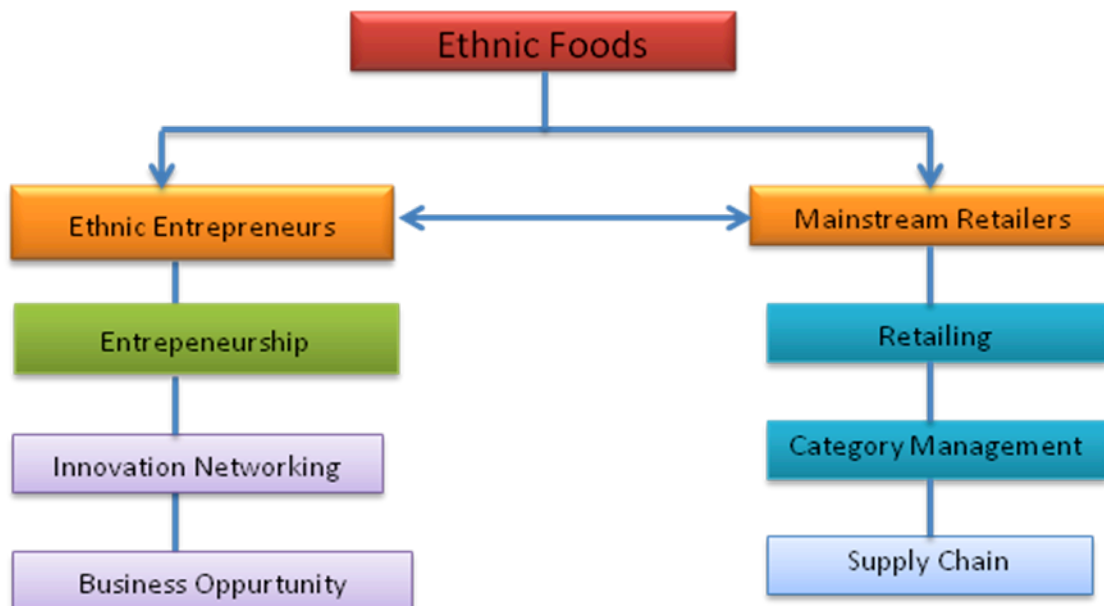


Exhibit 7: The Conceptual Framework (Source: Amina Okun, 2010)

4.2 Entrepreneurship

The act of being an entrepreneur, that is "Someone who embarks on taking innovative, financial and business acumen in an effort to change innovations into economic goods or services"(Arthur and Sheffrin, 2003, pp 6; Bjerke and Hultman, 2002, pp.52), with the outcome of setting up a new organizations or this may be part of revitalizing a matured firm in response to a perceived opportunity (*ibid*). The most general form of an entrepreneurial business is starting a new business (referred to as Startup Company). In today's term, the word "entrepreneur" is also used in the social and political forms of entrepreneurial activity. The definition of entrepreneurship over the year has taken various outlooks to its meaning.

Schumpeter (1934), views entrepreneurship as a disrupter of the existing equilibrium to create a new combination of ideas, actions and things or the new combination of things that already exist, and doing this things in a new way (Bjerke and Hultman, 2002, pp.52). This could be introduction of new goods, method of production or a process, new supply chain or a very new firm (*ibid*). In Penrose (1959 cited in Kor and Mahoney, 2003) definition, she tries to distinguish between entrepreneurial and managerial services, where she states that “*The identifying and exploiting of opportunistic ideas for expansion of small enterprises is the essential aspect of entrepreneurship*” (Kor and Mahoney, 2003). She distinguistly referred to the ES⁷s of a firm as those contributions to the operations of a firm that relate to the introduction and acceptance on behalf of the firm of new ideas (*ibid*). For example new products, locations, significant changes in technology, acquisition of new management personnel, fundamental changes in the administrative organization, raising capital, making of plans for expansion (*ibid*), while the managerial execute looks at the entrepreneurial services and the entrepreneurs that provides ESs (*ibid*).

The word “Entrepreneur” is French and, translated literally, means “between-taker” or “go-between” (Hisrich & Peters, 1998).

Kirzer (1973) looks at the entrepreneurs, as someone whose role arises from his ability to sight and is alert to unnoticed opportunities, detonating that entrepreneurship is the ability to perceive new opportunities. As well as creating a disruption to the market, this recognition and seizing of the opportunity, usually end up “correcting” the market and bringing it back toward a state of equilibrium.(Amit, Glosten and Muller (1993) definition of “Entrepreneurial Discovery” as a process of extracting profits from new, exceptional, and valuable combinations of resources in an uncertain and uncertain environment. Timmons (1994) defines it as a process by which irrespective of the current resources controlled, the pursue of opportunities are created or seized using this limited resources. That is to say, the creation of something by seizing an opportunity of value from virtually nothing regardless of the resources currently controlled or time. Venkataraman (1997) in his work explained entrepreneurship as a research seeking to understand how opportunities to bring into existence future goods and services are discovered, created, and exploited, by whom, and with what consequences. He view entrepreneurship as when discoveries are made to evaluate and explore the of business opportunities (Shane and Venkataraman 2000).

Drucker (2005) presents the concept of entrepreneurship as the entrepreneur being an innovation broker in terms of the organization level of impact on the innovation process. He proposes that the e enterprise does not need to be a small or new for one to be referred to as an entrepreneur. Entrepreneurship as we know it has altogether been practiced by large and old enterprises. Take the case of 3M in the United State that produces highly engineered product for both consumer and industrial use, Hoechst in Germany has been very innovative and successful in the pharmaceutical industry and Citibank, one of the world largest NGO financial institution has created very innovative ideas in the banking system (*ibid*).

4.2.1. Entrepreneur traits

The very core attribute when it comes to peoples’ resources is to use it to improve their well being (Cox, 2002). When change come, considering the pace at which it swept around nowadays. People find that it usually comes with uncertainty that very well affects their well being (*bid*). By increasing this well being, wealth is created and this wealth could be in form or cultural, social, economical or environmental (*ibid*). As a way of sustain this well-being

⁷ ES’: Entrepreneurial services

and the wealth that comes with it. Over the years, people have studied entrepreneur inline of understanding what trait they posses to survive. The entrepreneurial behavior within an individual or group of individual can be cultivated and not a “Have it” or “Not have it” approach.

Weber (1952), attributed the Protestant religious ethos to capitalism, so has a lot of writer attributed cultural and psychological characteristic to entrepreneurship (Pyong, 1987). This attributes include ethnic, frugality, and future orientation, profit-making and individual orientation. Timmons and Spinelli (2003) in an order to develop a simplified model for describing the attributes of the entrepreneur came up with the model below (Exhibit 7). The *inventors* are high on the creativity and innovation ideas and always want to find ways to be ahead of the competition (Cox, 2002; Timmons and Spinelli, 2003). They are mostly idealistic and enthusiastic, and good at envisaging solutions to the problem. Though their creativities and ideas that are brewed up does not always mean success, therefore they need to stay away from areas that are no expert in (*ibid*). The *salesperson/promoter* is more people oriented and want to help them. Regarding general managerial skills, business expertise and networking skills, these are considered minimal or lacking in their traits (*ibid*). They show competitiveness, decisiveness and are very well at home with being in charge and in control.

The *achievers/entrepreneur* is always hard working and will put in the extra long hours to get the job done (Cox, 2002, Timmons and Spinelli, 2003). They are good planners and show commitment to their work, even during time of crises, as they also are good in dealing with this. The large businesses are considered to be too structured for them as they usually thrive and work well in an environment that allows for flexibility and creativeness (*ibid*). The *manager administrator* is in some instance good with the sales aspect of the business as they are well capable and advance in using their logic and persuasion skills (*ibid*). Their strength and beauty lies in their ability to manage big organizations and growth development, but they can become very over bureaucratic when it comes to small businesses (*ibid*). It is possible that a person possesses more than one type of entrepreneurial traits; take an instance where a person can have both an entrepreneur and a salesperson/promoter trait or an inventor and manager Administrator (*ibid*).

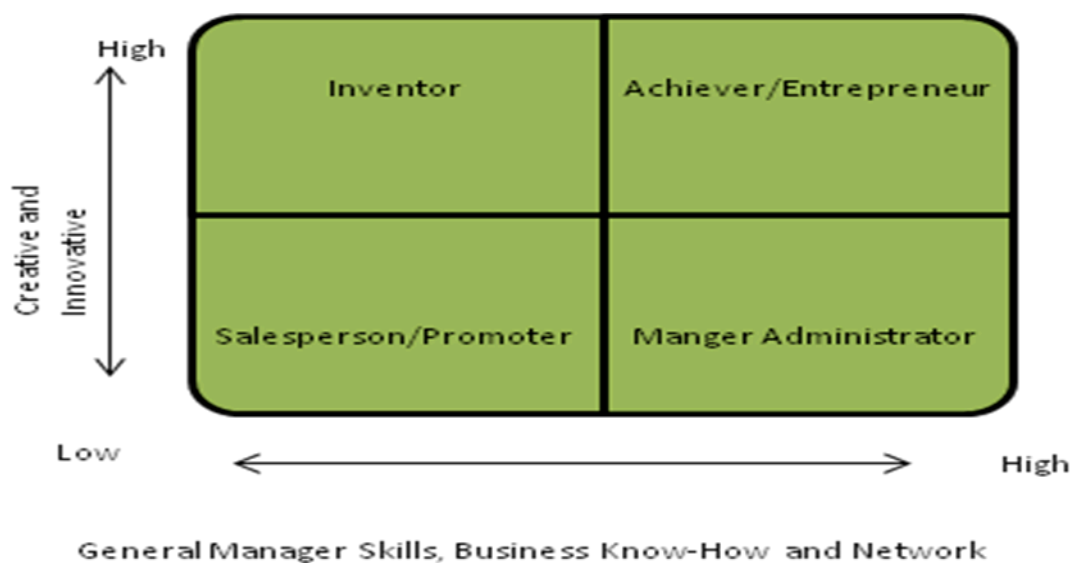


Exhibit 8: Defining the entrepreneur (Adapted from: Timmons and Spinelli (2003))

To become an entrepreneur, one must be very comfortable with change and ready to adapt with it (Cox, 2002). He or she must be able to identify and grab onto opportunities that can improve personal well-being or that of the group working together and make change happen. The entrepreneur believes in opportunities and not the problem in a situation, they believe they are able to make things happen no matter the situation (*ibid*). The entrepreneur tries to create a group in which people become a team building gives the abilities for people to learn from each other. The manager administrator has more or less will to change, they would rather have a situation where all is in control and their available resources can be used effectively (*ibid*). They want to achieve quick result and measure successes based on what resource exist. Uncertainty and risk taking is well not on their agenda and will do everything to avoid this (*ibid*). The manager administrator and the entrepreneur do not follow the same track of think when it comes to what question to ask and follow as per concept concerning the market, consumption and production, the consume as listed in table 3

4.2.2. Factors contributing to the Growth of Entrepreneurship

The subject of entrepreneurship over the years has been studied, and people have come up with different reason why this phenomenon has become very successful and is spreading among not only individuals but also within big organizations (Drucker, 2005, pp137). Studies concerning entrepreneurship growth have generated interest within the scholars and non-scholars circle alike. As this thesis is looking at the ethnic business, focus on these factors will shift toward ethnic entrepreneurship and relating factors, which drives them to entrepreneurial business. Pyong (1987) identified three general reasons why ethnic entrepreneurs are over-represented in SME. The *first* is that as they tend to have disadvantages in non-business occupation due to one prevailing factor or other, the *second* is usually as a result that they have better advantages in such businesses (*ibid*). The *third* reason is that most structural factors in their host country are generally not encouraging to them (*ibid*). From a phenomenal point of view, these factors can be grouped into economic, social, political, psychological factors as supporting conditions to entrepreneurship development. For analytical proposes, these conditions are grouped and discussed under two categories, this are economic factors as capital, labour, raw material and market and non-economic factors as legitimacy of entrepreneurship, social mobility, marginality, security, physical needs (Pyong, 1987;Basu and Goswami, 1999;Khan et.al, 2005).

The need for self-employment among immigrants in the host country is a frequent phenomenon due to a high number of foreign-born citizen's migration who can not find jobs as a result of on factor or the other (Pyong, 1987;Khan et.al, 2005). The increasing and continual changes in the structure of different industries have permitted for such changes. While the introduction of new technology and the ease of integration of these technologies into the industry and/or the business has encouraged such entrepreneurial growth. Deregulation and privatization among countries and within markets and industries provides creation of entrepreneurial opportunities and innovation. The provision of incentives, subsidies, and encouragement from and by government to boost the economy. The availability and ease of access to resources among entrepreneurs and the various industries Increasingly more people are turning to entrepreneurial business as a solution as an increasing number of people who are dissatisfied with their jobs and the need for flexibility of work has increased (Pyong, 1987;Basu and Goswami, 1999;Khan et.al, 2005). The rise in the availability of entrepreneurial education and high reorganization that is now placed on ex-entrepreneurial who enter back into the labor market. The act of self-employment is exceedingly admired in recent times and great values placed on innovator, more people tend to want to be entrepreneurship for this reason. The availability and the increase in the flow of information

and data create ease in communication that creates opportunities for firms and individuals to tap into the concept of entrepreneurship and innovation. The need to be in control of a person's time, activities, and flexibility of work. An idea is born to do or start something, which can lead to innovation. In order to meet up with financial needs, businesses are formed to cater for this.

