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Drivers of Success to Effective Entrepreneurship: A Comparison of Immigrant and Native-born Perceptions

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The author of this dissertation is:

Irina Kogan

J. Mack Robinson College of Business

Georgia State University

Atlanta, GA 30302-4015

The director of this dissertation is:

Danny Bellenger

J. Mack Robinson College of Business

Georgia State University

Atlanta, GA 30302-4015

Drivers of Success to Effective Entrepreneurship: A Comparison of Immigrant and Native-born
Perceptions

by

Irina Kogan

A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree

Of

Executive Doctorate in Business

In the Robinson College of Business

Of

Georgia State University

GEORGIA STATE UNIVERSITY

ROBINSON COLLEGE OF BUSINESS

2019

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ACCEPTANCE

This dissertation was prepared under the direction of the *IRINA KOGAN* Dissertation Committee. It has been approved and accepted by all members of that committee, and it has been accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Business Administration in the J. Mack Robinson College of Business of Georgia State University.

Richard Phillips, Dean

DISSERTATION COMMITTEE

Dr. Danny Bellenger (Chair)

Dr. Lars Mathiassen

Dr. Wesley Johnson

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ABSTRACT

Drivers of Success to Effective Entrepreneurship: A Comparison of Immigrant and Native-born

Perceptions

by

Irina Kogan

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Chair: Danny Bellenger

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The literature indicates that only a few studies have compared immigrant and non-immigrant entrepreneurs in the United States. The present study addresses this gap by inquiring how these populations perceive drivers of success. I employed an in-depth, multi-case analysis of immigrant and nonimmigrant entrepreneurs operating in the United States. Data were collected from semi-structured interviews. Adaptive comparative causal maps (CCMs), which are qualitative methodological tools, were used to illustrate similarities and differences between the groups.

I identified 155 drivers of success. I ascertained connections, deviations, and causal linkages as well as portrayed overlaps and divergences in the groups' perspectives regarding the perceptions of success drivers. There were many differences detected between the groups, such as immigrants' views that being innovative and able to adapt to trends (entrepreneurial orientation (EO)), being dynamic (EO), and able to build a reliable team (business orientation (BO)) influence success. Nonimmigrants perceived that communicating with customers (BO) and the ability to calculate risks (EO) are the factors that affect success. Despite having many differences, both groups regarded BO drivers (e.g., leadership skills, market orientation, and

financial capabilities) as the most influential determinants of success. Among EO drivers, the groups indicated that innovative capability exerts the most significant effect on success.

This study contributes to research and practice through its determination of immigrant and nonimmigrant perceptions of EO and BO drivers and their effects on entrepreneurial success. The findings are expected to assist practitioners, scholars, and educators in formulating improved strategies and creating training programs for developing EO and BO factors and, consequently, clear the way for entrepreneurial success.

This is the first qualitative study that utilized the research model that incorporated both EO and BO to observe the separate effects of these orientations on entrepreneurial success, the first study that compares immigrant and nonimmigrant perceptions of drivers of success, and the first in the business and entrepreneurship disciplines to employ and build on the CCM technique. Overall, the research adds to the existing body of knowledge by filling the gap in how the aforementioned method is used, wherein rules and regulations for standard dimensional gauges are lacking.

INDEX WORDS: success, business success, entrepreneurial success, performance, EO, entrepreneurial orientation, drivers of success, entrepreneurship (entrepreneurs), innovation, proactiveness, risk-taking, business orientation, BO, business orientation financial capabilities, marketing orientation, leadership skills, CCM, comparative causal maps, adaptive causal mapping

I CHAPTER I – INTRODUCTION

Entrepreneurship is a heavily debated topic in media. It is one of the U.S. economy's primary instruments of economic expansion, job creation, and vitality sustainment (Audretsch & Thurik, 2001). Private enterprises in the United States not only promote economic growth, job creation, and product and service innovations but also advance methods for recognizing and exploiting underdeveloped markets and opportunities. The U.S. Small Business Administration (2005) informs that new company open more rapidly, and the number of people starting companies increases. Immigrants also start businesses in the United States, and worldwide talent migration is vital to the country's economic and commercial landscape. In the United States, "immigrants are almost twice as likely to become entrepreneurs as native-born U.S. citizens" (Vandor & Franke, 2016). According to Bluestein (2015), "the most entrepreneurial group in America wasn't born in America"; and "if immigrant business were a stock, you'd be an idiot not to buy it" (p. 1). Immigrants started more than 25% of U.S. companies (Bluestein, 2015). This phenomenon sparks interest for further investigation.

Many businesses fail in the first years of operation, but immigrant-owned enterprises demonstrate a history of success beyond the first five years (Kerr & Kerr, 2016). Immigrants are more entrepreneurial than natives (Vandor & Franke, 2016). They "represent 27.5% of the countries' entrepreneurs but only around 13% of the population" (Fairlie, Morelix, Reedy, & Russell, 2015). About 25% of all technical and engineering enterprises launched in 2006 through 2012 had "at least one immigrant co-founder," and immigrant entrepreneurship continues to grow (Fairlie et al., 2015). The 2012 Global Entrepreneurship Monitor report, which contains surveys collected from 69 countries, reveals a pattern of higher entrepreneurial activity among immigrants than among nonimmigrants (Xavier, Kelley, Kew, Herrington, & Vorderwuelbecke,

2013)). 43.3 million immigrants reside in the United States, and this number is expected to grow to 78 million by 2065 (CAP Immigration Team & Nicholson, 2017). Also, immigrants become homeowners faster than nonimmigrants; they are taxpayers, job creators, entrepreneurs, and consumers.

The Bureau of Labor Statistics (2017) informed that 10-12% of businesses fail in the first year, and 50% do not survive the first five years. Although entrepreneurial companies contribute to the U.S. economy significantly, not all new establishments survive. Business failure is painful and is often associated with psychological and socioeconomic turmoil. It is an emotional, traumatic experience for owners and employees: people lose their jobs, face financial problems, and even file bankruptcy. Such factors negatively influence the U.S. economy. Consequently, educators, researchers, practitioners, lawmakers, and government institutions strive to understand what influences entrepreneurial success and why immigrants are twice as likely to become entrepreneurs as nonimmigrants.

I.1 Research Approach

This study utilized the entrepreneurial orientation (EO) theory, and its factors, which include innovativeness, proactiveness, and risk-taking, as well as business orientation (BO) factors, such as financial capabilities, market orientation, and leadership skills, to explore how immigrant status moderates the relationship between these drivers and entrepreneurial success among the U.S. business owners. In other words, the study investigated whether immigrant and nonimmigrant entrepreneurs perceive the drivers of success differently (Figure 1). With the exception of the immigration status, the sample was designed to be as homogeneous as possible. This controlled for differences in perceptions based on other factors. The study applied a qualitative methodology, and an explanatory case study, to exploit semi-structured interviews

conducted with eight immigrant entrepreneurs (Russian-speaking) and eight nonimmigrant entrepreneurs operating in alcoholic beverages distribution industry in the United States that demonstrated equal success. The study relied on a multi-case method to explore similarities and differences between the immigrant and nonimmigrant entrepreneurial perceptions of drivers of success.

I employed adaptive comparative causal mapping (CCM), a qualitative technique, to analyze the data and identify intersections and disagreements in map concept and causal relations. These adaptive causal maps, CCM, provided representations of how individual immigrant and nonimmigrant entrepreneurs perceive drivers of success. The study's conceptual framework is the EO, which includes innovativeness, proactiveness, and risk-taking, and BO and its factors, such as financial capabilities, market orientation, and leadership skills, that are the core concepts of the model that allows to examine their influence on business success among immigrant and nonimmigrants entrepreneurs. This study answers the following research question: How do immigrant and nonimmigrant entrepreneurs perceive the drivers of success?

This study will assist academic institutions, scholars, business owners, leaders, senior management, lawmakers, and governments in understanding how to help businesses succeed in the United States, how to stimulate entrepreneurial success to reduce business lethality rates, and how immigrant and nonimmigrant entrepreneurs perceive success. Entrepreneurial success and survival are central to modern entrepreneurship research. It is imperative to cultivate private enterprises to positively influence the economy and culture (Seth, 2015). Understanding how immigrant and nonimmigrant entrepreneurs perceive success enables privately owned enterprises to achieve high performance and succeed.

The study begins with an overview of the literature on entrepreneurship, immigrant entrepreneurship, Russian-speaking entrepreneurship, and the alcoholic beverages industry. Thereafter, I define the drivers of success discussed above and explore several interpretations of success.

II CHAPTER II – LITERATURE REVIEW

II.1 Entrepreneurship

Entrepreneurs start new enterprises and confront indistinctness in numerous ways (Hodges & Kuratko, 2004). Such individuals identify opportunities and organize the necessary resources, teams, capital, energy, and time to achieve success. Business ownership entails many risks but also enhances innovation capabilities, proactiveness abilities, and risk-taking abilities. In this study, I define entrepreneurs as business owners who establish and manage businesses to further personal goals and agendas (Jenkins & Johnson, 1997). Entrepreneurship is the creation of new businesses by individuals who assume risks to amplify their earnings and improve their lives (Lee & Peterson, 2000). Rai (2008) describes an entrepreneur as an individual “who innovates on all fronts on a regular basis, works under uncertainty, bears the non-insurable risk and combines and manages the factors of production” (Rai, 2008, p. 213). This definition is widespread and appropriate to all business types. Other researchers suggest that entrepreneurship incorporates the identification, assessment, and maximization of opportunities to present new goods and services by coordinating work in a new way (Kobia, Nafukho, & Sikalieh, 2010; Shane & Venkataraman, 2000; Venkataraman, 1997).