Table 3: The Entrepreneur and Managerial Administrator priority question. (Adapted and modified from Cox, 2002; Gaddefors and Anderson, 2008)

Concept	Marketing	Entrepreneurs ask	Entrepreneurial Marketing Practice.
Market	Pre-existing and a battlefield consisting of products and services competing on objectively based difference.	Pre-existing and consisting of opportunities to be discovered	Co-Production of opportunity, Juxtaposition of meaning, purpose and identities.
Opportunity	Unsatisfied needs	Exists and only need to be found	Becomes real and engages with the customer, by being enacted
The Marketing Process	Sending creative Message to potential Customers	A skill that can be retrospectively added	Several dialogues interacting
The entrepreneurial Process	Increasing the number of market transactions, usually by innovation	Enacting entrepreneurship by discovering and satisfying	Opportunity emerging in a socio-relational process
Customers (Consumers or buyers)	Driving demand	Receiver of previously undiscovered needs	Co-producer and co-consumption of product, embodied in identities and market creation
Consumption and Production / Entrepreneur	Objectification and position / Delivering innovation to customers	Objectification and position / The need are there to be discovered and exploited	Relationships and Process/Co-production of identities and market Is an active consumer
Administrators ask		Entrepreneurs ask	
What opportunity fits the resources I control?		Where is the opportunity?	
What must be considered in looking at the opportunity?		How do I act on the opportunity?	
What must be done to commit the resources?		What resources do I need?	
How do I own or employ any new resources that I need?		How do I control the resources?	
How do I keep others from affecting my control of the resources and my performance?		What is the best way to organize?	

4.2.3 Impact of Entrepreneurial firms.

For the entrepreneurs to grown and make positive impacts as well as thrive in any nation, requires that the government needs to play central role in creating a conducive business environment. That creates the foundation for growth, stability and future success of such entrepreneurial firm (Hisrich, Petersand and Shepard, 1998, pp 23). The entrepreneurial firms create opportunities that are promising for the future, as they attract people from all ages of life in any economy (Childress, *et al.* 1998). They generate social and economical pull that inspire and stimulate people to act with drive and risk (*ibid*). This pull from the entrepreneur

influences not only the socio-cultural life of people, but also the economical, environmental, and political decision of the government. Such impact generated includes; the entrepreneurial firm magnifying the small and overlooked market section of an economy. The creation of avenues that encourages the development of innovative ideas and technology (Drucker, 2005). As well as offering opportunities to everyone through job creation, development projects, and wealth to the economy through taxation on two levels.

4.2.4. The Ethnic Entrepreneurial and Marketing System.

Despite the professionalism in international businesses and the growth of modern contractual business firms, a good number of international businesses are still owned by family business otherwise regarded as entrepreneurs (Lyer and Shapiro, 1999). The global ethnic economic network over the years has expanded with such ethnic groups as Indians, Chinese, Japanese, and Jews accounting for a huge portion of foreign direct investment (FDI) trade in different varieties of goods and services (Kotkin 1992; Weidenbaum and Hughes 1996). The ethnic entrepreneurial firm usually a participate in international networking and a major harbinger of transnational movement of capital, products, services and business knowledge, has been continually underrated and under studied (Lyer et.al, 1999). Even with these practices, the ethnic entrepreneurs still retain their distinctive system of business operations and adopt a different strategy than that of the majority of contractual and corporate firms (*ibid*). These ethnic entrepreneurs continue to maintain business and kinship ties with their country of origin and that of residency, thereby creating FDI transmission, international trade and economic development between both countries(*ibid*).This extensive networking with family, community, identity and class creates a useful resource that helps them in gaining advantages in business information, entry, and operations (*ibid*).

As a social system, marketing has been studied over the years particularly within the area of comparative marketing (Lyer et.al, 1999). Among scholars, there has been notable dissent as to why the study of ethnic entrepreneurship has risen, but agreed upon is that the special social and cultural situation among immigrant has inclined them to self-employment (Aldrich and Waldinger 1990; Light 1984; Lyer et.al, 1999). The study and analysis of the ethnic entrepreneurs and their network structure as a business and marketing system has two advantages (Lyer et.al, 1999). The first is that the systematic spheres and areas of the study of marketing system widen over different national borders and are quite familiar with international and cross-borders differences (*ibid*). The second advantage is that as marketing and international business have a common ground in their unit of analysis as “analysis of exchange”, which is similar to the study of marketing and business, this makes it possible to easily compare and extend theories between the other field of international marketing and businesses (*ibid*). Therefore, as this construct can be applied to an exchange system one can very well say that the ethnic entrepreneurs is well versatile in these areas, as they constantly engage in such form of markets.

The basis of relationship marketing is to build an enduring relationship over time between parties involved. In order for the retailer in both mainstream and the entrepreneurial business to understand the differences in motivational buying factors of their customer, it is vital to appreciate the concept of ethnic marketing. When it comes to the ethnic market and its buyers, care needs to be taken as to the level of ethnic diversity such audience have, and what similarities (Guion, Kent and Diehl, 2009). Through the last few years, the markets have been classified into different groups like “baby boomers”, and “Generation Xers” consumers. The concept of ethnic marketing is starting to gain ground, as marketers are starting to realize that a “one size fit all” techniques does not work with all consumers, and that “people not born here” are a growing part of the economy (*ibid*). As such, it is important to tailor the firms

marketing strategy and marketing messages to accommodate these diversity and the shared cultural norms, values, traditions, and beliefs of the group that the firm wants to reach in the ethnic food industry.

Ethnic Marketing is defined as “the adjusting the marketing strategies to the values, beliefs, attitudes and practices of the target ethnic audience in recognition of their distinct qualities” (Starkey, 2010). Guion, et.al, (2009) suggested a set of guidelines for ethnic marketing based on valuing the audience. The *first* is that the cultural uniqueness of the target audience should be valued and *secondly* the cooperation of bridge building with other organizations and authorities working in such communities should be valued. The *third* guideline is that, there is need to value cultural beliefs, symbols and practice of the target group, while the fourth and fifth respectively is the valuing of the audience language, accents, practices and social conduct and the valuing of the word-of-mouth and interpersonal communication to diverse message.

Starkey (2010), agrees that firms once they have penetrated their ethnic market and established their product or services in that market, consistently continue with this concept of ethnic marketing. Such barriers that can affect the ethnic relationship marketing are that of not available ongoing service or product support in the language of the audience and probably no ongoing brand awareness through community sponsorship programs (*ibid*). A contingent understanding of what is important to the ethnic group, the product or system is targeting is crucial (*ibid*). Even within such groups there are variation among customers, heterogeneity can exist within the group and further more subdivided according to the social-(e.g. place of birth, length of stay in host country, affirmation), economic-(e.g. education, income, status) and environmental-(e.g. family upbringing, ethnicity of community, residential area) attributes of such customers (Guion et. al, 2009). Some benefits of owning an ethnic space in the market are that the customers are loyal to their market and this creates a high monopoly-like profit for the seller (Bolden, 2007). Other benefit is that high lifetime value of customer is created and there is the likelihood of a low competitive dynamics (*ibid*)

4.3. Business Opportunity.

The art of entrepreneurship does not take part in a vacuum, but a function of different factors (Khan et.al 2005). Gartner (1985, 1990), wrote that the fundamental activity of entrepreneurship is the creation of new ventures. While the imperative part of venture creation process in entrepreneurship, is the recognition of the opportunities at hand (Hills, 1995; Timmons, Muzyka, Stevenson, and Bygrave, 1987). *Opportunity recognition* is defined as, when a perceived possibility for making new profit prospective is recognized through the creation and formation of a new venture, or a considerable improvement is made of an existing venture (Christensen, Madsen, and Peterson, 1989). The opportunity recognition is a process and not an “eureka experience” and can occur either before the business is set up or after the business has been set up and is in existence (Guion et.al, 2009; Hills, 1995).

As this opportunity, recognition can occur at any point in the firms’ existence, but not much is known about when this is recognized by the entrepreneur, (*ibid*). That is to say that an idea for an entrepreneurial business does not necessarily mean that this will lead to an opportunity created (Timmons, 1990, 1994a, 1994b; Bygrave, 1994). Other factors needs to be put into consideration, such as the uncontrollable factors as cultural, social, economical, personality and job forces, and the controllable factors as alertness, job selection, life style, in order for

entrepreneur to recognize the “aha” experience that is opportunity (Long and McMullan, 1984). A further evaluation and elaboration of this opportunity recognized is then done in order to see if it needs rejection or acceptance or modification on to fit the market and generate profit (*ibid*)

Timmons (1994b), proposed that three driving forces needs to be present for the creation of a successful venture in entrepreneurship, these are the entrepreneur, the resource needed to found the firm and the recognition of the opportunity. When the forces comes together and fit will then entrepreneurship occur successfully, but these forces are surrounded by such things as risk, chaos, information asymmetries, resource scarcity, uncertainty, confusion and paradox, which can make the whole process complicated (*ibid*). Therefore, the entrepreneur needs to be able to manipulate and influence these surrounding factors in real time, as time does not stand still, and the process or reorganization and seizing the opportunity relies on timing (*ibid*). Guion et. al (2009), created a model (exhibit 7) based on these two assumption , where the element of business idea is regarded as the initiator of the opportunity creation that lead to the new firm formation or improvement of the existing one, and the elements of the entrepreneur personal traits and the environment influences this considering the right timing (*ibid*).

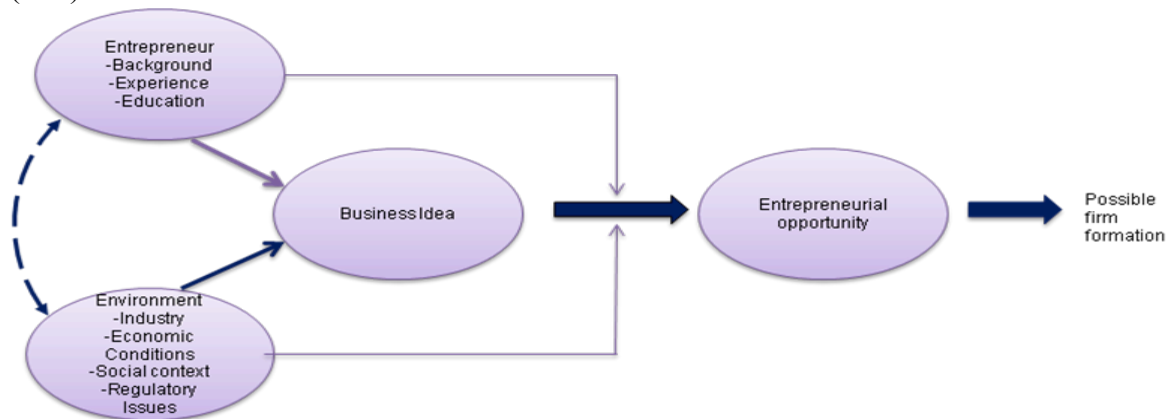


Exhibit 9: The Entrepreneurial Opportunity Process (Adapted from Guion et. al, 2009)

4.4 Innovation Networking.

Innovation is define as “the exploitation of new ideas to produce successful new services, product, process and business practice” (Pittaway, Robertson, Denyer and Neely, 2004). Networking is referred to as “a cooperative relationship between the firm and other actors in which the firm retains control over their own resource, but jointly decides on their usage” (Brass, Galaskiewicz, Greve and Tsai, 2004). Innovative networking can be defined as a cooperative relationship between a firm and other actors who seek innovation together (Dhanaraj and Parkhe 2006). As any other form of networking opportunities, have to be recognized to sell what the firm has to offer and the creation of trust and confidence in the idea, product, process, services or the firm to induce commitment from the other party.

The subject of innovation and networking has received attention by scholars (Edward, Delbrides and Munday, 2005) as these practices are carried out different between small and large entrepreneurial firm, and the large firms (Hoffmann and Schlosser; Nooteboom, 1994; Rogers, 2004). These SME are characterized to have strength in their motivational management and staff commitment and effective internal communication with less

bureaucracy as compared to the larger firms (Nooteboom, 1994). Identified limitations include their lack of absorptive capacity (Menrad, 2004), inability to fund their innovation (Caputo, Cucchiella, Fratocchi, Pelagagge and Scacchia, 2002; Kaufmann and Tödtling, 2002), lack of efficient expertise, diseconomies of scale and the short-term perspective of management (Bessant and Rush 1995; Kaufmann and Tödtling 2002; Nooteboom, 1994). These identified weaknesses or limitations are used to justify why creating relations with external actors are necessary.

Advantages of Innovative networks are that the turnovers are increased with high profit rates and the product range and distribution channels are expanded (De Jong and Vermeulen, 2006; Van Gilsand Zwart, 2004). *Barriers to Innovation Networking* includes the following; as the owners habitually manage the SME solely and operations are within certain domains, cooperation with other actors within or outside their domains might be unusual to them, and in turn affect the success with such actors (Wissema and Euser, 1991). Other factors that can affect a successful network includes; lack of joint research studies experience, as in SME who are not familiar with research studies and organizations (Caputo et al, 2002; Kaufmann and Tödtling, 2002), cultural differences (Hoffmann and Schlosser 2001) and the smaller firm having difficulties and powerless to impose their will on the larger firm (Van Gils and Zwart, 2004). In addition, the parties involved might have a significant amount of divergent institutional and cultural backgrounds, which may as well lead to complexity between actors, and lastly there is a probability that knowledge can unintentionally leak to other firms, which can jeopardize the value of the knowledge shared among participants (Batterink, Wubben, Klerkx and Omta, 2010).