Entrepreneurs continually improve their competencies to remain effective. They also exhibit audacity and a readiness to accept positive and negative outcomes (Johnson, 1990; Segal, Borgia, & Schoenfeld, 2005). The primary purpose of entrepreneurship is the pursuit of business opportunities, business growth, and wealth creation in start-up and existing enterprises (Lumpkin & Dess, 1996). Covin and Slevin (1991) and Peters and Waterman (1982) agree that entrepreneurship is an essential characteristic of successful companies. Entrepreneurs oversee every area of business, including sales, client management, inventory, accounting, delivery, team management, hiring, compliance, and office management aspects of day-to-day operations. They

also assume financial responsibilities to ensure their companies' survival and engage in the development to increase the probability of success and expansion. Entrepreneurs undertake these challenges, either voluntarily or unwillingly. Some are pulled into entrepreneurship by a unique opportunity, whereas others are pushed into entrepreneurship by life events (Bates, 1999; Gibb & Richie, 1982). Culture and the external environment in which entrepreneurs are raised, influence their behavior (Lee & Peterson, 2000). Entrepreneur's personalities, activities, manners, habits, perceptions, and traditions are linked to the culture in which they grew up in (Berger, 1991). Entrepreneurship grows from the "bottom-up," such that **culture** brings out **entrepreneurial** capacity (Lee and Peterson, 2000). The **culture** is a conductor, and the entrepreneur is the facilitator to entrepreneurship (Berger, 1991). Regardless of conditions, culture promotes and inspires entrepreneurial behavior among individuals driven by financial targets, accomplishments, societal status, professional advancement, and personal self-actualization (Lee & Peterson, 2000). Also, entrepreneurs exhibit innovation, proactiveness, risk-taking behavior, decision-making in uncertain situations, willingness to live with uncertainty, individualistic behavior, and the ability to engage in individual decision-making – all this promotes entrepreneurship (Lee & Peterson, 2000).

Entrepreneurs in the United States operate in a relatively stable business, financial, legal, social, and political environment. Entrepreneurship affects wealth creation and employment (Lee & Peterson, 2000). In the United States, more individuals work for small enterprises than for large firms (Simons, 1996). Entrepreneurship is, therefore, a major component of the small business sector (Montagno, Kuratko, & Scarcella, 1985). Many studies have investigated the importance of entrepreneurship development (Adekunle, 2011; Coase, 1937; Serida Nishimura & Morales Tristán, 2011; Schumpeter, 1934). However, entrepreneurial success, rather than

significance, is the topic of interest in this study. The extant research provides a variety of descriptions and measures of entrepreneurial success (Baron & Henry, 2011; Fisher, Maritz, & Lobo, 2014; Sarasvathy, Menon, & Kuechle, 2013) as entrepreneurship has long been considered a noteworthy factor for economic progress that provides millions of jobs, products, and services.

Entrepreneurs create wealth for the nation and enhance its competitiveness (Zahra, 1999). In light of recent downsizing trends and international rivalries, companies compete by becoming more responsive to change, reacting faster than competitors to remain relevant in the volatile business environment, and providing uniqueness and innovation. The research emphasized the demand for a common business ecosystem where entrepreneurship occupies a well-defined, comprehensive market share (Birley & MacMillan, 1992,1993; Covin & Slevin, 1991; Lado & Vozikis, 1997; Morris, 1998). As entrepreneurship positively affects the economy, generates jobs, and brings innovative ideas to life, it remains a topic of academic interest that offers numerous research possibilities (Van Praag & Versloot, 2007). Immigrant entrepreneurship is also a research area of interest because immigrants are twice as likely to own and operate businesses as nonimmigrants.

II.2 Immigrant Entrepreneurship

In the United States, researchers envision immigrants as people who relocate, abandoning their homes to confront the challenge of adjusting to another culture, society, rules, norms, and language (Handlin, 1951; Schiller, Basch, & Blanc, 1995; Takaki, 2012). In 2015, immigrants in the United States started more businesses in the U.S. than nonimmigrants (Fairlie et al., 2015; Vandor & Franke, 2016). “The most entrepreneurial group in America wasn’t born in America,” and “if immigrant business were a stock, you’d be an idiot not to buy it” (Bluestein, 2015).

Immigrants started more than a quarter of United States companies (Bluestein, 2015).

“Immigrants constitute 15% of the general U.S. workforce, but they account for around a quarter of U.S. entrepreneurs” (Kerr & Kerr, 2016). “This pattern is comparable to what we observe in innovation, where immigrants also account for about a quarter of U.S. inventors” (Kerr & Kerr, 2016). Immigrant entrepreneurship has been increasing “from 16.7% in 1995 to 27.1% in 2008”; the number of companies with at least one immigrant founder grew “from 31% in 1995 to 37% in 2008” (Appendix D) (Kerr & Kerr, 2016). Immigrant-owned companies display more energetic examples promoting the creation of more job when compared to nonimmigrant companies (Kerr & Kerr, 2016). Immigrants have a specific formation of their human and social capital and conduct that affect their businesses’ actions differently comparing to nonimmigrants (Achidi Ndofor & Priem, 2011). Immigrants are defined as first-generation immigrants, who moved to the United States at the age of 18 or older, who are independent adults making their own decisions, and who finance their relocation (Kogan, Graham, Belmont, & Bellenger, 2018). Immigrant entrepreneurs are born outside of the country where they opened their businesses (Achidi Ndofor & Priem 2011). Immigrants are the individuals who relocated from another country and lived in the United States for at least a year (Sasse & Thielemann, 2005). They have many reasons for leaving their homes, such as discrimination, religion, politics, poverty, financial problems, and personal motives. Global migration is a key feature of modern society (Kourtit & Nijkamp, 2011; Massey, Arango, Hugo, Kouaouci, Pellegrino, & Taylor, 1993; Simon & Moore, 1999). Consequently, increased international migration and immigrants’ contribution to the economic development have resulted in many studies on immigrants’ contributions to the labor market (Dana 1993; Head & Ries 1998; Wong 2003; Wong & Primecz 2011), and academics, businesses, and lawmakers express higher interests in immigrant entrepreneurship and its effects

(Collins 2003; Kloosterman & Rath 2003; Van Delft, Gorter, & Nijkamp, 2000; Waldinger, Aldrich, & Ward 1990).

II.3 Immigrant and Nonimmigrant Entrepreneurship

Many academic publications demonstrate that “general rates of business ownership are higher among the foreign-born than natives in many developed countries, including the United States, United Kingdom, Canada, and Australia” (Kerr & Kerr, 2016). In the United States, business ownership and new business creation are growing among immigrants and declining among nonimmigrants (Fairlie, 2012; Fairlie and Lofstrom, 2015). Hunt (2011, 2015) states that expert field immigrants are more likely to start businesses with ten people on staff compared to nonimmigrant entrepreneurs.

On average, immigrant entrepreneurs employ 4.4 employees, compared to 7.0 employees employed by nonimmigrant entrepreneurs (Kerr & Kerr, 2016). If both immigrant and nonimmigrant entrepreneurs work together in the same firm, (“mixed founder team”), the firm employs on average 16.9 employees (Kerr & Kerr, 2016). Immigrants companies do not survive as long as the companies established by nonimmigrants, but those that endure, for the next six years develop faster, have higher employment rates, salaries, and establishments (Kerr & Kerr, 2016). Also, immigrant entrepreneurs are more likely to survive compared to nonimmigrant entrepreneurs (Kerr & Kerr, 2016).

II.4 Russian-Speaking Entrepreneurship

To provide as homogeneous a sample as possible, I used a single country of origin, Russia. Immigration to the United States is not the emphasis of this research, but it is essential to understanding Russian-speaking entrepreneurs’ backgrounds. Few studies explore the experiences of Russian-speaking entrepreneurs in the United States. However, Shvarts (2013)

studied Russian-speaking immigrants in Toronto, Canada, and found that immigrant entrepreneurs were more likely to start and maintain businesses than nonimmigrant entrepreneurs. Most Russian-speaking entrepreneurs who operate businesses in the United States were the citizens of the former Soviet Union. At that time, entrepreneurs operated in a hostile business environment. Russia's post-communist philosophy did not favor entrepreneurial development, and people perceived entrepreneurs as criminals. Russian culture of that time regarded private businesses negatively (Aidis, Estrin, & Mickiewicz, 2008), and the country lacked a well-developed market that supports institutions (Estrin, 2002). In addition, the court system is deficient (Johnson, McMillan, & Woodruff, 1999), property rights are not enforced (Aidis & Mickiewicz, 2006; Puffer & McCarthy, 2001), and corruption is prevalent and detrimental to the private sector (Aidis et al., 2008; Frye and Shleifer, 1997).