Hoffmann and Schlosser (2001), from a study conducted identified *critical success factors* (CSF) for networking innovation, which states that, there is the need to define the rights and duties of each participating actors. The particular strength contributed and expected from each actors need to be stated and provision of needed resource established (*ibid*). The objectives for such an alliance needs to tally with the business strategy of all actors involved and the need for swift implementation and fast result to show the value of the alliance (*ibid*). Most entrepreneurs are limited in their ability to process and store information, which result in *bounded rationality* (Simon, 1977). The members of an entrepreneurs' social network are therefore important in helping to widen the knowledge and information level of the entrepreneur (Hills, Lumpkin and Singh, 1997; Anderson, Dodd, and Jack, 2010). The *social network, which is a form of networking*, encompasses all the people that the entrepreneur are familiar with, this could be part of the family, friends and business associates network (Johannisson, 1990, pp 41). The idea of personal contacts within the entrepreneurs' network is important in the identification of new ventures and opportunity recognition (Hills, et.al1997). The idea of networking extends the entrepreneurs reach and abilities to capture resource that are held by others, and therefore can take use of these resources to improve their entrepreneurial effectiveness (Anderson, et.al, 2010). This relevance shows the relationship between the concept of innovation networking, business opportunity and the entrepreneur as used in this study, which is further applied in the analysis and discussion part of the study.

4.5. Retailing

In response to the dynamic changes taking place in the lifestyle of people, retail firm are dramatically changing the pattern by which they deliver food to consumers (Kinsey and

Senauer, 1996). These social, economical, and environmental changes are affecting the food system, which in turn influences how these retail firms are relating to their customers. The market power of the average consumer is growing and this driving force has initiated the revolution among retails (Food Marketing Institute, 2007). The competition among retails are very intense today and the contenders includes conventional supermarkets, superstores, supercenters, membership clubs, combination stores (i.e. drugs and food) natural and organic outlet, Specialist ethnic stores, limited assortment stores, convenience stores, dot-coms and gasoline stations (*ibid*). *Retailing* is a form of goods and merchandise sale in small or individual portion for direct consumption of consumers, from a fixed location such as departmental stores, boutiques, kiosk and mall malls (Foreign Agricultural Service, 2004).

The retailers are usually at the end of the supply chain and in direct contact with most end consumers. This means that the food retail firm has to take its time organizing and combining the best possible services and food experience for their customers (Kinsey and Senauer, 1996). The basic production, processing, logistics, and marketing strategies of most food firms are directed toward services and product that “bring the consumer back” (*ibid*). The retail consumers provide information with the help of scanning data, which helps retailers to choose product assortment using the concept of category management (Food Marketing Institute, 2007). Various forms of integration and coordination are forming between retailers and other actors in the food business industry to revolutionize the industry and the balance of the market is shifting towards the retailers (*ibid*). The consumer is no longer the “king” but the “dictator” of the market, creating consolidation within the industry and competitiveness among traditional and new channels of retailing (*ibid*). In most developed countries, significant changes has happened in the retailing industry, the increased prevalence of retail chains, the development of “out of town” and “edge of town” parks and a great number of investment in innovative and new technology (Clarke, Davies, Dobson, and Watterson, 2002)

4.6. Category Management

“The Consumer is dictator” and not “king” is the slogan in today’s retailing (Food Marketing Institute, 2007). As there is now a shift in the market power from the retailer to the consumer in the retail industry, retailers are forced to abandon their old practice of buying products from suppliers on the ground of good deal, to the practice of buying on the ground of what consumer demand (*ibid*). This old practice, which usually leaves retailer with large number of products orders that collect dust in warehouses, and scarcity of product supplies that consumer, would rather buy. Category management is a concept in retailing that helps to eliminate these problems (*ibid*). The definition of category management lacks single definition as it varies among industry, but comparative mainstream definitions are as follows: Nielsen Marketing Research (1992) defines *Category Management* as “a process that involves managing product categories as business units and customizing them on a store-by-store basis to satisfy customer needs”. The Institute of Grocery Distribution (2010) defines it as “The strategic management of product groups through trade partnerships that aims to maximize sales and profit by satisfying consumer and shopper needs”. The Business Dictionary definition includes the “marketing strategy in which a full line of products (instead of the individual products or brands) is managed as a strategic business unit”.

The rationale behind the growing trend of for category management (Kumar, 2008, pp 13; CatManPlus, 2010; Institute of Grocery Distribution, 2010), is that retailers' are needing that suppliers need to add value to their (i.e. the retailer's) business and not only that of the

supplier's. The second reason is that retailers are realizing that only a small amount of profit is made from price negotiations and that were the total level of sales in increased more profit can be made - economies of scale (*ibid*). Collaboration between these two parties' means that supplier's expertise about the market can be drawn upon and that the workload of developing the category can be delegated to the supplier or shared depending on the arrangement (*ibid*). Category Management involves a wide scope of activities, and a multi-talented skill to help deals with a diverse range of projects. As the use of data analysis is a key component of cat man⁸, a good category manager need to have skills in this area as well as field marketing, merchandising, point of sale displays, stock checking (CatManPlus, 2010). Promotional activities as to promotional mechanics work best in what situations and collaboration with the retailers as per product and fixture layout, style, design and give useful product information, which can be used to guide the customers in their purchase (CatManPlus, 2010).

4.7. Supply Chain (SC)

Due to the inter-relationship between firms and the demand by customers for products that are delivered fast, punctual, without damage, and consistent. The borderline between most firm supply chains are inter-related, that they are gradually becoming non-existence. Forrester (1958), introduce the theory of distribution management, which recognized the integrated relationship between organizations (Mentzer, et.al. 2001). He proposed that the system dynamics within a firm can influenced the performance functions such as research, engineering, sales, and promotion. It might not seem oblivious in a small firm that a supply chain exist, but when a firms starts to deal in products or services that are further distributed to consumer or customer then a supply chain has being formed. Early entrepreneurial business firms' structure did not support the supply chain, but because of development in technological, economical, and social advancement, this is changing (*ibid*).

LaLonde and Masters (1994) defined supply chain as “the set of firms that pass material forward” involving several independent firms that participating in the manufacturing and finally placing of the product or the service in the hands of the end consumers. Lambert, Stock and Ellram (1998) definition of supply chain revolves around the alignment of firms that product or services to the market. Christopher (1992), definition describe supply chain as a network of organizations that are interconnected and participating in the different processes and activities be it in the upstream linkage or the downstream linkage of the supply chain, in making sure that value is produced in the delivery of the product or service to the ultimate consumer.

4.7.1. Definition of Supply Chain Management

The management of the supply chain for most business is regarded as Supply Chain Management. The concept of Supply Chain Management (SCM) over the last ten-year has become very importance (Cooper, Ellram, Garner and Hanks, 1997). As the competition among firms are becoming intense and drivers such as trend in global sourcing, emphasis on environmental issues and the need for timely and quality based products and services customers. These factors are prompting firm to take a wider and major interest in their overall Supply Chain Management (SCM). The definition over the years of Supply Chain Management (SCM) from different authors' point of view varies; some authors look at SCM

⁸ Cat Man: Abbreviation for Category Management

from an operational perspective, some from the management philosophy perspective and others from a management process perspective (Tyndall, Gopal, Partsch and Kamauff, 1998; Mentzer et al. 2001). Another interest perspective is that of SCM as a combination of management philosophy and a form of integrated system between the vertical integration and separate identity of firms (Cooper and Ellram, 1993). Larger organizations as compared to SME, have better success in dragging their business partners to address the issues related to supply chain management (Archer, 2006)

Monczka, Trent, and Handfield (1998) defines SCM “as a concept whose main objective is to integrate and manage the materials’ sourcing, flow and control, that requires traditionally separate materials functions to report to an executive responsible for coordinating the entire materials process, and also requires joint relationships with suppliers across multiple tiers”. Stevens (1989) “The objective of managing the supply chain is to synchronize the requirements of the customer with the flow of materials from suppliers in order to effect a balance between what are often seen as conflicting goals of high customer service, low inventory management, and low unit cost.”(Stevens, 1989).) From a customer-focused perspective SCM is defined by Hines (2004, pp76) as “a strategies that requires a total systems view of the linkages in the chain that work together efficiently to create customer satisfaction at the end point of delivery to the consumer”. Consequently, costs have to be lowered throughout the chain by removing unnecessary cost generating activities and focus placed on value adding activities. Efficiency has to be increased, removal of bottlenecks and a performance measurement of the total system efficiency a focus with equitable reward distributed to those in the supply chain that add value as a motivating factor. The supply chain system needs to be e responsive to customer requirements. From a global perspective using Lambert (2008, pp 2) definition, SCM is defined as “the integration of key business processes across the supply chain for the purpose of creating value for customers and stakeholders”.

4.7.2 Issues Addressed Within The Supply Chain Management.

The success of a firm depends on management’s capacity to integrate all network of the firm’s supply chain and efficiently compete in these times of growing competitiveness (Lambert and Cooper, 2002). SCM tries to capture and synergize the intra and inter company’s relationship between managements. As such, it represents a new way by which the business is managed and the relationship with other actors and stakeholder within the supply chain (bid). With many ethnic entrepreneurial firm and retailers globally sourcing their products or raw materials for their businesses, the issue addressed by SCM cannot be ignored. These issues are related to the complicated interaction among players who probably have different business operating background, originating from their socio-cultural, political, and economic factors (Mentzer et. al, 2001). Other issues which the SCM addresses includes the level and degree of trust, commitment, and firms’ corporate social responsibilities between all the network of players within the supply process (*ibid*) The problem of tax efficiency in a global networking chain, where the different players within the supply chain are based in different countries with different tax system, SCM helps to calculate and optimize tax efficiency based on this (www,KPMG, 2008). The issues of trying to earn the loyalty of customers and other actors within the supply chain are gained when a firm decides to integrate SCM into its management practice, and this helps to create complete advantages (*ibid*). Table 3 below gives a paradigm of shift in the case of most firm’s practice of SCM. In the past the idea was firmer oriented, but presently it is more network players and stakeholders oriented.

Table 4: Paradigm Shifts of Supply Chain (Adapted from Lucent Technologies)

Past	Present
Get material, Produce the stuff stock the warehouse, and wait for buyers. Done.	Collaborate on design and market needs between actors. Get the raw material, create product and distribute
Development was sequential.	Development is concurrent.
Manufacturing and production had a component focus.	Manufacturing and production has a system level focus.
Products produced for specific customers / regions	Products produced for global markets
Vertical integration only between players, mostly of sales.	Advanced manufacturing and production that integrates people, process and technology

When SCM is effectively practiced and all parties involved are complementing and balancing each other, some of the advantages which can come out of the implementation of SCM includes the following (SAP, 2011); Changes arising in the demand and supply process can be responded to faster, players can sense and respond to the market changes and capture new opportunities (*ibid*). The rate at which all parties involved satisfy one another needs and their customers needs are greatly increased as a shared information framework with effective communication and collaboration can enhance this (*ibid*).

The problem associated with institutional and regulatory requirement can be minimized or totally eradicated, as the use of track and monitor frameworks can help player share information regarding environment, health, tax, importation, and safety compliance (*ibid*). Especially in areas and regions, they are not familiar with or not based in. By adopting and implementing SCM, the supply chain is rated to actual, real-time demand and this helps to improve cash flow, information transparency, and real-time business intelligence. Where the result is a reduction in inventory levels and improved demand predicting accuracy, with increased inventory turnover efficiency and the overall cost across all players in the network is reduced (*ibid*). In addition, operation cost and margins can be lowered as the firm adopts a timely planned production, manufacturing, transportation, and procurement of orders. For SME, when business are synchronized with priorities in thought, there is a firm bonds with trading key partners, this helps to align the supply chain with current business strategies and priorities. At the same time it improves the firm’s overall performance and goals attainment (*ibid*).

5 The Empirical Findings

The chapter is about the empirical finding from the field and also secondary data collected on the field as presentation at the ethnic food conference and publications related to ethnic food. Interviews were conducted with ethnic food entrepreneurs, mainstream retailer and experts in the industry.

5.1 It is Narrative!

For this part of the thesis and onward the intention of the writer is to tell a story to the readers, a more narrative approach is used. Aristotle the Greek philosopher in his “Poetics” put forth the idea that “ὅλον δε εστιν το εχον αρχην και μεσον και τελευτην” translating as “A whole is what has a beginning and middle and end (PerseusDigital Library (2011). The Oxford Mini Dictionary defines narrative as “a spoken or written account of something” (Hawker, 2002: 406). The Chambers Twentieth Century Dictionary is not explicit about the written or spoken, instead it states that an; ‘An account of any occurrence’ (Macdonald, 1972: 876). Assuming this phrase, this could mean any possibility of further types of account, be it visual, aural, tactile and so on.

Naturally, humans are generally story-telling creatures and we try to understand the things that happen around the World and us in general by creating it again in a story. The structure and the vocabulary to be used are on their own significant and a craft that provides information about their social and cultural positioning of our life Wittgenstein (1953). The Narrative writing does not have an argumentative theme or the need to prove an argument. It is simply created by admitting that something is a ‘part’ of a whole, and that something is a ‘cause’ of something else’ (Polkinghorne, 1988, pp 6). The narrative approach descriptions reveal human activity as a fixed participant in the World; it is the type of discourse that gathers together diverse events, happenings and actions of human lives’ (Polkinghorne, 1995, pp. 5). “It provides a fundamental method of linking individual human actions and events with inter related aspects to gain an understanding of outcomes” (Gaddefors, and Anderson, 2008)

5.2 Ethnic Entrepreneur (Respondent A)

Considering this study is to investigate and explore, I felt it is appropriate to give the reader an almost undiluted version of the interviews conducted in the empiric.

Question 1: When asked to give a general overview of the ethnic market in Sweden as of 10 years back and the present today’s market, the respondent replied as so.

Respondent A: Respondent A who has been in the African ethnic food business for 14 years, felt that 10 years back the market was good. With fewer shops in Stockholm and the ethnic market then was a niche market for both Sellers and consumers. Presently, the respondent felt that every “Tom, Dick and Harry” who wants to do business without proper knowledge of what it takes has flooded the market. As such, they are destroying the Industry and cause a big problem for other ethnic food seller. These new entrants started to come into the ethnic food business as of five-year back, especially the African food market. Respondent A felt that these new entrants do not follow the proper rules and regulation of doing business in Sweden and that some just decide to bring in such product from holidays when they go to the origin

market of such ethnic food and then sell these product at home, without incurring the proper legislation to sell such products.

” They are bringing foods from Africa through improper channels and pay almost no tax, so they can afford to charge less money whereas I bring these product through the proper channel, pay the necessary taxes and control measures fees, this in turn affect how much I charge for each product from the customer. , who complain at times that the cost is higher”.

Respondent A also disclosed that a lot of people who came into the business over the year and have been forced to close, not due to bankruptcy, but because of these unpleasant attitude and policy of other ethnic food owners. The respondent talk about many people who want to enter into the ethnic food market asking for assistance and education as per such issues related to starting up an ethnic business, trade secret, contact and source to supplier and how to go by with the authorities in Sweden when it comes to such business and so on. As a result of the respondent’s years of experience within the business sector, and the number of years taken to survive a compared to other competition over the years.

Question 2: What factors has lead to the increase in demand for ethnic food in Sweden?

Respondent A felt compared to some twenty years back, the demand had definite increased and many changes had occurred within the industry. In addition, the pattern of demand is changing, as customers are demanding better quality and varieties of product are available from different region and origin. Respondent A, acknowledge that the market is better and sales had increased over the years. The reasons given for these included; a major reason identified was the increase in the immigrant Population from different part of the World now living in Sweden, either on business or family reasons. Another reason given is as a result of interracial marriage between the indigenes and immigrants, as a result of shared culture between the two cultures or races (a Swede family married to an immigrant family), as more Swedes come to the respondent stores to buy ethnic products too. The third reason given is that the locals travelling and living in other region of the World and they are introduced to this food, so when they come back to Sweden. They want to make these dishes. The respondent admitted that some people as a result of the need to create job for themselves go into the ethnic business and in turn has increased the number of ethnic businesses, and this increase in the number of ethnic shops around the country has also lead to the increase number of consumers who curiously start by trying out a particular item and them end up being a regular customer. The last reason agreed on is the practice of “fusion cooking” among locals even when not related to an immigrant.

“The Swedes might want to make their meal exciting and decide to do a blend of other cultural food with their own cuisines.”

Question 3: Who are your customers and what are their expectations from your firm?

As the respondent specializes in African and Afro Caribbean ethnic food products, her customers range include African and Afro Caribbean ethnic immigrant, who buy for personal uses or for commercial purposes as in the food and catering sectors. The Indigenous Swedes, who buy for personal use, some main stream supermarkets as Mat Världen, Willys , Pris extra and Coop Konsum and other ethnic shops in and around the Stockholm region.

As per expectation, the respondent explained that quality and consistency is the number one issue. The customers are reassured that product bought from the respondent’s shop are of

good quality and has undergone the proper channel of control by the Swedish government and Food and Drug Agency (FDA) test.

“I go through the proper channels and get my products tested and checked to see if they met up with the required standard, which in most cases they do meet. As I make sure I bring into the country product be it food or personal care that are on the Livsmedelverket-NFA and customs’ allowed list”

The customer expect to get treated nicely and want to have personal contact with the attendance in the shop, they expect that little touch of appreciation, courtesy and the feel of back home when they come into the store, especially with some of the ethnic consumers⁹. Other expectation mentioned includes the consistency with product availability that is, will they continue to have the same product brand and quantity they desire, this expectation is much common with other retailers that buy from the firm.

Question 4: What factors or constraints can lead to a reduction or stagnant in the ethnic food market?

The respondent responded by saying that the ethnic food market has come to stay and will continue to grow instead of reduce, as there will be a continuous flow of these drivers mentioned above. The issues at stake are how to bring the industry forward and make it more productive, unified and easy for small and medium size entrepreneurial to be successful.

Question 5: What are the issues that constitute setback for your firm and the ethnic food market from your own perspective?

The problem / constraints within this industry are encountered in the areas logistic and importation, labeling, certification and authorities in charge in Sweden. The respondent agreed that the import customs and the FDA give a list of what is allowed into the country, and that protocols and procedure are there to guide importation into Sweden. The respondent felt though there are some cases these regulations is too strict. That, even when some items have been accepted in Other EU market, restrictions are still placed on importation of such items into Swede and felt the importation regulation in Sweden is quite strict.

As there is not in place proper certification and even when there is, certification and product testing to meet EU standards in most African countries are lacking or do not function properly. As there probably is no unification among each country’s standard certifications, so the importing regulation from each country into Sweden varies. For example, the respondent gave an example of imports from Ghana, which is actually much easier to clear and get approval for in Sweden than import from Nigeria. Sometime the shipment from Nigerian are diverted to Ghana and then freighted from Ghana to Sweden. The respondent said that it is much easier to get certification and testing carried out in Ghana than in Nigeria. Another problem that is encountered is that the customs inspection and control in Sweden can be very stressful and in some cases when shipment are inspected the product are destroyed.

Another problem mentioned is the taxation and the Swedish system for entrepreneurs. The respondent felt that most of the effort made regarding sales and profit is used up to pay taxes and other bills connected to owning a business. The respondent mentioned that after adding the initial 30% for tax on product items that a 40 % tax is paid on whatever profit is made from sales.

⁹ These are non-Swedes or immigrant consumers.

“The tax system – 40 % tax is really high for SME and the tax structure is different back home so it becomes difficult and takes time to get adjusted to the Swedish taxation system. Back home, it works more like the capitalist economy, and the more I work harder to get my business successful the better it is for business, but in Sweden this is not the case”

The respondent feels that the amount of hard work and stress put into the business is greater than whatever gains received. Therefore the issue of having good saving and making reasonable profit is a problem. It takes a lot of effort to make enough money on a monthly base to cover expenditure at times. Such expenses include, travelling cost, accounting cost, everyday running of the business, media and communication, shop workers and acquisition of product, logistics.

“As a result of these high taxes, you save less and the profit margin is less. Compared to the cost of securing the product, shipment at other expenses, I make not so much in term of profit after other bills have been taken care of. Suppliers do not understand this and would always want to be paid”

Most of her products are bought from outside Sweden some in Neighboring EU countries as the UK, Nederland, Belgium and Germany and most from Africa. The respondent stated that it becomes difficulty to declare this product during taxation, as the taxes paid on this good from country of origin cannot be reclaimed. In addition, the respondent has to pay extra taxes for importation of these products.

A mentioned problem is the currency exchange rate, as the difference in non-EU country of purchase affect how much products are sold here in Sweden. Also with the dollar being the determinant of exchange rate in most West African countries s compared to the Euro, there is a tangible difference in cost of the product . The respondent admitted that competitions among ethnic entrepreneurs are intense now and between the mainstream supermarkets and the SME. As the mainstream supermarket, have the resource already on ground and resources to penetrate and dominate the market; business becomes difficult for the small and medium seize entrepreneurs. Consistency in the quality of the products sold by all ethnic food sellers is a problem. As some entrant who sell without proper certification of products in their homes, are bringing in the products that are not of good quality. They can afford to sell cheaper and this inconsistency affect consumers’ perception about ethnic food. As compared to the mainstream market which is more organized and standardized. People do not associated the same quality to product bought from ethnic stores to that bought from mainstream supermarket, even though both products are from the same suppliers.

Question 6: Who are your suppliers and please give a general view into your firm’s supply chain?

“Most of my suppliers come from the United Kingdom, specifically from London. I also have suppliers from The Nigeria and Ghana market. These set of suppliers are actually from the origin point in the supplier chain. Therefore I get this product cheaper”.

As regard the supply chain, there exist two different scenario too it. During the early year of the business start up, the respondent usually had to travel to the UK or Nigeria to buy the product and arrange for shipment and take care of all other problem necessary to get the items into Sweden. Presently this is not the case as the suppliers in most case are told what items to send and this is done through airfreight or sea freight, depending on the origin, quantity cost of logistic and urgency of the items to be supplied.

“I travel myself to the UK, but I don’t have to travel much, I can just call my suppliers and they will send whatever is needed. However, I prefer to travel because sometimes when I order, the supplier sends me products that I did not request for and customer will not buy. They do this in some cases probably because they do not have what I want and feel the products sent are the same product but different brands or manufacturers or they are trying to introduce a new product to the firm.”

The respondent gave an example with Plantain chips¹⁰, in some cases if the supplier does not have the desired product brand, they send whatever brand and flavor they have. As some of these suppliers do not understand the ethnic market themselves or they probably do this to make sales. This is not good for the respondent business, as customer will not buy and the extra cost of returning such items are so much that the respondent is forced to keep them, while they gathered dust in storage and money is held down.

“There are varieties in the market so you will want what your customers prefer so you make sale, but these ethnic consumers know their various ethnic food taste and what to stick with this. Sometimes I am sent chips from other country that is not Nigeria. As the Nigeria, plantain chips sell better and that what the customers want, so I am left with a product brand that will not make sales. Some of these suppliers from the UK do not understand the consumer demand, and the various ethnic demand patterns, regarding African or West African food. Though they seem similar, each ethnic group always would prefer to shop familiar. Product brands. That is why you see various ethnic foods specializing in their own country of origin product and a twist of other similarly connected ethnic food product.”

Question 7: Do you have any market tool that allows you to determine what product or labels customer want?’

Depending of what customer, each one is unique. For the mainstream supermarket, the respondent usually leave some product with them on credit for the supermarket to try if it will sell and after a month, the respondent goes to check if sales are made on not on such items. If sales are made and the mainstream supermarket is satisfied, they a trade agreement is establish for that product, otherwise the product are returned to the respondent and n o trade contract is made. Similar measures are used with products in the respondent store that is products that do not sell are taken off the shelves and not order. While does that do are continued. Also due to the number of years respondent has been in the market, familiarity and experience are mentioned as tools used. In some cases, the customer will make a request for such product and this is how such products are introduced to other consumers.

Question 8: With regard to customers, how difficult is it to reach and keep them at the same time expanding the market?

To reach the customer, this is usually carried out through contact marketing by other customer and consumers or through direct marketing like the use of leaflet and personal contacts. For the mainstream supermarket that the respondent sells to, this is usually done through cold calls and referral from a particular shop to another. An example was given with Coop konsum in Marsta, whee the respondent was also asked to supply another branch in Skärholmen.

¹⁰ This are deep-fried and/or dried slices of fruits of herbaceous plant of the genus Musa (The soft, sweet "dessert banana")

Regarding keeping the existing customers, the response was that customers are price-sensitive, and this price difference even though might not be substantial; maybe between 3Sek to 10sek. Customers are ready to travel to other communities further than their place of residence to shop. With old and loyal customer, the respondent usually uses discount and gift.

“In today’s market, the customers are very price conscious, so they will always leave my Stores if they see a similar product for a lesser price, especially if the competitor is closer to the place the customer is located (convenience). Therefore, the only way I try to keep them coming to my shop is by focusing on quality, and because of this, I have been able to get some customer loyal to buying from me. AS some do not mind the price differences and the distance they have to travel to get to my stores”.

The other tactic is good quality product that customer trust and the respondent’s reputation in the market. The respondent is not so worried about this because even when the customers leave to shop somewhere else, they come back to the respondent store due to good quality and customer service. An example was given with the instance of fish, some seller who sell some other type of fish that is common within the customer get there supply from pond cultured fish supplier. While the respondent suppliers come from free range, that is fish caught from the rivers, lake, and seas. There is a difference in the taste and quality, so when consumer go to buy from others that have cheaper fish caught from cultured pond, they later come back to the respondent and complain the taste is not the same and prefer the ones sold in the respondent store. Good customer’s relationship also matters and the source and origin of the product as authenticity is what most customers want.

“Even when I suggested buying the pond cultivated fishes, a customer declined that I should not. It does not bother me when customers try other seller because I know I sell good quality products and in the end they come back, most of the customers, not all”.

Question 8 : Why did you decide to be an ethnic food entrepreneur ?

”To start with when I first moved to Sweden some twenty year ago, it was difficult to get job and assimilate into the Swedish society I asked myself what I could do as i did not want to work with a job i was not happy with. As of then the number of ethnic shops where not much, and if you had to buy ethnic food you had to travel all the way to the central of Stockholm to Tahjmahal stores. Even then, the variety of available products was limited, this got me think, and I decided to open my own ethnic stores that will cater for the African and Afro-Caribbean”. The other reason given was that the number of immigrant coming to Sweden was increasing and the opportunity to secure startup capital came from a family source that is till partly owner as of today.

5.2 Mainstream Retailer (Respondent B)

Question 1: When asked to give a general overview of the ethnic market in Sweden as of 10 years back and the present today’s market, the respondent replied as so.