Moreover, the government is bureaucratic and employs a "grabbing hand" model (Shleifer & Vishny, 2002). Such obstacles create challenges for entrepreneurs in Russia, including "inefficient markets, active government involvement, extensive business networking, and high uncertainty," as well as institutional voids, and a lack of "credibility enhancers," "information analyzers," "aggregators and distributors," and "transaction facilitators" (Khanna & Palepu, 2013; Xu & Meyer, 2013). Many Russian-speaking entrepreneurs eagerly enter the U.S. market because they face fewer obstructions than in Russia. They recognize opportunities and design business models to fit the U.S. market to increase their returns. To overcome some barriers related to U.S. culture and adjust to new expectations, they develop cross-cultural competencies and work around developed institutions to succeed. After the collapse of the Soviet Union, many entrepreneurs who moved from USSR to other countries started to make "millions establishing businesses in their new host countries" (Shvarts, 2013). Entrepreneurs from the

former Soviet Union move “from a place where the free market economy did not exist before the 1980s“ (Shvarts, 2013); “entrepreneurship was forbidden, and there was no privatization prior to the 1980s” (Gold, 1995). It is, therefore, interesting to explore how Russian-speaking entrepreneurs develop and transfer their skills and abilities to establish successful businesses in the United States.

II.5 Industry Context

Both respondent groups in this study are the distributors in the alcoholic beverages industry; this controls for success drivers other than immigration status. The alcoholic beverages industry experiences “the highest economic growth in history as new industry members join the market, and new brands are developed every day” (Kogan et al., 2018). Also, “although the government actively enforces the regulations, it is apparent that entrepreneurs, who open their businesses in this industry, obtain an opportunity to succeed: the sector allows for much potential for new players” (Kogan et al., 2018). The alcoholic beverages industry is complex and tightly controlled by the TTB (Alcohol and Tobacco Tax and Trade Bureau) and the FDA (Food and Drug Administration) (Kogan et al., 2018). These entities oversee federal guidelines, and industry barriers are quite high (Wholesaler/Importer/Exporter, 2017). To start a business, an entrepreneur must organize all resources, as well as register the company, obtain federal and state licensing, find producers and importers to work with, sign agreements, register brands with the state, understand the pricing system, learn about the market demand, lease or buy warehouse space and trucks, and hire and train people. It takes about six to nine months to begin operations in this industry. In addition to regulations and guidelines, “a distribution company should be able to innovate, or explore, be proactive, to bear risks, to have an ability to manage money and possess prior knowledge and experience while exploiting existing opportunities, or working to

satisfy the existing demand, customers or markets to survive and succeed” (Kogan et al., 2018). These aspects are essential for companies in the alcoholic beverages industry to achieve success in a complex, volatile business environment (Kogan et al., 2018).

II.6 Theoretical Background

II.6.1 *Entrepreneurial Orientation*

Entrepreneurial orientation (EO) has “received substantial conceptual and empirical attention, representing one of the few areas in entrepreneurship research where a cumulative body of knowledge is developing” (Rauch, Wiklund, Lumpkin, & Frese, 2009). EO constitutes a company’s strategic course and encapsulates its strategic systems, management standpoints, and entrepreneurial actions (Covin & Lumpkin, 2011; Wales, 2016). It also encompasses the entrepreneurial method, including how entrepreneurship is executed, what methods are applied, what procedures are used, and what operational decision approaches are exploited (Lumpkin & Dess, 1996). EO signifies the process of strategy creation and offers businesses a foundation for entrepreneurial decision-making and activities (Lumpkin & Dess, 1996; Mintzberg, 1973; Wiklund & Shepherd, 2003). Companies’ strategic processes include forecasting, projections, scheduling, exploration, assessment, decision-making, and applications of their philosophies, principles, and purposes (Hart, 1992).

EO embodies the strategies and systems that serve as the source for entrepreneurial decision making and undertakings. Therefore, EO is “the entrepreneurial strategy-making processes that key decision-makers use to enact their firm’s organizational purpose, sustain its vision, and create competitive advantage(s)” (Rauch et al., 2009). EO is a well-studied theory in academic literature (Kraus et al., 2012). It provides a competitive advantage and improves performance (Runyan, Droge, & Swinney, 2008). EO is a principal aspect of firm performance

and incorporates innovativeness, proactiveness, and risk-taking as its central features (Covin & Slevin, 1989; Edmond & Wiklund, 2010; Lumpkin & Dess, 1996; Miller, 2011). The relationship between EO's measurements of risk-taking, proactiveness, and innovativeness is the theory's foundation.

Entrepreneurial companies with strong EO encourage innovation and experimentation, risk-taking, creativity, and proactiveness (Lee & Peterson, 2000). Research has shown the importance of EO concepts, including the "three to five dimensions (innovation, proactiveness, risk-taking, autonomy, competitive aggressiveness) (Randerson, 2016). Compared to traditional firms, entrepreneurial companies are more likely to innovate, mitigate risks, and behave proactively (Covin & Slevin, 1991; Lumpkin and Dess, 1996; Miller, 1983). EO is among the most accepted theories in entrepreneurship and business management research, and several recent EO study reviews have been conducted (Covin & Slevin, 1991; Covin & Miller, 2014). Many researchers have studied EO, which has gained a strong presence in the literature (Covin & Lumpkin, 2011; Wales, Gupta, & Mousa, 2013). Anderson, Kreiser, Kuratko, Hornsby, & Eshima (2015), Basso, Fayolle, & Bouchard (2009), Covin and Wales (2012), Edmond and Wiklund (2010), and Miller (2011) addressed EO in their studies. Also, with the general recognition of the EO theory, entrepreneurship is regarded as more than just an activity, or a single undertaking of new products launch – "it is an overall strategic posture" (Wales, 2016).

According to Covin and Slevin (1991), EO signifies a strategic dimension that applies to all businesses (p. 20). Performance is the most studied variable in EO literature (Rauch et al., 2009; Wales et al., 2013). A firm's performance is an essential dependent variable in entrepreneurship research (Covin & Slevin, 1991). Past EO research concentrated on financial outcomes and lacked nonfinancial results (Rauch et al., 2009). Company performance must also

account for nonfinancial measures, that validate the success or failure of a business's EO activities, to produce value for the company, including lower turnover rates, higher employee motivation, positive work environment, stakeholder fulfilment, business status, company image, goodwill, and social value creation (Lumpkin & Dess, 1996; Lumpkin, Moss, Gras, Kato, & Amezcua, 2013; Zahra, 1993). Few studies identify aspects that influence business survival rates (Edmond & Wiklund, 2010; Wiklund & Shepherd, 2011), and this topic continues to be vital for future research. There is growing evidence that EO is essential for business survival and development (Lee & Peterson, 2000). Entrepreneurship rests on the "unique blend of cultural factors (i.e., values, attitudes, behaviors) that together combine to foster (or not) a strong EO" (Lumpkin & Dess, 1996). The U.S. **culture** stimulates the philosophy that promotes and fosters strong EO behavior in entrepreneurs (Lee & Peterson, 2000), and support of the advancement of entrepreneurship and a strong EO, which is characterized by innovativeness, proactiveness, and risk-taking (Hofstede, 1980; Trompenaars, 1994)

II.6.1.1 Dimensions of Entrepreneurial Orientation

II.6.1.1.1 Innovative Capabilities

Innovativeness is a key element of EO (Miller, 1983). Innovativeness is the tendency to participate in inventiveness and experiments "through the introduction of new products/services as well as technological leadership via R&D in new processes" (Rauch et al., 2009). Presence or absence of entrepreneurship is influenced by innovation, so if an entrepreneur comes from a **culture** that fosters innovation, research, and diverse solutions to challenges, entrepreneurs creativity will influence the strength of innovative capabilities, which are the dimension of EO (Lee & Peterson, 2000). Positive accomplishments are achieved in technology, products, services, and developments in cultures that promote innovation (Lee & Peterson, 2000).

Entrepreneurs, who create a new combination of resources and possess innovative capabilities, increase the likelihood of exceptional performance; innovation is the essence of a company's survival, and those enterprises capable of innovating build and sustain a competitive market advantage (Adler, Goldoftas, & Levine, 1999; Bruderl, Preisendorfer, & Ziegler 1992; Lubatkin, Simsek, Ling, & Veiga, 2006; Raisch & Birkinshaw, 2008; Wagner, 1999).

Innovation is a critical element of business survival and success, and “past successful innovations have a clear positive effect on survival” (Buddelmeyer, Jensen, & Webster, 2006). A company should set the emphasis on “productivity gains that inhibited its flexibility and ability to innovate” (Abernathy, 1978). An enterprise’s long-term competitive abilities are embedded not only in its skill to act efficiently, but also in its capability to stay effective and innovative (Abernathy, 1978; Hayes & Abernathy, 1980). The inability to successfully innovate is pervasive among many organizations. Most efficient companies skillfully improve their existing products and services, but they fail to create novel offerings (O'Reilly & Tushman, 2004). Innovation is a practical and proven approach for progressive business owners to initiate essential or disruptive development to achieve success. Business owners create content upon which individuals act to promote employee innovation. Implementing organizational innovation is essential for modern product development and business success, particularly in a dynamic environment, such as the alcoholic beverages distribution industry, where trends vary annually. Distribution companies gain a competitive advantage when they foster the development of innovative capabilities within their organizations. Failure to do so impedes their success.