The market has developed and is growing and more Swedes are consuming ethnic food. The competition within the industry is also high among both big time retailers and SME ethnic entrepreneurs. Respondent B agrees that, definitely, the market will continue to grow and develop, and retailers need to be ready for these changes as not to let the gains pass them by. Their believe is that each "Kitchen-of-the-World" has its own time and now, the tables are turned to the Asian Cuisines and pretty soon, it will be the turn of the African kitchen.

The decrease in sales of "Husmankonst" (Swedish Cuisines). An example was give of reduction in the sale of meat, which is a common staple food of the Swedes like sausages and other form of meat products. Although in the country sides Swedish foods are still very dominate, as compared to the big cities.

"There is a sad feeling over the issue with some indigenes are expected. No one would love the idea that their native food almost non-exist on peoples' table of is totally modernized. As a Swede myself, there are times I long for the meals of my childhood, they are good and appetizing and I would also want to see that our local food are promoted as such"

Also Respondent B see a situation in the future where the local cuisines will be complimented with ethnic cuisines, this of course agreed upon by the respondent that it is happening already. As there are interracial marriages existing now and more to come in the future. The respondent also talked about the acclimatization of most Swedish manufacturer product to suit the emerging ethnic demand. An example was the "Kronofågel" were most of their product nowadays are produced with a twist of ethnic cuisines it.

It not a matter of pepper and salt any more, our Swedish local supplier are acclimatizing their product to much interesting taste and orientation like Thai, American"

Question 2: What factors has lead to the increase in demand for ethnic food in Sweden?

The increase in the number of immigrants immigrating to the country and also through birth and adoption In addition, the respondent agreed that the Swedes adventurous gastronomic nature and travels to other land on holiday get introduced to this food and when they come home. They tend to buy and cook them.

Question 3: Who are your customers and what are their expectations from your firm?

The consumers of these ethnic food range from diffrent kind of people, the young and the older population, the local indigenes, first generation immigrants and the second and third generation immigrant who are now classified as Swedes by law. Customers, who use these ethnic foods in their business, like food and catering sectors and resturants.

Question 4: What factors or constraints can lead to a reduction or stagnant in the ethnic food market?

Respondent B also agreed that the ethnic market has come to stay in Sweden and will continue to grown. The only problem foreseen it that it growth might take over the mainstream cosines (i.e. "Husmankonst" Swedish Cuisines). As some older generation Swedes are worried about this. The respondent then suggests a way of these ethnic food and local cuisines complimenting each other. The only problem this respondent foresees is the need for the promotion of Swedish cultivated food to help boost and increase production in the country and encourage farmers and importation of these ethnic food has an effect the environment when one looks at from the angle of carbon count on freight.

Question 5: What are the issues that constitute setback for your firm and the ethnic food market from your own perspective?

Respondent B replied that in general they have not had problem with the sales of ethnic food as most of the logistic is carried out from the head office and that customer are very confident

with whatever they sale in their store because of their reputation. Concerning labeling, the respondent said that not much have been said regarding this as most of the product are bought by ethnic customers who are very familiarly with such product and the non-Swedish labels on it. Also some suppliers take the time to locally manufacture stickers with Swedish labels, nutritional fact and other necessary information and stick this to the packaging.

Question 6: Who are your suppliers and please give a general view into your firm's supply chain?

For these set of respondent, their supplier ranges from specialist ethnic entrepreneurs bother small and medium scale and the retail chain, which is a sub group of Axa Group, have their own private labels. This mean they also get their suppliers to do private labels under their brand name. In situation where the suppliers are to supply the product to the retailer, the supplier are asked to liaise with the head office that is located outside of Stockholm. It is from the head office that analyses are carried out on the product in term of right price, quality control, and standardization. That is if the products meet the standard required by the Swedish FDA regulation. Is all goes well, then the head of handles all the necessary paper work and the good are then distributed to the various retail stores that will sell such product within the sub group of the organization.

As the sales of ethnic food and distribution is carried out according to what sells best in which store, and this decision is taken from the head office. There are instance where the locally produced ethnic food, like "baklava" are collected from the supplier directly without the need that the supplier has to go to the head office for approval, such small quantities of locally produced ethnic food by-pass the head office, and the store manager can decide if the market for that particular item is available. For example this particular retailer is the largest seller for ethnic food among the chains of same retailer supermarket. Respondent B supermarket is actually located centrally in an area that is predominantly inhabited by immigrants. As this particular respondent have not much contact with the major supply chain management, there was a bit of restriction get information about this issue. One important information regarding the source of supply is that all product come from the distributors or the supplier and no direct sourcing from the country of origin are carried out by the organization (Axa group).

Concerning the category management of product, the respondent said that there various way by which this is carried out. In some instance like paste, this are usually group together with the mainstream pasta and does produce in Sweden and that some ethnic food that has been incorporated a long time into time into the mainstream diet and not considered ethnic by are shelved together. The second arrangement is that most ethnic food are categorized under the group "Global Foods" and in the store, and within this group, they are further subdivided according to product base and in some cases "kitchen of the world" like Bosnia food, Lebanese Food. With some ethnic food that has been in the market for a long time and are very popular, like Thai and Mexican, these have their own separate shelves and grouping. When it comes to fruit and vegetables, these are generally grouped together with the mainstream products, and sub grouped according to what kind of fruit or vegetables they are. The same idea is used for some canned and bottled food, as this is a way of complimentarily promoting the two products type.

The arrangements of some ethnic food are carried out in ways to help consumer with their purchases choices and understanding of what product compliments the other. The respondent

showed me an example on the shelves where ethnic beverage such as tea were arranged side by side with confectionaries as this was inspired by consumers themselves, who usually ask for these product hand in hand.

Question 7: Do you have any market tool that allows you to determine what product or labels customer want?’

As mentioned above, respondent B said that the customers are the market tools that are used to determine what product of brands that sells most. Also from Head office, this are decide and the product sent to the various stores, as shopper buying are monitored also using scanning data. In addition, most of some of the staff that works with these ethnic products are immigrants themselves and use their experience to help with category management and shelve displays.

Question 8: With regard to customers, how difficult is it to reach and keep them at the same time expanding the market?

To reach and keep their ethnic customers seem not to be an issue as there are enough resources at hand. Customers have confident in the retailers’ reputation and keeps coming back, quality and consistency is guaranteed.

With some ethic product that they are trying to introduce to customers, this is done through media, like TV adverts, neighborhood leaflet and clips, and also taste tables located within the store premises on certain days. The idea of the "Taste tables” is though restricted to only the Asia dishes for now. Although the respondent mentioned that, there are plans to try this with other ethnic food, like the Bosnian Cuisines and probably some African cuisines. The respondent further admitted that more "Taste tables” needed to be done about introduce other type of ethnic food in their store. In addition, as a sign of cooperation, is it the supplier of such product that conducts such "Taste tables". In addition, the use of food theme is another way, by which this respondent proposed.

5.3 Findings from Respondents At Ethnic Food Europe 2011, Exhibition and Conference

5.3.1 Why the Increase in Demand?

These are data and information gathered from participants at the “Ethnic food Europe 2011” exhibition and conference from conducted interviews, presentation and chats. What everyone agreed on is that the demand for the ethnic food is definitely increasing and developing and that the introduction of innovative ways of practicing business and the production of food in the agricultural system is changing. There is also an increasing in the sales figures and the numbers and class of consumer consuming ethnic food. They agreed that with the increase in travels between nations that has been made easier by technology and the changing urban population composition that has helped with the spread of cultures and food. An example was given by Dr. Jan-Willem Van der Schans in his presentation where ethnic entrepreneurs not only attempted to grow their own country familiar crops in Rotterdam , Nederland, but they also used the opportunity to innovatively provide other form of ethnic service business like “*customized-home care*” for their elderly one in their own native language. This ethnic food demand has also been witnessed and enjoyed by **large supermarket chains** as they have embraced it judging by the number of allocated shelves in the stores for the products and the **recognition of the immigrant special holidays and period** where this ethnic food are in

high demand. Quoting the Vice president of a Swedish private label producer of ethnic food Michael Maroutian (MyNewsDesk, 2008);

"Vi hade absolut inte så höga förväntningar på grund av den rådande finanskrisen. En stor del av framgången beror på att de stora livsmedelskedjorna har börjat uppmärksamma dessa "nya" högtider. Särskilt populära är produkter som dadlar, halva och baklava".

(Translation)

"We had absolutely no such high expectations because of the current financial crisis. Much of the success is due to the large supermarket chains have begun to pay attention to these "new" holidays. Especially popular are those products as dates, halva and baklava".

The ethnic food industry in a social contextual perspective is an avenue for **integration** and getting to understand and know about other people and their culture (e.g. in interracial marriage or cultural exchange), like when people cook for their friend and colleagues. Other response as per why there is an increase in demand included; the **adventurous and gastronomic eating habit** of the mainstream population and the desire to try other foods which are different from what they usually eat. As identified earlier on, the same factors were supported by these set of respondent for the increase and this includes **migration**, increase in the number of immigrant population also through birth and adoption create a **multiplication of needs**, as their children will also be taught about these food. Some of these second generation immigrant and even the mainstream population also practice **food fusion**, where the local food products are blended with these ethnic foods. The media has also helped to increase this demand through advert, food shows and competition. Examples of such programmes aired on media that has helped to increase the demand for ethnic food includes "Master Chef", "The F word" and some celebrative cooking shows.

5.3.2 Some Drivers Identified among the distributors and entrepreneurs.

Some of the drivers identified why entrepreneurs and retailers for entering into the ethnic food industry are discussed below. Some entrepreneurs as a way of **creating job** for themselves and their ethnic community in the host country set up ethnic businesses as the "need" for ethnic food exist. An example is De Care, a family owned polish ethnic firm that started in 1992, the presentation given by the Managing Partner Wojtek Szala at the 2011 Ethnic Food Conference. Where he said that the firm was created as a means of providing income and job for the founding members. Today in 2011, the firm is a big time retailer and distributor of ethnic food in Poland and has won the "Forbes Diamonds" –by Forbes Poland Magazine 2010, rated as one of the prominent 30 SME in Poland (www,DeCare, 2011) From a social contextual perspective, the creation of these businesses is an avenue for **integration and getting to understand the host communities**. As some entrepreneurs in a way of integrating into the host communities and countries set up business, and by this way make contact and build themselves to gain root in the host communities. The major driver why retailers and entrepreneurs enter into this industry is that of **the needs created when people** start to desire food from their country of origin after they have migrated into another country other than that of their origin (Van der Schans and Dvortsin, 2011). As the numbers of immigrant into the host market increases, so also does the need increases and a fragmented view of opportunities is recognized by the entrepreneurs and retailers (Singh et.al, 1997; Van der Schans and Dvortsin, 2011).

Farmers who are looking for new and alternative markets from that of their home country they tend to enter into other neighboring markets or regions, thus a driver of ethnic food is created, and these entrepreneurs become strategic partners between the producer and end users (Van der Schans et. al, 20011). Some immigrant take advantages of garden allotment plots in located in big cities like Rotterdam (*ibid*), Stockholm and even Uppsala to cultivate crops and vegetables that are also classified as ethnic, this shows that this immigrant actually desire their home food and would want to eat and have a feel of its authenticity. One of the common perceptions of ethnic food that has also contributed to its popularity is its cultural concern for freshness, cleanliness, and process, like the Kosher and halah foods appreciated by the Jews and Muslin respectively. Also some ethnic entrepreneurs as a result of contact they still have and maintain from their home countries and a good knowledge of the country of origin of these ethnic products decide to enter into the business as they have **home advantages and contact** to source and distribute such product to either end consumers or the middlemen.

Other drivers for the ethnic food market that was identified is the need by immigrant to create job for themselves and the ethnic community as a result of **labor market disadvantages and discrimination** within their host community (e.g Light, 1972; Bonacich, 1973) even when these immigrant have sufficient education and qualification beyond that of the natives (e.g Lyer et.al, 1999). The art of business and trade are common **occupation choice for some immigrant**, which has been passed down from ancestor (Lyer et.al, 1999). An example is the Marwarie from Indian and the Igbo from Nigeria, who are predominantly taught how to traders from childhood (Lyer et.al, 1999; Gallup, 2008).

Also the **use of private labels and brands** by some entrepreneurs and retailers are giving customers and consumers choices and reassurance an example is the Willy ethnic food brands in Sweden. These brands not only signifies that Willy wants to sell ethnic food, but it gives consumers especially the natives assurance of seal that such ethnic product is supported by their local retailers. Private brands and labels in its own way has helped increased the drive for the ethnic market. These ethnic food brands and labels are giving rise to emerging market and innovative entrepreneurial ideas.

In most mainstream retail stores in Sweden ethnic food are termed as "Världen Mat"- translated Literally as "The World's Food" or "Utlandska mat"- foreign Foods. or "Global foods "The concept behind the name in Sweden is to refer to the country of origin or the ethnicity the food is most common to, for example Asia food ,Africa Food , Thai food and Ethiopia food. As compared to other EU countries, it is noted that the density of immigrant from a particular region determines the popularity of what ethnic food that is popular. Take for instance in Belgium, the Northern African ethnic food are quite popular and common as compared to Sweden where it is more of Asian cuisines.

5.3.2 Problem Identified

A general acceptance and understanding of the term "ethnic food" constitute a problem. A concession on the **definition of what ethnic food** meant among people existed and this definition is assumed to be unclear and disagreed upon. While some referred to ethnic food by way of the origin of the food, some definition referred it to be by the way of what the local folk considered ethnic. As some cuisines among countries were similar, it is difficult to draw a border line between the differences or the origin. While some people did not regard food from neighboring countries as ethnic food, some people did. Food product from place like

Africa, Asia, the Middle East, South American and Eastern Europe were more accepted as ethnic in Sweden and among other seller interviewed in Brussels.

Some non-ethnic suppliers and distributors have **poor knowledge about the ethnic immigrant demand and the ethnic food industry**. They usually operate within the market by their judgment on what they perceive the customer and consumer would want. As there exist heterogeneity among these ethnic consumer this need to be taken into consideration. Within and between suppliers and buyers (i.e. the next in line on the supply chain), one of the problems that were identified is that of **miscommunication**. An example is the experience expressed by respondent A, who had problems with their supplier from the UK market, that sometimes sent product which was not desired by the respondent A. During the course of the fieldwork in Brussels, the researcher was in luck as one of the respondents (Distributor interviewed) actually is a supplier to respondent A. When asked about this kind of problem this distributor claimed such problem rarely occurred with their buyers and if it does occur, they were actual certain such product sent to the buyers would sell. Another communication problem comes from reaching the main producer of these ethnic foods, whom are usually small time farmer living in areas where communication is difficult.

In addition, the **origin or source** of products and raw material need for production or package of these ethnic foods can be a threat to retailers and suppliers, as this can be affected by uncontrollable circumstances. The ethnic business is an international trade, political, social and environment issues happening in the World can contribute to the instability of the market environment. An example is the case of Yama Product, an ethnic food producer and distributor of Japanese ethnic products. Most of their raw material used in their production comes from Japan, and when the earthquake of March 2011 happened in Japan this created a big problem, this created a problem with sourcing. The ethnic food business from the entrepreneur's perspective involves a lot of risk. In some cases, the ethnic entrepreneurs are asked to sell on credit and where fund is scarce; this will unnecessarily tie down cash.

In addition, most ethnic entrepreneurs are very **unaware about positive programs and incentives** available to them in their host country that they can take advantage of to improve their businesses. This is usually due to misunderstanding of the host country system and lack of information or as a result of perceived segregation on the part of the entrepreneurs in the host country.

Packagings constitute a problem for consumers and sellers alike; such problem associated with this includes that of the **package presentation and labeling**. When compared to mainstream products, most of these ethnic products are badly labeled in terms of nutrition, ingredients and other needed information as prescribe by standards within the EU and other western countries. As most of these product are produced and package in countries where such regulation even when they exist are not stringently followed. Another problem associated with packaging is **disposal of PET bottles and packages** used. As the packaging materials of some ethnic food products, for example most of these drink imported from other countries outside the EU, cannot be recycled within the various countries system within the EU. Some products are bought with payment made for return of the package material at the country of origin and when they are exported, the exporter losses these cost. Another problem with labels is that of **misinformation of ingredient and nutrition content** or even when there is proper information on these products they are usually not in the language of the home market and this constitute problem for consumers, as seen in exhibit 10. This picture shows a can of powdered milk from a producer who has made the package for an English speaking

market and the other package is labeled in Arabic for the Arabic speaking market. These packages on the other hand were found in the Swedish market and for non-English and non-Arabic speaking Swedes and other immigrant, this could be a problem for them as they need to be able to read the label information.



Exhibit 10: A can of powered milk and a packet of tea.

When compared to **products presentation or display on the shelves** of most ethnic entrepreneurs, as compared to that of mainstream supermarket, the ethnic products displays and presentation found in ethnic entrepreneurs shop are not appealing to the eye. Although it this unruly arrangement of the products that attract some customer as they feel the connection with how these product are sold in their home countries. Also the problem of **illegal channels of importation and sales outlet** of some ethnic product constitute problems for the authorities in the EU and also in Sweden. Exhibit 11 below shows a bottle of drink, which was found sold in an ethnic shop in Sweden. This bottle of alcoholic drinks contains alcohol percentage of 18%, which is over the legal bounder of alcoholic drinks that can be sold in regular shops in Sweden. As it is only the government regulated seller “Systembolaget” that is allowed to sell products with high alcohol content. This is a problem of illegal selling and probably poor knowledge on the part of the seller about the host countries regulation and polices.



Exhibit 11 Ethnic product that contains more than 20% alcohol.

Another global problem is the need to have a **unified standard and certification for ethnic food products**. Exhibit 12 below gives a couple of certifier to one particular category of ethnic food brand-halal. With the diverge variety of certifier, different question begins to arise in the consumer mind as “who do I accept”. This gives a reason why there is the need for unification of standard and certifiers within the industry.



Exhibit 12: Different Halah Certifiers labels

Although the varieties of ethnic food is as varied as the numbers of ethnic groups in the World. The number of varieties or range of ethnic cuisines and dishes available to consumers are limited. This ranges from the very popular Cantonese dishes, Thai cuisines, Japanese, Mexican, Italia cuisines, and the French Cuisines. The problem arises for the **need to spread the awareness about other varieties or type of ethnic food** apart from the very popular ones

to consumers as food can be used to bridge cultures and create interest and also increase their dining experience.

There is the need to **improve on consumers dine and shopping experience** of these foods. There is the need to improve the availability and sourcing of fresh ethnic products. The need to **keep the authentic nature of these ethnic food is an issues with some consumers**, as the way which some of these products are produced and processed contributes to the originality of the ethnicity. With the issue of GMO seeds and use of chemical in cultivating some of the ethnic food, some consumer feels this affect authenticity.

6. Analysis and Discussion

This chapter of the thesis is a dance of the research question, conceptual framework, and findings. The empirics as related to the conceptual framework and further discussed.

6.1 Entrepreneurship

-The Ethnic entrepreneurs and the mainstream Retailers

From the empirical findings, it is obvious that the Swedish market has great potential for the ethnic food. The entrepreneurs are the pioneering traders for ethnic food, this reflection is visible when one looks at the numbers of researches that has recognized and describe entrepreneurs as the backbone of most economy. The ethnic entrepreneur- Respondent A from the interviewed conduct was driven into the business of the ethnic market as the need in the market was recognized and this particular entrepreneur needed to be self-employed. The need to have an income, as well as the need to cater for the immigrant who consumes these foods. Respondent A, also had a prior knowledge of the ethnic food concept of these set of ethnic consumers. This also created an avenue to understand and blend into the host society. As the respondent is obliged by operating in the economy and the society to understand and know more about the rules and regulation that goes with business, importation and dealing with the authorities. In order for respondent A to have survived the turbulence of doing business within this as compared to big player that entered into the market later, for example respondent B (and many more). Certain entrepreneurial trait must exist and has been put into practice, respondent A lies within the boxes of all three traits attributed to that of; the *Achiever/ Entrepreneur, Promoter/Sales person and Managerial Administrator* (See exhibit 13). Also from respondent B that happens to be a mainstream retailer, some of their strategies are now show traits of entrepreneurship in how they are managing their product as they trying to follow the traits that are associated with the entrepreneurs.

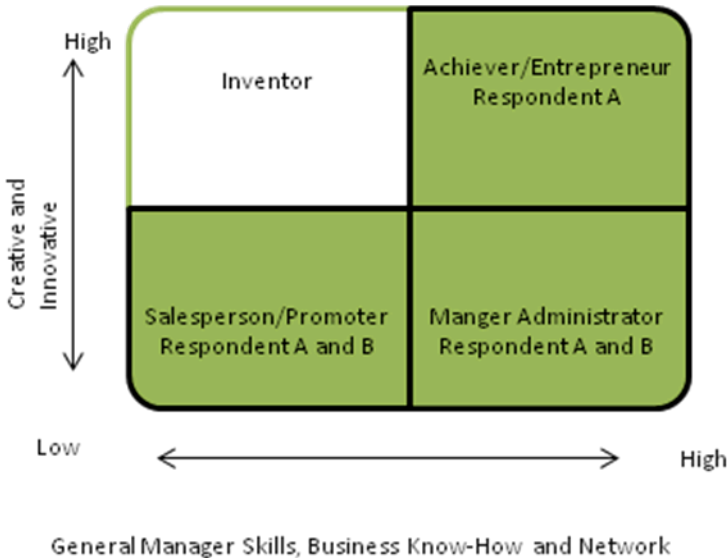


Exhibit 13: Respondent A and B positioning g with entrepreneur traits

Cox, (2002) and Timmons and Spinell (2003), agreed that a person can exhibit more than one kind of traits and this is what respondent A has shown. The entrepreneur trait is the ability and

the drive to have entered into the market, sales person trait is the ambition to get the product distributed among the mainstream retailers who have the resources to market their product and extensively build their supply chain the trait of an administrator can be seen in the ability to liaise with Willys HQ and other mainstream stores they sell to in forming a joint business opportunity for both parties. This is also a form of innovation networking, as it is a kind of cooperation between these two firms. The interview conduct with respondent B (mainstream) revealed that their focus is mainly on such issues the *Promoter/Sales person and Managerial Administrator* take as priority. This includes sourcing, efficiency management of products, boosting sales volumes, analyzing customers buying habits to create a pattern of purchases, which helps them decide what sells and the drivers given by the respondent why they entered into the market. The level and availability of resource at their disposal and how efficient and organized they have been with issues concerning Cat Man and retailing. Like the arrangement of their food products according to segments as discussed in chapter 2 and the distribution of product to their various retail outlet from HQ.

Consideration needs to be made on the influence of socio-economic factors such as educational attainment, previous business experience including family background in business and years in business, reliance on bank finance and informal sources of finance at start-up. The impact these socio-cultural have on the ethnic market is tangible, factors like the country of origin of the entrepreneurs, their religion and the role of motivational (push and pull) factors at the time of business entry affects the success of such business. These ethnic food brands and labels are giving rise to emerging market and innovative entrepreneurial ideas. For example, Willys in Sweden have their own brands of some ethnic food products in Sweden, so also is the innovative structure that Lidl use in marketing their brand of ethnic products, by having a theme every other week for different “Kitchen of the World”.

There is a lack of adequate financial support and credit facilities that suits the need and payment plans of these ethnic entrepreneurs. There is the need to establish such financial plans and programmes by the government and financial houses, like soft loan to help starting SME and existing one to start up and maintain their business. As these entrepreneurs come from countries, where the credit systems support SME and soft loans are common. This is also a way to get entrepreneurs to invest in the system as they usually tend to keep their money out of the banking system and borrow from their social network of family and friends instead.

6.3.1 Ethnic Marketing

The marketing of ethnic food should be built on keeping a mutual relationship between parties involved. The art of business opportunity is practically exhibited by most ethnic entrepreneurs’. Respondent A driver for starting up this business showed this, business opportunity is created when the retailer make use of the entrepreneurs knowledge of the business to increase sales. As the market aim to target ethnic immigrants and the locals, the different marketing strategy used should be customized to meet this. A great example is what Lidl use, they have kitchen of the world themes whereby they embrace different ethnicity cuisines and try to make available different products range from frozen food to confectionaries. A one-size fit all does not work in the ethnic market, the ethnic entrepreneurs understand this, and gradually the retailers are doing the same. Ethnic entrepreneurs and mainstream retailers need to apply the concept of ethnic marketing to every single aspect of

the sales and even after they have gained good grounds in the market as this is a sure way of keeping her customers and securing new ones. A good example of such practice is with respondent A, who has been surviving in the market for over 14 years and they continue to identify the various need of there heterogeneous consumer and try to satisfy them according to their needs and good and personal customer relation is one of the things mentioned. Identifying the need created by the African and Afro-Caribbean group means, that respondent A has been able to tap into the ethnic market there by creating a high-monopoly like profit and low complete dynamics. As the competition increased within this subsection, Respondent A further entered into the “niche of the niche” i.e. within the African/Afro-Caribbean group, correspondent A I went further to attend to the particular needs of the Western African needs especially the Ghanaian and Nigeria consumers. This is a way of identifying the heterogeneity within the homogeneous market of immigrant consumers. This attitude creates a competitive advantage for respondent A in the ethnic market as focus is on a particular subsector within the market. As it is resource effective to create a strong set of the sub group in the market in order to penetrate and create a strong market base. This shows a greater understanding of the ethnic market as compared to the retail store who try to make available to customers a larger number of varieties of ethnic food kitchen, as they have resource the resources and good standing in the market to attract customers to their stores. Respondent A also made use of ethnic communities in their region to promote and market themselves. This could be further developed by sponsorship of activities and fun fair organized by these ethnic groups.

As some customers are worried about the need to keep the authentic nature of these ethnic foods, that is when they referred to the processing and manufacturing of these ethnic food products to modernize and westernize it. While some are particular about such issues as the manufacturing or product process ruining the authentic taste of what they are familiar with from their childhood and country of origin. As this authenticity is a prominent feature of the ethnicity or “purity” of the product and when diluted to fit the market of the host country, in other word economic assimilation of such products to fit the native and immigrants needs. In particular, second-generation immigrant¹¹ who has assimilated into the society and would still love to cook and eat their country of origin traditional meals, then “authenticity” is not an Issue. After all authenticity can be argued as a discursive strategy for socio-political ends, as this is a matter of perception and degree of what the society or the folk claims to be authentic (Berman 1970 pp. 27; Taylor 1991, pp. 28). As authenticity is a local construction of the society’s ideas, in this case a fine-tuning of market strategy is needed to meet each customers segment. As the correspondent admitted, good customer relationship helps in keeping the customer coming back, even though some of the products sold are probably gotten from the same suppliers as other seller. The consumers of this ethnic food must have recognized that taste (originality) with which they are familiar with such product back home.