II.6.1.1.2 Proactiveness Abilities

Proactiveness is the second EO concept. “Proactiveness is an opportunity-seeking, forward-looking perspective characterized by the introduction of new products and services

ahead of the competition and acting in anticipation of future demand” (Rauch et al., 2009).

Proactiveness is another vital element of EO because it affects entrepreneurship’s implementation phase. Entrepreneurs’ capability to foresee and chase new opportunities are their proactiveness abilities (Lee & Peterson, 2000). Proactiveness denotes an attitude of foresight and acting on upcoming needs by generating an advantage to be first among competitors (Lumpkin & Dess, 1996). Proactive businesses take advantage of the market by being first, going into premium market sectors, and gaining benefits from the markets faster than competitors (Zahra & Covin, 1995). People with proactive abilities perform the tasks required to carry out their plans to completion and obtain advantages by exploiting new opportunities. Proactive abilities enable entrepreneurs to foresee future business opportunities, and proactive entrepreneurs recognize and exploit opportunities that other individuals cannot (Lumpkin & Dess, 1996).

II.6.1.1.3 Risk-taking Abilities

Risk-taking is the third element of EO. Risk-taking embraces “taking bold actions by venturing into the unknown, borrowing heavily, and committing significant resources to ventures in uncertain environments” (Rauch et al., 2009). This concept is broadly discussed in the entrepreneurship literature. Risk-tolerant entrepreneurs are capable of accepting the insecurity and uncertainty of owning a business (Lee & Peterson, 2000). Entrepreneurs are often described as willing and able to assume risks. They are eager and equipped to address the insecurities of running a business and being self-employed (Lee & Peterson, 2000). Therefore, risk-taking is an essential factor of a “strong EO” (Lee & Peterson, 2000).

Some cultures are risk-averse, but cultures that value the inclination to endure risk and invest capital in risky projects allow entrepreneurs to profit through risky behaviors (Lee & Peterson, 2000). A risk-taking propensity is an entrepreneurial psychological characteristic that

promotes economic development and progress (Begley & Boyd, 1987). Those cultures that promote an entrepreneurial tendency to risk tolerance and uncertainty acceptance and support their ability to execute risky projects will secure the benefits obtained through the engagement in risky endeavors (Lee & Peterson, 2000). An entrepreneur as an individual “who innovates on all fronts on a regular basis, works under uncertainty, bears the non-insurable risk” (Rai, 2008). Also, “a closely related measure to risk-taking propensity is tolerance for ambiguity,” or an entrepreneur's readiness to act when results could be positive as well as negative (Shane, 2003). Proficient risk-taking is vital to entrepreneurship (Brockhaus, 1982; Johnson, 1990). Studies demonstrate that higher education and entrepreneurs' beliefs intensify risk-taking proficiency that the benefits compensate for the risks (Carland, Carland, & Stewart, 2000; Mattingly & Kushev, 2016; Thorgren & Wincent, 2015). Risk-taking predisposition is a personality feature that indicates entrepreneurs' inclination to take risks. Risk-taking abilities are a fundamental part of entrepreneurship; people with higher risk-taking abilities are more likely to exploit opportunities (Shane, 2003). No entrepreneur can be sure whether future products or services will be in demand, outperform the competition, produce desired outcomes, or generate profits. Because of this considerable uncertainty, entrepreneurs bear risks. Caird (1991) conducted a study that compared 73 business owners to 189 teachers, nurses, clerks, lectures, and found that entrepreneurs exhibited higher risk-taking abilities than all other groups. Other studies support the belief that risk-taking abilities intensify a person's propensity to exploit business opportunities by comparing business owners to non-owners and managers (Ahmed, 1985; Begley, 1995; Begley & Boyd, 1987; Cromie & O'Donaghue, 1992; Hull, Bosley, & Udell, 1980; Seth & Sen, 1995; Stewart, Watson, Carland, & Carland, 1999). Uusitalo (2001) found that risk-averse individuals are less likely to start businesses. Besides, individuals who value job

security are less likely to open businesses (Taylor, 1996). Risk-tolerant individuals, on the other hand, exhibit a greater inclination to entrepreneurship (Douglas, 1999; Sagie & Elizur, 1999; Stewart & Roth, 2001). According to Schere (1982), tolerance for ambiguity intensifies the inclination to engage in business activities because business is ambiguous by nature. Business owners, therefore, possess a higher tolerance for ambiguity (Begley & Boyd, 1987; Chye Koh, 1996; Miller & Dröge, 1986).

II.6.2 Business Orientation

Business orientation (BO) covers various dimensions. Businesses apply diverse orientations based on their unique objectives and tactics. In this study, BO refers to financial capabilities, marketing orientation, and leadership skills.

Entrepreneurs go through the decision-making process daily. Without proper groundwork, entrepreneurs are left guessing how to address innumerable choices and strategies. Firms advance their plans for success via BO, which affects the methods by which resources are obtained, distributed, and exploited to create a competitive advantage (Zhou & Li, 2009). Research recognizes several scopes of BO: entrepreneurial, supply chain, inter-firm, and quality orientations (Lynch, Mason, Beresford, and Found, 2012).

Moreover, studies include social marketing, operational, and business process orientations (Lynch et al., 2012). Marketing, production, and relationship orientations are other types of BO, that are said to be fundamental (Oluwatayo, Amole, and Uwakonye, 2016). BO covers various dimensions, but research has not developed it as a separate construct, and many studies utilize various components of BO. Entrepreneurs' financial capabilities, marketing orientation, and his leadership skills affect performance. BO may provide a robust foundation for a competitive advantage in the company (Lado and Wilson, 1994). In this study, BO refers to the

financial capabilities, marketing orientation, and leadership skills that are the drivers of entrepreneurial success (Dawes, 2000; Han, Kim, and Srivastava, 1998; Hogan and Kaiser, 2005; Jindrichovska, 2013; Kirca, Jayachandran, and Bearden, 2005; Kohli and Jaworski, 1990; Noble, Sinha, and Kumar, 2002)

II.6.2.1 Dimensions of Business Orientation

II.6.2.1.1 Financial Capabilities

Financial management vitally affects all companies' growth and survival. Obtaining and analyzing financial information is critical for all successful businesses. Financial decisions should consider financial management science (Çaliyurt, 2011). Accounting and finance decisions are fundamental for entrepreneurs. Research shows that most small firms go out of business in the first several years of operation due to inadequate financial management, "turning the dreams of many business owners and novice entrepreneurs into nightmares" (Karadag, 2015). Poor financial administration is a serious and common cause of small business failures (Jindrichovska, 2013). Unlike large companies, smaller businesses often lack easy access to external financial resources.

Consequently, these companies cannot obtain "access to the traditional equity or debt markets that are available to many nonfamily firms and large family firms" (Sirmon & Hitt, 2003). On the other hand, small companies can usually efficiently handle financial resources targeting long-term goals (Dreux, 1990).

Additionally, many small business owners aspire for their children to continue working in the business, concentrating on the effective administration of financial resources (Gallo & Vilaseca, 1996; McConaughy & Phillips, 1999). This generational money management tactic ensures that necessary financial means are managed carefully to avoid the danger of insolvency

(Dobrzynski, 1993; Reynolds, 1992). This approach to money management deviates from conventional capital management because the owners plan to be in business for a long time and possibly allow additional choices for their children if they inherit the business (Dobrzynski, 1993; Teece, 1992).

II.6.2.1.2 Market Orientation

In the last two decades, academics and practitioners expressed sincere interest in the market orientation concept (Day & Day, 1990; Kohli, & Jaworski, 1990; Marketing Science Institute, 1988, 1990; Narver & Slater, 1990; Shapiro 1988; Webster 1988). Modern marketing discipline, of which the marketing concept is the foundation, states that organizations must identify and satisfy customers' requirements more effectively than the competition to reach success (Day 1994, Kotler 2002). The results related to market orientation acceptance are well recognized in the literature (Dawes 2000; Jaworski & Kohli 1993; Kumar 2002; Narver & Slater 1990). Market orientation's financial impact and positive effect on performance fall within researchers' and practitioners' interest (Dawes 2000; Han, Kim, & Srivastava, 1998; Kirca et al., 2005; Kumar 2002; Noble et al., 2002; Rodriguez Cano, Carrillat, & Jaramillo, 2004). Market orientation increases profits (Kirca et al., 2005) and positively affects customers' satisfaction with products and services, customer retention, and customer loyalty (Doyle 1995; Jaworski and Kohli, 1993, 1996). Market orientation positively affects customer satisfaction and loyalty because market-oriented firms anticipate customer needs and offer products and services fulfilling those requirements (Slater & Narver, 1994). Market orientation promotes innovativeness, the ability to generate and employ new concepts, designs, goods, and methods (Hult & Ketchen, 2001). Company's ability to get information about current and future customer needs, distribution of the market intelligence information within the organization, and firm's

ability to react to market changes and demand are what research calls market orientation (Kohli & Jaworski, 1990). Van Raaij and Stoelhorst (2008) explain that market-orientated companies know their market well and can employ data to offer better products for their customers while gaining a competitive advantage and increase profits.