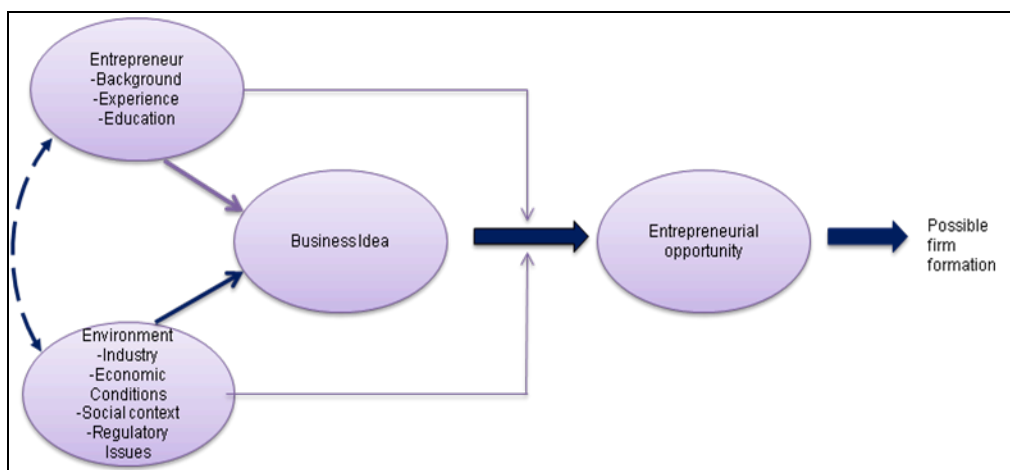
The ideas of the entrepreneur marketing practice on Table 2 provides the present way of practices that the mainstream and the ethnic entrepreneur are reacting to the variables under the concept. The responses, data, and the field observation showed that both the ethnic entrepreneurs and the retailers are leaning more toward the practice of entrepreneurial marketing and in some cases are combining this with their various unique in- house practices. Respondent A admitted that what keeps her customers coming back to her store is the guarantee of quality and trust that her products meet the standard. The same thing applies to

¹¹ The ambiguity of this term extends to the term may refer to the first generation born in the new country, or the first generation born to parents who were themselves born in the new country.

respondent B. This is relationship and process-building sign, as the sellers tries to carry out activities that will keep consumers coming pack. It is not just about the product, but the total shopping experience that matters. Cooperation between respondent A and some retail stores in Stockholm like Willys is a sign the both parties are trying to build a social relation process. As also respondent B, who have local ethnic food producers in the locality supplying them with homemade ethnic food. In a way, this retailer is helping the small entrepreneur build their business.

6.2 Business Opportunity and Innovative Networking

The idea of business opportunity and innovative networking is seen between the mainstream retailers and the ethnic entrepreneurs as more of them are having partnership. Although most of the activities and the resources comes from the side of the ethnic entrepreneurs as they are trying to build their market and are ready to do what it takes to get their products established in the markets, The mainstream retailers on the other hand take advantage of this and use it to their advantages. It is in fact in a way a win win situation for both parties as they get to befit from each other.



The business opportunity is created when the entrepreneur use their plus attributes as their good knowledge about the ethnic food product, experience in the industry and the knowledge gained from other formal and non-formal background to recognize these opportunities considering the business environment. Where competition from the mainstream has become intense, as respondent A agreed that they sometimes have taste table for their product with their mainstream buyers, who buy some of their product. This also creates an avenue for them to market themselves to a wider range of consumers. The fact that the mainstreams acknowledge their expertise gives the consumers the reassurance of the products they are selling. It is also an opportunity to introduce new product into the market, and entrepreneur opportunity is created.

6. 3 Retailing

The concept of retailing is changing not only with the big retail shops, but also with the ethnic entrepreneur. Partnership and cooperation are forming between these two contenders to create favorable ground for competition. The ethnic entrepreneurs are realizing that for them to

survive in today's business world where resources are of abundance to big and mega retailer. They need to change the way they do business, as the customer are not just "The King" but they are now acting a "dictator" and they know what they want from the market. The customers have in turn recognized that there is a huge market for ethnic food and the seller are scrambling to get their money. This gives them a upper hand, as respondent B put it, is not all about pepper and salt in cooking the chicken, there is more to it.

That is why you see specialized ethnic shops that cater for the various ethnic groups need, the ethnic entrepreneurs are also trying to do this with the concept of Cat Man and innovative retailing process as mentioned above in the case of Lidl

6.4 Category Management

This is also a form of innovation networking, as it is a kind of cooperation between these two firms. The interview conduct with respondent B (mainstream) revealed that their focus is mainly on such issues the *Promoter/Sales person and Managerial Administrator* take as priority. This includes sourcing, efficiency management of products, boosting sales volumes, analyzing customers buying habits to create a pattern of purchases, which helps them decide what sells and the drivers given by the respondent why they entered into the market.

The level and availability of resource at their disposal and how efficient and organized they have been with issues concerning Cat Man and retailing. Like the arrangement of their food products according to segments as discussed in chapter 2 and the distribution of product to their various retail outlet from HQ. The arrangements of product in the ethnic store are in some cases not well categorized as this affect the shopping experience of consumers. Consumers probably need to search hard to locate product or engaged the personal in the stores before they can locate product they need. Although some consumers and sellers alike claim this is the authenticity of the ethnic shop arrangement as it reminds them of how shops are arranged and displayed back home. This well could be of advantage and disadvantages to the ethnic business. This also shows where ethnic marketing come into the area of category management as they can be interrelated.

These ethnic food brands and labels are giving rise to emerging market and innovative entrepreneurial ideas. For example, Willys in Sweden have their own brands of some ethnic food products in Sweden, so also is the innovative structure that Lidl use in marketing their brand of ethnic products, by having a theme every other week for different "Kitchen of the World".

The general agreement is that ethnic products need to be properly labeled and the packages as informative as possible to meet international standard. As these products are not only sold in the country of production and origin alone, but also freighted to other counties especially the Western World. This might well as contributed to the locals ability to understand some product concept if well informative. The content of Exhibit 10 above shows a typical labeling technique used by most ethnic entrepreneurs in Sweden. This is because of supplier unwillingness to help out in the areas of category management of their product supplied. The entrepreneurs are then forced to produce their own private tags. This could as well lead to distortion of information communicated. Category management is a big issue with most ethnic entrepreneurs and shelving displays that will look attractive and entice the customers. When each country in the different region of the World has its own standard and certifier, this hinders trade. This can affect product quality as was experienced with respondent A, concerning imports from Ghana and Nigeria as compared with the UK. Health claims of some

of these ethnic foods need to be research and verified and the need to start keeping and gathering data related to the ethnic food market. A new packaging strategy used by a global manufacturer of ethnic food. This shows the application of well defined Cat Man and retailing. The ethnic immigrant and non-immigrants' needs for a pleasant looking package at the same time a reassurance to the Muslim consumer by strategically placing the logo of halal certification on the package design

Pricing system and exchange rate is another problem affecting the industry as most of the products are sourced from different part of the World. This creates price different within the market of the same country and consumers and customers are not happy with this. The unification or almost unification of the pricing system for the ethnic food market in Sweden will help both the sellers and consumers. In another sense this can be difficult as price of these products depend on the cost of purchase from the origin of sale and production.



Exhibit 13: Example of a customer oriented universal package

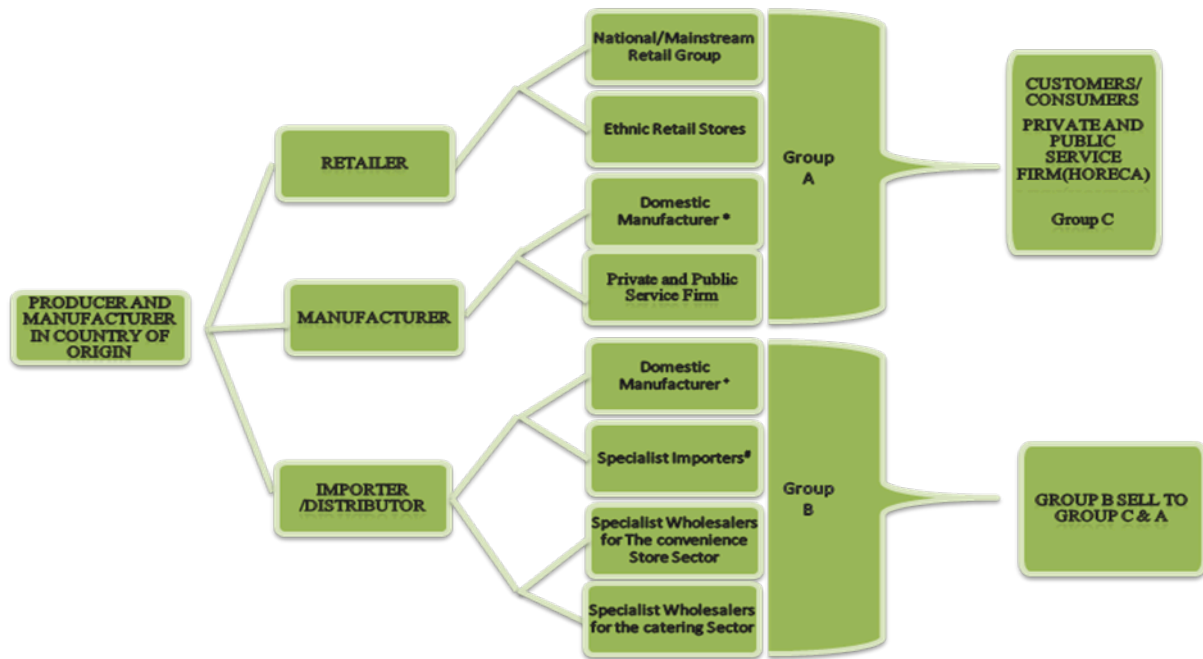
6.5 Supply Chain

Customers want to enter into the nearby ethnic shops and not have to struggle with searching for items they need to purchase on the shelves because of improper shelves arrangement (i.e. Cat Man). Ethnic entrepreneurs need to also absorb the ideas of the mainstream market and build up their product display, price consistency, information availability to consumer and soon. Exhibit 11 below show a new packaging strategy used by a global manufacturer of ethnic food. This shows the application of well defined Cat Man and retailing. The manufacturer is listening to what the market wants and has responded to both the ethnic immigrant and non-immigrants' needs for a pleasant looking package at the same time a reassurance to the Muslim consumer by strategically placing the logo of halal certification on the package design. This manufacture has given all customers the opportunity to enjoy their product. The ethnic entrepreneurs need to involve their suppliers into helping out with issue concerning labeling and packaging, like the big retailer demand. The local ethnic entrepreneurs need to take advantages of the mainstream retailer, and use their expertise in areas that are needed to attain growth and prosperity. The entrepreneurs needs to take advantages of association which are set up to guide and assist them, an example is the European Sales and Marketing Association (ESMA).. Agreed that the ethic market in some

countries are not as large and developed as in other countries, but in order to build up these countries ethnic market, the concept of Cat Man and retailing needs to be tailored towards the ethnic consumers.

The empiric shows that the supply chain of the mainstream retailer is quite organized and less complicated as that of the ethnic entrepreneurs (ethnic stores). Both mainstream retailers and the ethnic entrepreneurs are trying to shifting away from the past supply chain paradigm on table 4 to the present practice. In the case of respondent A. some supply chain problems identified in section 4.7.2 are still a big issue with ethnic entrepreneur and their suppliers. The example of the supplier sending them product which do not sell well on their shelves show a low level of commitment of the part of the supplier. As a supplier, they meant to understand their buyers market and work hand in hand to bring successes to the customer. The more business the customers make the better for the supplier. The supplier chain should be flowing like a river and not stagnant like the pond. To tackle the problem where supplier sends products that do not sell well, suppliers need to be more involved in their supply chain. With respondent B all issue supply chain are handled by HQ, so less stress is placed on the retailer and they can focus their energy on other issues like Cat Man and retailing.

Exhibit 14 below shows the inter relation within the ethnic food trade and market in Sweden, between players in the industry with the ultimate player being the consumer. The group of retailers and manufactures in-group A majorly sells to group C (i.e. end user consumers and also private and public food service sectors, the HoReCa). While the group B classified as importer/ distributors do most of their selling to group A and C. Their SCM chain reflects the interrelation of players who have different business goals and operating background, as the focus is on the retailers, who are also members of group A. this two group needs to take more advantages of their attributes and complement each other. Many of these retailers have diverse method of using relatively inexpensive media and community networks to get their products out there to the consumers. An example is setting up of tables and stand in the mainstream retailers' 'supermarket and shopper get to taste one or the other type of ethnic food made. Such practice was used by one of the respondent to launch her labels in the UK and some part of Stockholm, Sweden. In the case of respondent B who needs to have, ethnic test tables but are not so knowledgeable about this. They can take advantage of their ethnic supplier to help them plan this and work hand in hand. So also can the ethnic entrepreneur take advantages of their supply chain, advert, and other resources of the retailer to help them expand their markets.



+ Domestic manufacturer that use ethnic food products as raw material in their production process

* Domestic manufacturer that repack these ethnic foods under their own private labels and resell

The Specialist import varies depending on the specialty, i.e. ethnic food in general, Tea and spices, Organic and fair trade labeled Food, Food ingredient and raw material.

Exhibit 14: Segment and Channels of Ethnic food Distributions in Sweden (Source: Amina Okun, 2011)

7. Conclusion

There is an **absence of clear-cut understanding of policies, and regulation** among new entrepreneur and in some cases older entrepreneurs as per the Swedish importation for ethnic food including food and beverage products. Therefore, there is the need to encourage both new and existing entrepreneurs by the government in term of **trainings, campaigns, and programs** on how to do business and importation rules and regulation

While some referred to **ethnic food by way of the origin** of the food, some definition is by the **way of what the local origin considered ethnic**. As some cuisines were similar, it is **difficult to draw a borderline** between the differences

There is a **lack of adequate financial support and credit** facilities like **soft loan** to help starting SME and existing one to start up and maintain their business. As these entrepreneurs **come from countries**, where the **credit systems support SME and soft loans** are common and are not used to the credit system available in Sweden. To provide financial support most of these ethnic entrepreneurs would rather borrow from each other instead of the financial system available in the country.

Due to poor knowledge about the **ethnic immigrant demand among non-ethnic supplier**, as their judgment about the market conditions as well as the demand of the customer are based on what they perceive the market want. Problems sometimes arise with their customers as those mentioned with respondent A, and these results to where products stay long on the shelves as consumer do not purchase them. This is capital tied down and not suitable for business. There is the need that category management needs to be understood and practiced more between suppliers, distributors and these ethnic entrepreneurs.

The problem of labels and packaging, these ethnic entrepreneurs develop ways to tackle the labels issue by making homemade labels that are costly and time consuming, this attract extra cost to the consumers. Suppliers need to help out along the supply chain that is in order to give the consumer a better shopping experience. Ethnic entrepreneurs and suppliers need to help contribute to the costs of providing these labels to each consumer market they sell and participates within. More stakeholders need to shift from the paradigm of the past where there concern was just on their own interest to that of all the stakeholders within the supply chain as their next line retailers and the end consumers. Table 4 in chapter 4 provides the new way of thinking that all stakeholders within the supply chain need to follow, so as to have a sustainable supply chain between the members in the supply chain as in exhibit 14.

Cat Man and Shelve display is a big issue with most ethnic entrepreneurs, they need to **learn from the mainstream** and try to make attractive and enticing displays for the customers. The unconventional way of labeling can also put some consumers off buying such product as well as how product are displayed in the shops.

The unification of the standard and certification of the industry, will help reduce the question and doubt in the consumer mind as “who do I accept” and hinders trade, affect product quality, health claims and trust. As seen in the organic food industry and fair trade, so as to make trade easier between origins of the food and country of sales and consumption. As when each country in the different region of the World has its own standard and certifier, this hinders trade.

Food fusion is a good way of introducing unfamiliar to the market. Halah , Kosher and other categories of ethnic food and their growth potential should not be ignored, as the buyers of

these categories are loyal to their brands. Omar Mohout the MD of Halah Industries motioned that Halah is the biggest brand in the World as heir are about 2 Million Muslim Worldwide who support this brand. Ethnic retailer in Sweden need to be encouraged and initiated to familiarize themselves with how this work in the system as there are country differences between their home country and that of the host country. This will also alone them to integrate into the system and if ever they decide to look for job in the system, it gives them advantages Halah, Kosher and other categories of ethnic food and their growth potential should not be ignored, as the buyers of these categories are loyal to their brands, These are niche markets within the niche

The use of ethnic marketing to help segment the market according to homogeneity with the heterogeneity ethnic market. As immigrant have varied ethnicity and origin. Also consideration for 2nd generation consumers and the locals who might probably have different needs.

Both ethnic entrepreneurs and the mainstream needs to practice more of innovative networking, as this will, give both parties competitive advantages. Ethnic entrepreneurs need to take advantages of the mainstream retailer, and use their expertise in areas that are needed to attain growth and prosperity and the mainstream retailers need to take advantage of the ethnic entrepreneurs' knowledge about the product and industry.

The ethnic entrepreneurs needs to take advantages of associations, institutes and programs that are set up to guide and assist them, an example is the European Sales and Marketing Association (ESMA). This will help them achieve development and a way of attaining social network, which will help in their businesses.

The concept of Cat Man and retailing needs to be tailored towards the ethnic consumers., not a "one size fit all" as there exist also heterogeneity among ethnic consumers

The ethnic market is growing and its problems exist like any other industry. The Swedish government and authorities need to do more by way of assist entrepreneurs in terms of structures and tax reforms, as they are the backbone of the economy of most societies. There is the need for provision of soft credit facilities the small and medium size entrepreneurs and the need to gradually integrate them into the system through trainings and programs using simply mainstream language or the immigrant's language that they can easily absorb and understand. The need for ethnic entrepreneurs to organize taste tables, sponsorship programs and participate in mainstream shows so as to enlighten people about the concept of ethnic food and food culture behind some of these food .The need for unification of standard and certification, like what is seen with the fair trades and organic products. Halah , Kosher and other categories of ethnic food and their growth potential should not be ignored, as the buyers of these categories are loyal to their brands.

A number of reasons were identified as the driving **factors for the increase in ethnic food consumption**. Generally identified are the migration pattern of people that in turn spread culture, food and other practice of the immigrant into their host communities. Within the Swedish population, apparently a key source of the increase in ethnic food demand is the growing ethnic diversity of the Swedish population. Looking appendix 1, the fluctuation in the population because of immigrating and emigrating among the population gradually increased over the years. The gastronomic nature of the Swedes has made the taste of other foods, fruits and cuisines very palatable to them. With the increase in the frequency, longitude, and latitude of travels, the Swedes get more opportunities to experience other cultures and their food on holidays and business trip. This leaves them with a craving of

wanting to enjoy this same meals and cuisines when they come back to Sweden and as such seek for opportunities to satisfy these needs, either by making these foods in their homes or in the restaurants. Globally the increase in the awareness and sales of health and wellness food has increased over the past few years, both in developed and emerging markets. Sweden currently rated the world ninth market for health and wellness-oriented products, where an average of SEK4,000 (US\$600) per person is spent annually on these products. In Sweden for examples, health-conscious consumer buy a lot of ethnic food as such food and beverages are believed to be rich and naturally produced than product in mainstream line, examples are Asian teas, nuts like sunflower seeds, sesame

The factors identified that has increased the drivers for the ethnic food market among ethnic entrepreneurs are quite similar to those discuss under section 4.2.4 as some of these entrepreneurs start up businesses as a way of self employment and host country disadvantages. Other factors that have encouraged such entrepreneurial growth also include the introduction of new technology and the easy of integrating these technologies into the industry and/or the business, like the use of better communication system as the Internet. Deregulation and privatization among countries and within markets and industries provides creation of entrepreneurial opportunities and innovation. The advancement and increasing demand for varieties of products among consumers and customers and the provision of incentives, subsidies, and encouragement from the government and authorities to help boost the economy. The availability and ease of access to resources among entrepreneurs and the various industries. As the number of people who are dissatisfied with their jobs increases and the need for flexibility of work among people, increases more people are turning to entrepreneurial business as a solution.

8. Recommendation

There is positivity about the whole business and market for ethnic food, as any other emerging and developing market. The industry needs to be nurtured and groomed to integrate all aspect of the market mix and seller objectives. The ethnic market has come to stay and is a big part of the consumers and food industry in Sweden. Ideally it recommed that more research and studies be carried out in this area of the economy as limited work and studies are available in this area. as there are limited information and data that are available which gives a better understanding of the market size, prevalence and major characteristics of immigrant ethnic entreprise and ethnic food market in Swede and in general. The experience of the writer in searching for work, information and research finding concerning ethnic food industry in Europe, shows that the industry needs to be academically researched and study, as most paper related to this subject of study are written by researchers in the UK, USA and Asia.

The problem identified needs to be takled with the consideration that most of the consumers of ethnic food are immigarnts. Future researches can also enhance the understanding of innovative networking and opprtunity recognition relationship among enrepreneurs and the mainstream market. Ethnic entrepreneurs should be encouraged to work with institution and vice visa to encourage the development of this industry in Sweden.

The findings of this research can help stakeholders within the ethnic food industry understand and deal with problem that has been identified and the ways, that they can be handled.

For future reference, if similar studies are to be carried out, the resarcher would advice that the study be carried out with the use of fewer model as each model used in this concept can be used extensively to carry out similar staudies .

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Appendices

Appendix 1. Foreign citizens by country of citizenship, sex and period

Population and population changes in Sweden by observations and period.										
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Population	8882792	8909128	8940788	8975670	9011392	9047752	9113257	9182927	9256347	9340684
Immigrants	58659	60795	64087	63795	62028	65229	95750	99485	101171	102280
Emigrants	34091	32141	33009	35023	36586	38118	44908	45418	45294	39240

Source: <http://www.ssd.scb.se/databaser/makro/SaveShow.asp>

Appendix 2. Map of Sweden



Source: Lonely Planet
<http://www.lonelyplanet.com/maps/europe/sweden/>

Appendix 3. Brief Fact and Figures

Agricultural land: 8 %

Forests: 53 %

Marshland: 9 %

Grasslands: 7 %

Bare rocks and mountains: 12 %

Lakes and rivers: 9 %

Highest mountain: Kebnekaise (2,103 m)

Biggest lake: Vänern (5,650 sq km)

Calling code: +46

Internet code: .se

Time zone: GMT +1

Currency: 1 krona (SEK) = 100 öre

GDP per capita (PPP): USD 39,000

GDP per capita (current prices): USD 43,147

Most important export goods: Machinery and transport equipment, industrial machinery, chemicals and rubber products, electronics and telecommunications equipment, wood and paper products, minerals, road vehicles, pharmaceuticals

Most important imported goods: Electronics and telecommunication, chemicals and rubber products, industrial machinery, foodstuffs, road vehicles, minerals

Population in major cities (including suburbs):

Stockholm: 1,960,000

Gothenburg: 915,000

Malmö: 585,000

Source: [www,Statistics Sweden](http://www.Statistics Sweden); www,CIA Fact Sheet

Appendix 4. The rules are different for animal food and food of non-animal origin.

- * Importation of animal food from another EU country for all items.
 - * The importation of food of non-animal origin only paragraphs 1, 5 and 6.
 - * Please note that there are special rules for the introduction of certain foods.
-

1. Registered or approved by local authority

All food business operators shall ensure that its plant is registered with or approved by the Control Authority (municipality). This applies even if only to convey food.

2. EU-approved plant

Products of animal origin must come from a plant that is approved for trade with other EU countries. Lists of approved establishments, public authorities in each EU country.

3. Proper certificates and documents

Each consignment must be accompanied by proper certificates and documents. Read more about the certification / documentation under the heading Read more on the right.

4. Salmonella

For fresh meat and minced meat from cattle, swine and poultry and eggs for consumption are specific requirements for salmonella. This means that the goods be sampled before it leaves the sending country in the EU and certification of samples to be sent to. Read more about salmonella under the title Read more on the right.

5. Decisions regarding animal diseases

Information on infectious animal diseases that affect trade with EU countries. Recent decisions under the heading entitled Read more on the right.

6. Labeling

The goods must comply with Swedish legislation on sale in Sweden which means that the marking in Swedish will be available. National Food Administration(NFA)-Livsmedelsverket has a marking guide that is helpful. Link to the NFA website with guides under the title Read more on the right. Updated: 2010-11-22

Source: Livsmedelsverket (2010)

(<http://www.slv.se/sv/Fragor--svar/Fragor-och-svar/Handel-inom-EU/Inforsel-av-livsmedel-fran-andra-EU-lander/>)

Appendix 5. Interview Questions.

Suppliers, Distributors and Retailers Of Ethnic Food In Sweden

1. Can you give your general overview and perspective of the ethnic food business in Sweden and why have your firm entered into the industry?
2. What factors do you believe has lead to the increased demand for ethnic food in Sweden?
3. What factors or constraints do you believe can lead to a reduction or stagnant in the ethnic food market growth in Sweden?
4. What are the issues that constitute setbacks for the ethnic food market from your perspective?
5. Who are your customers?
6. What are your customers' expectations from your firm and the ethnic food market?
7. How do you determine what product range and product label consumers are interested in purchasing?
8. Please give an overview of your firm's supply chain and how it is managed i.e. who is your supplier (suppliers) and how are your products distributed?
9. Given the various participants in your supply chain, who and what factors are the determinants or control over your firm's supply chain?
10. What are the challenges you face in the supply chain and the ethnic food market as a whole?
11. Are you getting any special preference in this line of ethnic food product from the authorities as compared to other line of food products?
12. What expectation or assistance are you expecting or would you want the authorities in Sweden to give regarding this line of products?
13. Please feel free to discuss and talk about this issue from your perspective?

Suppliers, Distributors and Retailers of Ethnic Food Interviewed In Brussels.

1. Can you give your general overview and perspective of the ethnic food business and why have your firm entered into the industry?
2. What factors do you believe has lead to the increased demand for ethnic food?
3. What factors or constraints do you believe can lead to a reduction or stagnant in the ethnic food market growth?
4. What are the issues that constitute setbacks for the ethnic food market from your perspective?
5. Who are your customers?
6. What are your customers' expectations from your firm and the ethnic food market?
7. How do you determine what product range and product label consumers are interested in purchasing?

8. Please give an overview of your firm's supply chain and how it is managed i.e. who is your supplier (suppliers) and how are your products distributed?
9. Given the various participants in your supply chain, who and what factors are the determinants or control over your firm's supply chain?
10. What are the challenges you face in the supply chain and the ethnic food market as a whole?
11. Do you do any business in Sweden?
12. Please give your view about the Swedish Ethnic food market?
13. Please feel free to discuss and talk about this issue from your perspective?