In market orientation, implementation of the marketing concept, a policy in which a company expresses how it intends to conduct business and act under given situations, is its business philosophy (Barksdale, Hiram, & Darden 1971; Kohli & Jaworski, 1990; Zebal & Goodwin, 2011). So, market orientation is the execution of the marketing concept (McCarthy & Perreault, 1984). Market orientation emphasizes three pillars: customer focus, coordinated marketing, and profitability (Kohli & Jaworski, 1990); it affects the company's performance and helps retain customers (Kohli & Jaworski, 1990). A market-oriented company produces intelligence, disseminates the intelligence between the departments, and takes intelligence-based actions. The whole organization takes responsibility for market orientation, not just a marketing department.

Market orientation centers on customer focus. Customer orientation involves utilizing market intelligence on rivalry data, government guidelines information, and other external influences that shape customer preferences and requirements; customer orientation involves more than what customers communicate to the firm. Also, a customer-focused firm tries to understand customers and ways of affecting them (Park & Zaltman, 1987), which can be done by obtaining market intelligence via market analysis and external factors that affect customers and their selections. Market intelligence also involves monitoring competitors and how they affect customers and their desires and needs. So, generating intelligence is the first step in understanding the customer and the market.

Consequently, market orientation includes examining changes in customer preferences, the forces that affect those changes, the effect of competitors, and how customers react to external factors (Kohli & Jaworski, 1990). Intelligence generation also embraces communication with customers to gather data on preferences, analysis, and the generation of reports to interpret changes. The company must analyze the market's current state and forecast future needs. Critically, companies must also be able to formally and informally disseminate the data between departments and individuals for all the involved parties to understand the customer base and market changes (Kohli, Jaworski, & Kumar, 1993)

Second, market orientation includes coordinated marketing that addresses customer needs and learns how to respond to those needs. Market orientation is responsiveness to market intelligence, which means reacting to the dispersed customers, industry, and competitors data (Kohli et al., 1993). Organizations must figure out how to react to dynamic external environments and customer needs.

Profitability is the last component of market orientation (Levitt, 1969). So, market orientation involves cultivating insight on customers' present and imminent needs and the aspects shaping them, while communicating this knowledge across the company to jointly act to meet customer requirements. Accordingly, companies' market orientation generates, diffuses, and reacts to market intelligence (Levitt, 1969).

Business owners and leaders must foster a market orientation (Webster, 1988). The greater market orientation, the higher the company's performance (Kohli & Jaworski, 1990).

II.6.2.1.3 Leadership Skills

Leadership is one of the most central topics in many fields, including the business field that studies human behavior, activities, involvement, and relationships. Good leaders help

individuals and organizations succeed and thrive. Leadership pulls people together to collaborate and achieve a common organizational goal.

According to Hogan and Kaiser (2005), leaders possess four attributes: integrity, judgment, competence, and vision. Integrity means a good leader would never lie, steal, play favorites, deceive, or let down employees. Leaders must be trustworthy, and a dishonest leader can never restore the bond with employees. Thus, trust foretells the organization's results, job fulfillment, and organizational loyalty (Hogan & Kaiser, 2005).

Secondly, good judgment and good decisions can cause companies' victory or failure. So, leaders' decision-making process and their capability to quickly make effective decisions under pressure produce the ultimate positive outcome. As managers make decisions every day, the value of their decisions accrues. Also, leaders must adjust their action when they make mistakes. Many businesses fail because of bad decisions that are amalgamated with an aversion assessing the decisions and altering the course. Employees' wellbeing hinges upon the leaders' judgment, and some leaders have better judgment than others (Hogan & Kaiser, 2005).

Third, competence makes subordinates follow leaders due to his profound knowledge, competency, expertise, wisdom, and insight. Hogan and Kaiser's (2005) survey defines the best boss as an excellent strategist. Employees will follow the leader if they realize that the leader is knowledgeable and knows the business well.

Vision is another significant element that leaders must possess. A leader's capability to clarify the company's goals and purpose, employees' functions, tactics, how to move ahead, and how the mission corresponds to the company's grand scheme is indispensable. Through vision adoption, employees will rise above self-centered goals and desire to act in the company's interests.

Based on a study that analyzed 1000 Fortune 500 companies, leaders must also be able to take charge of the company and improve its performance, be self-effacing and unpretentious, and be prodigiously persistent in addition to the four characteristics described earlier (Collins, 2001).

Among other capabilities, maintaining functional teams can cause businesses to succeed, and this includes the ability to provide direction, support, effective communication, care for employees, challenges for employees strategic hiring, and motivation (Hogan & Warrenfeltz, 2003).

Finally, good leadership creates engaged personnel who are eager, passionate, happy, and optimistic. So, companies with enthusiastic people demonstrate high profits (Hogan & Warrenfeltz, 2003). Leadership generates commitment, greater organizational efficiency, and better performance (Hogan & Kaiser, 2005). To succeed, each firm must have a brilliant managing team that can discover and grow talented personnel, motivate and engage employees, effectively strategize, and create a monitoring system that allows them to track performance results and strategy effectiveness. Good leaders lead to the company's success.

II.6.3 *Success*

Entrepreneurs must identify what makes their business successful by measuring business performance or measuring business success (Kapel, 2017). Entrepreneurs use several methods to measure their business's success, such as assessing expectations, staying current in the market, conducting performance reviews, looking at financial statements, checking customer satisfaction, and evaluating the number of new customers the businesses acquired (Kapel, 2017). When assessing their business's expectations, entrepreneurs must evaluate their feelings about the success of their business and measure the perception of success. Entrepreneurs must assess

whether they are happy about their company's financial results and are pleased with the company's progress towards success.

Definitions of success vary, and nothing in the research precisely defines and measures entrepreneurial success. Staniewski and Awruk (2017) stated that research lacks a consistent method to measure success, and added that entrepreneurial definitions of success, as well as theoretical framework, are fairly developed today; they specified that there is a need to advance research by developing reliable, accurate, and useful measures of entrepreneurial success (Staniewski & Awruk, 2017). Research and practice must be supplemented with a multifaceted instrument that is trustworthy and unbiased to measure entrepreneurial success. Such measures include, but are not limited to, financial results and cover many other areas of business (Staniewski & Awruk, 2017). It is not enough to only measure a company's financial profits and costs to evaluate entrepreneurial success. Entrepreneurs' perception of the business, their satisfaction with the company's results, their perception about the company's stability, their ability to control costs and examine the markets, and their ability to have realistic profit expectations are connected to success (Staniewski & Awruk, 2017).

Characteristics of business success have been identified by various sources (Baumback, 1981; Byham, 1980; Ronstadt, 1984; Kent, Sexton, & Vesper, 1982; Timmons, 1985; Welsh & White, 1983). Numerous researchers investigated entrepreneurial success (Alstete, 2008; Kumar, 2007; Makhbul & Hasun, 2010; Montagno, Kuratko, & Scarcella, 1985; Unger, Rauch, Frese, & Rosenbusch, 2011; Yusuf, 1995) and defined business goals that are essential for success. These goals potentially contribute to successful business growth in several ways. Entrepreneur (n.d.) states that business owners have to identify what they want from their businesses first, how they want to grow them, and only then they must set specific and measurable goals. Such an approach

to goal-setting promotes success and enhances entrepreneurs' chances of achieving the goals. "Entrepreneurs tend to be opportunistic about how they reach goals such as breaking even, becoming profitable, and experiencing high business growth" (Bird, 1988). Entrepreneurs who have set clear, quantifiable, and precise goals perform better than others who have set less clear goals.

Staniewski and Awruk (2017) state that success must be measured while considering the following questions: "Is your business still operating? Do you employ workers? Are you happy about running your own business? Were new job posts created in your company? Are you satisfied with the development of your business?" Based on this study, this paper uses the following objectives to measure success: "level of satisfaction with business development, number of clients, the outcome of tasks performed by employees, the competitiveness of the company, and attainment of established business development goals." This study also tries to find out if the companies offer employment, create new job positions, and sustain long-term collaboration with their clients (Staniewski & Awruk, 2017).

III CHAPTER III - METHOD

III.1 Sample

The participants comprise the entrepreneurs and owners of the distribution companies operating in the U.S. in the alcoholic beverages industry. They were recruited from eight immigrant-owned and eight nonimmigrant-owned businesses. The sample size is consistent with the levels expected for qualitative research (Boujena, Johnston, & Merunka, 2009; Kuzel, 1992). These sixteen entrepreneurial firms are equally successful (Table1). This study's data was primarily derived from an empirical investigation of distribution companies with annual sales between \$2,000,000 and \$5,000,000 and with up to 28 employees. In this study, an immigrant entrepreneur is a business owner, who was born and raised outside of the United States, moved to the United States at the age of 18 or later, and is the owner of a U.S. business.

All of the immigrant entrepreneurs permanently moved to the United States from the former Soviet Union before 1991, the year the Soviet Union collapsed. Russian entrepreneurs in this study are proficient, accomplished, well-educated (undergraduate and graduate degrees obtained in the former Soviet Union), were raised and lived in the large cities, possess urban experience, and represented the middle classes in the country of origin.

Nonimmigrant entrepreneurs are business owners born and raised in the United States by nonimmigrant parents and U.S. citizens. All received high education levels in the United States.

III.2 Data Collection

This study considers the contrast between immigrant and nonimmigrant perceptions of entrepreneurial success. Semi-structured interviews to gather the data and a list of questions and topics discussed during the interviews can be found in Appendix A (Interview Guide). Interviews are the primary source of the case study's evidence because most case studies concern human

affairs or actions. Well-informed interviewees can provide valuable insights into such affairs or actions. Interviews are a very effective method to collect “rich, empirical data” (Eisenhardt & Graebner, 2007). Lengthy interviews (about 2 hours long) with the entrepreneurs were conducted to gather the data. In total, I gathered data from 32 hours of interviews, which covered the following topics:

1. Innovation Capabilities
2. Proactiveness Abilities
3. Risk-taking Abilities
4. Financial Capabilities
5. Market Orientation
6. Leadership Capabilities

Based on the information provided by the respondents, I asked probing questions during interviews to extrapolate additional evidence about some of the concepts and appropriate cause and effect affiliations. Moreover, I asked the interviewees if any information was missing during the interview, or if they had any suggestions on how to improve the questionnaire. This step allowed interviewees another chance to highlight additional drivers of entrepreneurial success.

I employed a specific graphical representation (adaptive comparative causal mapping - CCM) of the interviews to explicitly diagnose any relationships that emerged based on the responses of the entrepreneurs. I constructed causal maps for each participant (16 maps) after I listened to and read each transcribed interview several times. Then, I recreated these maps with NVivo 11 to discover any causality between the concepts by building NVivo “concepts maps” for each interviewee (Figure 2).

I utilized semi-structured interviews to identify causal effects between the concepts by asking questions, such as: “What is proactiveness for you, and how important is it for your business success?”.

III.3 Data Analysis

This study utilized a qualitative explanatory case study method, exploiting semi-structured interviews, and constructing adaptive comparative causal mapping (CCM; Figure 3, Figure 4). Adaptive CCMs are a modification of cognitive diagrams where respondents explicate their causal affirmations about their experience, episodes, or incidents through the interview sessions (Laukkanen, 1994). A CCM exhibits “the patterns of concepts and causal beliefs that are embedded in explicit statements of different groups” (Ghobadi & Mathiassen, 2016). A CCM is primarily purported and fit for comparative investigation among groups; these diagrams allow researchers to observe and recognize cognitive resemblance or divergence between the groups (Laukkanen, 1994, 1998). This technique is acceptable for qualitative explorative research with a small sample (Laukkanen & Eriksson, 2013). A CCM is applied to detect perceptual and cognitive resemblances and deviations among people and groups (Chandra & Loosemore, 2010; Ghobadi & Mathiassen, 2016; Jenkins & Johnson, 1997; Budhwar & Sparrow, 2002; Tyler & Gnyawali, 2009), and is accordingly an appropriate methodology for this study. Attuning a CCM to investigate parallels and contrasts between the groups (Laukkanen, 1994; Tyler & Gnyawali, 2009; Chandra & Loosemore, 2010), I went through a data collection stage that included “interview design”, “symmetric data collection”, and an “analysis and post-data collection stage”, establishing methodologies for code creation, finding high level groupings, detecting causal associations, portraying maps including exhibited topics, and maps analysis (Ghobadi & Mathiassen, 2016). To exploit an adapted Laukkanen’s (1994) method for a CCM, the following steps took place: “creating and using standard vocabularies,” “processing data for causal maps,” “constructing causal maps,” and an “analysis of causal maps” (Ghobadi & Mathiassen, 2016). NVivo 11 was exploited for coding, for generating “standard vocabularies” (Ghobadi & Mathiassen, 2016), and for creating NVivo concept maps for each of the respondents.

First, after I read each transcribed interview several times, I identified the groups of repeatedly stated expressions and generated a list of preliminary codes based on the most commonly used words and a group of words expressed by the interviewees.

1. Creating and Using Standard Vocabularies

First, I examined the codes for theoretical and sensible applicability and compared the nodes to the drivers of success in the existing model. I subsequently reread the codes to confirm that the concepts' data had face validity and captured what it was supposed to assess.

After confirming the coding scheme, I created codes (nodes) in NVivo 11 that recapitulated the connotation of the respondents' expressions and words. I reread each interview and coded all the interviews with NVivo 11 to the existing coding scheme that was formed beforehand. I revisited the information to ensure the codes' validity. If I identified any inconsistencies in coding or repeated and redundant codes, I worked through the data again to improve researcher objectivity and remove biases.

The next step involved the technique I established in NVivo 11 that was not reflected in CCM literature. To ensure easy future access to each respondent group's references in NVivo 11, I named each transcript of the first respondent group as 1Immigrant, 2Immigrant, 3Immigrant, and so on, and the second group as 1Native, 2Native, 3Native, and so on before I moved the interview transcripts and audio files into NVivo. This approach allowed for trouble-free future retrieval of the references (quotes), counting the number of references in each group, and uncomplicated identification whether the citation belonged to one group of interviewees or the other. This technique provided high data validation, resulting in high-quality data. This naming convention facilitated dealing with an enormous amount of text data and identifying when the citations belonged to one group or the other. The example below (code: Ability to Adapt to

Trends) illustrates how easy it is to classify the quote as belonging to an immigrant or nonimmigrant interviewee group in NVivo:

*Q: How do you adapt your business strategy to changes in the industry?
<Internals\INative . By always being aware of what the competitors do, watching the news, reading industry magazines, and what is novel on the market that I have not done or seen yet. I am always aware of what is going on around me, or otherwise, I will get behind.*

<Internals\Immigrant > Immigrant: It is challenging, especially in the market I cover, because the market is changing dramatically. In the nearest future, I have to, probably within a few months, rethink the line of products I am offering to learn how to adjust to trends faster based on the market needs and market specifics.

2. Processing Data for Causal Maps

In this phase, I revealed clear-cut causal effects within interviewees' coded statements by detecting key-words such as "because," "if...then," and "so" (Ghobadi & Mathiassen, 2016).

The causal affirmations and associations came from the recorded interviews. Then, I analyzed the causal statements and developed a list of 155 coding categories for drivers of success (Appendix B).

I grouped those categories into the following classes:

1. Innovation Capabilities
2. Proactiveness Abilities
3. Risk-taking Abilities
4. Financial Capabilities
5. Market Orientation
6. Leadership Capabilities

As a result, I identified six types of drivers of success.

I reviewed all the codes to validate that they symbolize a separate concept — the procedure aimed to achieve a regimented list of groupings. I eliminated redundant codes and joined comparable or related concepts into the codes. Moreover, I excluded codes that occurred only once in any groups. For example, the nonimmigrant group mentioned "authenticity" as an essential factor of leadership once, but nobody in the immigrant group mentioned it; the

immigrant group mentioned “being proud of what one does” once and the nonimmigrant group did not mention it, so it was also detached from the maps. I eradicated a total of 26 codes that were mentioned only once in only one of the two groups.

3. Constructing Causal Maps

I constructed causal maps for each entrepreneur using NVivo 11, exploiting the program’s concept maps. After detecting the cause and effect described in the previous step, I coded all the interviews to codes (nodes) I created in NVivo. I coded statements that displayed causality:

If you want to achieve more [cause], you become more proactive [effect]. If you want to sell more [cause], you have to be proactive [effect].

If you love your job [cause]not because you are making good money, you do not count the time you spend working on a project or in the office [effect].

As a result, I formed a total of sixteen causal maps for each respondent (Figure 2) and combined those maps into two maps in NVivo: immigrant and nonimmigrant groups (Appendix C). Finally, I combined the cognition from each group’s interviews and visualized them in the two maps utilizing Microsoft PowerPoint: immigrant CCM and nonimmigrant CCM (Figure 3, Figure 4).

4. Causal Maps Analysis

In this step, I initially analyzed the relationships within the maps. I reviewed the content analysis to detect the theme and connotation of the two entrepreneur groups’ perceived drivers of success, and to confirm the evidence’s applicability and relevance. For the next step, I studied and compared the two maps for similarities and differences to clearly understand the maps. My final objective in this stage was to examine the rapports between the concepts within the maps and to understand how the concepts correlated to one another (Chandra & Loosemore, 2010; Hodgkinson & Clarkson, 2005; Nadkarni & Narayanan, 2005). Following the data analysis

approaches of causal maps, I evaluated the data at primary levels: map, construct, and between the constructs (Armstrong, Riemenschneider, Allen, & Reid, 2007; Chandra & Loosemore, 2010; Ghobadi & Mathiassen, 2016; Langfield-Smith & Wirth, 1992; Nadkarni & Narayanan, 2005).

I counted the number of times every respondent cited the connection between the drivers of success and entrepreneurial success, and the connections within the drivers of success. I also compared the two maps for differences and similarities. The inspection of the text data (qualitative analysis) is included in this study (Ghobadi & Ghobadi, 2015; Ghobadi & Mathiassen, 2016; Nelson, Nadkarni, Narayanan, & Ghods, 2000; Ramesh, Mohan, & Cao, 2012). This methodology delivers a supplementary quantitative interpretation of the text data.

Map Level Calculations:

First, I calculated the maps' comprehensiveness and density (Ghobadi & Mathiassen, 2016).

A. Comprehensiveness indicates the "depth and breadth of understanding a phenomenon; it is calculated by counting the number of constructs in a map. High comprehensiveness reflects multi-dimensionality of the interviewees' viewpoint pertaining to the concept, whereas low comprehensiveness refers to limitations in perceiving the concept from different angles"

(Ghobadi and Mathiassen, 2016). Each group of the interviewees had and discussed all the seven concepts (Table 2):

1. Innovation Capabilities
2. Proactiveness Abilities
3. Risk-taking Abilities
4. Financial Capabilities
5. Market Orientation
6. Leadership Capabilities
7. Entrepreneurial Success

B. Density illustrates the “interconnectedness of the constructs in the map; it is calculated by dividing the number of links among constructs to the number of constructs in the map (Chandra & Loosemore, 2010; Ghobadi & Mathiassen, 2016). High density specifies a “well-understood concept by interviewees, whereas low density means a simpler and less understood concept” (Ghobadi & Mathiassen, 2016) (Table 3, Figure 3, Figure 4).

Construct Level Calculations:

I first detected the centrality of the concepts in the maps that designated how each concept was dominant or significant on the map; “it is calculated by dividing the number of direct linkages involving the construct to the total number of linkages in the map” (Ghobadi & Mathiassen, 2016) (Table 4, Table 5, Figure 5).

Centrality is important because it exposes resemblance and divergence in the identified constructs of two diverse consortia. I inspected and contrasted the centrality of drivers of success on each map to identify driver’s dominance in the immigrant vs. nonimmigrant groups (Table 5, Figure 5). For example, the innovative capabilities concept’s centrality was calculated by dividing 91 by 712, and that equals to 0.13. The highest centrality in the leadership skills concept in the immigrant group equals to 0.29, and in the nonimmigrant group, it equals to 0.26.

The centrality of success is 0.91 for immigrants and 0.96 for nonimmigrants (Figure 3, Figure 4, Figure 5).

Between Construct Level Calculations:

I studied the reachability between the concepts (Table 6; Table 7 - Table 11; Figure 6). Reachability displays “the total strength of the connection between two constructs; it is calculated as the sum of the direct and indirect effects of one construct on another construct” (Ghobadi & Mathiassen, 2016) (Table 6). I examined the reachability between the drivers of

success on immigrant and nonimmigrant maps to detect how immigrants and nonimmigrants accentuated the connection between recognized constructs.

The directionality of the connections can be exhibited by “symbols ‘+’ or ‘-,’ where ‘+’ indicates two factors are positively related, whereas ‘-’ indicates an inverse relationship” (Ghobadi & Mathiassen, 2016). In this study, the directionality is positive as all the drivers mentioned earlier positively affect entrepreneurial success. The highest reachability in the immigrant group exists between leadership skills and success (0.30) and is calculated by dividing 712 by 99. In the nonimmigrant group, leadership skills concept has the highest reachability upon success as well and is equal to 0.26 (Table 6, Figure 6).

Indirect reachability (reachability between constructs, excluding the construct entrepreneurial success) is calculated by dividing the group’s number of indirect links by the group’s total number of links. The highest reachability is found in proactiveness abilities’ influence upon innovative capabilities in the immigrant group (this was calculated by dividing 11 by 712; (0.015), and in market orientation affecting proactiveness abilities (0.013). Market orientation affects innovative capabilities in the nonimmigrant group and is equal to 0.013 (Table 7, Table 8, Table 9, Table 10, Tabel 11).

MS Excel was utilized for “processing causal matrices and calculating indicators,” and MS PowerPoint was used - producing CCMs (Figure 3, Figure 4; Ghobadi & Mathiassen, 2016). I inspected reachability between the drivers of success in nonimmigrant and immigrant maps (Figure 3, Figure 4) to understand how immigrant and nonimmigrants perceive the relationships between the constructs in the maps (such as relationships between entrepreneurial success and innovative capabilities).

IV CHAPTER IV - RESULTS

To understand the research questions of how immigrant and nonimmigrant entrepreneurs perceive the drivers of success, I present two CCMs that comprise my analyses' outcome (Figure 3, Figure 4). Figure 3 demonstrates the results for the immigrant group, and Figure 4 demonstrates the nonimmigrant group results. These maps reveal how various drivers improve entrepreneurial success, as discussed earlier:

1. Innovation capabilities are the overall strategic standpoints or activities to create and assess the launch of new products and services.
2. Proactiveness abilities are the entrepreneurs' aptitudes to anticipate and exploit opportunities based on emerging demand benefitting as a pioneer in the market.
3. Risk-taking abilities are exhibited by entrepreneurs skilled in undertaking uncertainty and ambiguity.
4. Financial capabilities facilitate managing money, understanding financial statements, making wise financial decisions, and handling financial resources adequately to pursue longstanding company goals.
5. Market orientation allows entrepreneurs to identify and satisfy customers' needs more effectively than the competition; it is the ability to comprehend the market, its demands, current and future customer needs and, respond to market and industry changes to offer unique products and services and gain the competitive advantage.
6. Leadership capabilities allow entrepreneurs to lead with honor, be truthful, make good decisions, possess profound knowledge of the industry and the market, and clearly communicate to employees the company's vision, goals, and tactics. Leadership capabilities also incorporate some unique leadership attributes (persistence, humility,

building and maintaining functional teams, engaging people in the process, making them happy, and being passionate about their work).

7. Success means the company is in business, it has been hiring personnel, the entrepreneur is satisfied with the development, the company is competitive, and the company can attain set goals.

IV.1 How to Read the Maps

The silver fading link(s) are present in both maps (Figure 3, Figure 4). They indicate that this map misses the relationship between the constructs, but that another map has the active link: the relationship between Market Orientation and Leadership Skills has a grey fading link on the immigrant map, as the relationship is missing there, but present on the nonimmigrant map. By including all the silver fading links in the maps, I released the complete representation that was suggested by both groups of the respondents. Dashed lines depict an indirect relationship between the constructs, for example, in the immigrant map, the relationships between Innovative Capabilities and Proactiveness Abilities are shown as dashed lines. Uninterrupted lines display the relationships between constructs and entrepreneurial success: for example, innovative capabilities have a direct effect upon success (immigrant and nonimmigrant maps) is equal to 0.14 and 0.12, respectively.

IV.2 Map Level Calculations Outcomes:

- A. Both maps have the same levels of comprehensiveness (7). The immigrant and nonimmigrant maps have equally high comprehensiveness, as they display the multi-dimensionality of the groups' opinions about the concepts and a thorough understanding of the unique concepts from various perspectives (Table 2).

B. The immigrant map's density is 102, and nonimmigrant map's density is 124. The nonimmigrant map has a higher density than the other group and indicates a slightly higher understanding of the concepts by the interviewees (Table 3).

IV.3 Construct Level Calculations Outcomes:

The most central concepts on the immigrant map are leadership skills (0.29), market orientation (0.17), innovative capabilities (0.13), and financial capabilities (0.12) (Table 5).

The nonimmigrant map displays the most central items as leadership skills (0.26), market orientation (0.19), and innovative capabilities (0.11), and financial capabilities (0.09) (Table 5).

Leadership skills are the most central concept in both maps. Both groups of respondents included a list of items under leadership skills that affected entrepreneurial success (Appendix B).

IV.4 Similarities

In Table 12, both groups listed the same items under leadership skills as important and had a similar number of citations. For example the main attributes of effective leadership in both groups are having vision (11 vs. 8), treating people well (i.e., being good with people; 8 vs. 11), ability to motivate (i.e., being motivational; 8 vs. 10), being flexible (7 vs. 11), and being patient (7 vs. 6) for immigrants and nonimmigrants, respectively (Table 12).

In Table 13, both groups listed the same items under market orientation as important and had a similar number of citations under the construct. For example, the main attributes of market orientation in both groups were obtaining customer satisfaction (19 vs. 20), communication with suppliers (15 vs. 13), possessing market knowledge (14 vs. 17), and ability to obtain competitors' information (13 vs. 14) for immigrants and nonimmigrant, respectively (Table 13).

Table 14 shows that both groups listed the same items under innovative capabilities and had a similar number of citations under the construct. For example, the main attributes of innovative capabilities were competitive abilities (11 vs.11), ability to plan innovation (9 vs.7), ability to find and offer unique products (7 vs. 9), and ability to adjust to changes (4 vs. 6) for immigrants and nonimmigrants, respectively (Table 14).

Table 15 shows that both groups listed the same items under financial capabilities and considered them important. For example, the main attribute of the financial capabilities was financial management abilities (31 vs. 25) for immigrants and nonimmigrant, respectively (Table 15).

Table 16 shows that both groups listed the same items under additional factors of success and considered them important. For example, in both groups, the main attribute of success was being happy (10 vs.10) for immigrants and nonimmigrants, respectively (Table 16).

Table 17 shows that both groups listed the same items under proactiveness and considered them important. For example, being dynamic (24 vs.21) and the ability to recognize new opportunities (10 vs.10) were identified as the main attributes that affect proactiveness for immigrants and nonimmigrants, respectively (Table 17).

Table 18 shows that both groups listed the same items under risk-taking abilities and considered them equally important. For example, ability to handle financial risks (14 vs.11), ability to calculate general risks (13 vs.14), and ability to handle all kinds of risks (11 vs.13) for immigrant and nonimmigrant, respectively, are vital for risk-taking abilities and affect the success (Table 18).

IV.5 Differences

A. Different Groups Set Emphasis on Different Concepts

Table 19 shows that the groups identified different dominant concepts under the leadership-skills concept and considered them essential for entrepreneurial success. For example, immigrants found being persuasive (4) and having problem-solving abilities (4) critical for effective leadership. On the other hand, nonimmigrants stated that being a good planner (6) and being positive (5) are essential (Table 19).

Table 20 shows that the groups recognized different dominant concepts under innovative capabilities, and found them essential to success. For example, immigrants believed being able to follow global trends (3) and surprise customers (3) were the necessary attributes of innovation, but nonimmigrants commented that being experimentative (4) and possessing technological abilities (4) were indispensable (Table 20).

Table 21 shows that the groups acknowledged different dominant concepts under risk-taking abilities. For example, immigrants found that finding reliable suppliers (2) reduces risks, but nonimmigrants revealed that the ability to accept losses is critical in the risk section which affects the success (7) (Table 21).

Table 22 shows that the groups brought up different dominant concepts under financial capabilities. For example, immigrants found having family support (6) and being analytical while working with orders and products (5) are necessary, but nonimmigrants commented that credit score monitoring (5), paying employees on-time (4), and the ability to manage inventory (4) are critical (Table 22).

Table 23 shows that nonimmigrants talked about concepts under proactiveness that immigrants did not reference. For example, nonimmigrants believed the ability to act on opportunities (6) was important (Table 23).

Table 24 shows that nonimmigrants believed marketing capabilities and the ability to build brand awareness (12) as well as the ability to build connections with people and networks (6) are influential in market orientation (Table 24).

Table 25 shows that nonimmigrants recognized that observing firms' growth (8), surrounding oneself with successful people (6), and finding financial happiness (6) are the indispensable elements of success (Table 25).

B. Different Groups Assigned Different Values to the Same Concepts

Table 26 shows that both groups found the same items essential, but the number of citations for each item was different in immigrant vs. non-immigrant groups. For example, immigrants stressed more often than nonimmigrants that being innovative (15 vs. 8) and being able to adapt to trends (14 vs. 8) were imperative for innovation. On the other hand, nonimmigrants commented more often than immigrants that research abilities (10 vs. 5) affected innovative capabilities (Table 26).

Regarding proactiveness abilities, immigrants mentioned more often than nonimmigrants that obtaining information from customers about the market (4 vs. 2) is necessary. On the other hand, nonimmigrants talked more about the ability to stay ahead of the competition (8 vs.1) and the ability to identify demand (4 vs.1) (Table 27).

In the risk-taking abilities concept, nonimmigrants indicated more often than immigrants that they feel excited while facing risks and are willing to take risks (8 vs. 4); this factor is essential for entrepreneurs and affects the entrepreneurial success (Table 28).

Immigrants stated more often than nonimmigrants that having an active and healthy financial basis (17 vs. 5) was vital for success. On the other hand, nonimmigrants commented

that possessing prior financial management experience (8 vs. 3) and the ability to save (8 vs. 2) affected financial capabilities (Table 29).

In the market orientation section, immigrants remarked more often than nonimmigrants that customer-relationship building (14 vs. 9) affects market orientation. On the other hand, nonimmigrants stated more often than immigrants that communication with customers (24 vs. 17) and providing customers high-quality products (7 vs. 1) are important attributes of market orientation (Table 30).

In the leadership skills segment, immigrants claimed leaders' team-building ability (32 vs. 14), possessing general prior knowledge and experience (18 vs. 11), possessing analytical skills (15 vs. 6), and being hard-working (15 vs. 9) make them more effective leaders. On the other hand, nonimmigrants stated that the ability to set specific and measurable goals (19 vs. 10) and strong communication skills (13 vs. 8) are the dominant features of effective leadership (Table 31).

Immigrants claimed that perseverance (10 vs. 6) is the main attribute of success. However, nonimmigrants stated that obtaining financial rewards (11 vs. 4) and loving one's job (11 vs. 3) are vital for entrepreneurial success (Table 32).

IV.6 Between Construct Level Calculations Outcomes:

Reachability is a measure of the association's total strength between two constructs. The greatest reachability (reachability between constructs and success) on the immigrant map is leadership skills (0.30) (Figure 3). It was calculated as the sum of the direct and indirect effects of one construct on another (Table 6). The immigrant group placed greater weight on the positive impact of leadership skills for success (Figure 6, Figure 7).

The greatest reachability in the nonimmigrant group is recognized in the leadership skills constructs, as well (Figure 6, Figure 8).

The greatest indirect reachability (one construct affects another excluding the direct effect upon success) is found in proactiveness' (0.015) affecting innovative capabilities and is calculated by dividing 11 (the number of links) by 712 (total links) in the immigrant group (Table 7, Table 8). Immigrants try to anticipate what the market will bring tomorrow and recognize the demand in the earlier stages. They declared that being proactive means being dynamic - that promotes innovation. They believe in a constant need to learn about the market trends, determine whether the market has any niches and whether any novel products are available outside of the country or in other states. Acting quickly on these emerging opportunities, bringing the products to the country or state, and offering the latest innovations to the consumers are vital for innovation.

The highest indirect reachability in the nonimmigrant group was market orientation affecting innovative capabilities (0.013) (Table 9, Table 10). Nonimmigrants communicate to suppliers, networks, and customers to identify emerging demand for innovative products. They believe that this market is consumer-driven and find ways to learn more about customers' needs to implement innovation and bring unique products to the state of operation.

To reiterate, centrality and reachability results comparing both the maps and to reveal the importance of each of the seven concepts are shown in Table 33. As observed, the highest centrality results are identified in innovative capabilities, financial capabilities, market orientation, and leadership skills in the immigrant group. Additionally, the highest reachability results are found in innovative capabilities, financial capabilities, market orientation, and leadership skills in the immigrant group. The highest indirect reachability is found between

proactiveness and innovative capabilities, market orientation, and innovative capabilities, and market orientation and risk-taking abilities in the immigrant group (Table 7, Table 8).

The nonimmigrant group emphasized leadership skills, market orientation, and financial capabilities, and innovative capabilities as central elements. Moreover, the nonimmigrant group highlighted market orientation, leadership skills, financial capabilities, and innovative capabilities with the highest reachability results. The greatest indirect reachability in this group is discovered in market orientation and innovative capabilities (Table 9, Table 10, Table 33).

Driver Emphasis Across the Two Groups

To enhance the understanding of the comparative analysis', Table 34 reveals how each of the groups of respondents emphasized the drivers of entrepreneurial success (Figure 9). This table provides information on how immigrants and nonimmigrants stressed the importance of perceptions under each of the drivers of success.

For example, the nonimmigrant group mentioned 42 leadership skills categories, and the immigrant group – 34; the nonimmigrants claimed 19 categories under innovative capabilities are essential for success, and the immigrant group identified 16 categories (Table 34).

Among the most emphasized drivers in the nonimmigrant group are leadership skills (42 primary codes), additional drivers of success (25 primary codes), innovative capabilities (19 primary codes), and market orientation (19 primary codes) (Table 34).

The immigrant group emphasized leadership skills (34 primary codes), innovative capabilities (16 primary codes), market orientation (14 primary codes), and additional drivers of success (14 primary codes) (Table 34).

Of the additional drivers of success that emerged from the conversation with the respondents, some were unexpected. The immigrant group recognized the characteristics that are

vital for success, such as perseverance, being happy, being honest, utilizing new technology and social media, the importance of financial rewards, loving one's job, being thankful, having integrity, having a strong team, having a desire to succeed, keeping your word, being dedicated, and learning from others to be successful (Table 35, Figure 10).

On the other hand, the nonimmigrant group named the same factors of success mentioned above and some additional items, such as: getting sales reps excited, having fun working, surrounding oneself with successful people, the importance of financial happiness, thinking about what customers want, the necessity to observe the company's growth, and the ability to get customers excited (Table 35, Figure 10).

Table 35 display the number of times each group talked about the additional drivers of success. This supplementary and very fruitful data emerged from the study and was not anticipated. For example, immigrants stressed the importance of perseverance (10) and of being happy (10).

Immigrants believed that they are successful because they work hard, never give up, even if a situation seems unresolvable, and persevere.

I am successful due to hard work. When there were the moments when I thought I needed to stop, I kept pushing.

I think dedication and not giving up are the most contributing factors to success.

The main attribute of success is perseverance and not giving up after you fail. The important question to ask future entrepreneurs would be: "Are you ready to hear people saying "No" to you a lot?" People are going to say no, but some entrepreneurs are not able to adapt to that. It would be great if every retailer you go to would buy your product, but that is not going to happen, so, you have to be able to accept "No" and then maybe the next week go back with something else to the same retailer and just keep going until finally, one day, they will say yes.

Immigrants stated that without loving what one does and enjoying the process or feeling proud of and happy about one's accomplishments, nothing could be done in entrepreneurship.

Happiness is named a critical part of success (being happy).

You have to love the job you not just because you are making good money, but because you wish every day would never stop. When you build something, you create something; it is your accomplishment, only yours; it is all done by you!

I am happy, but I have learned to be happy with everything I do. I was happy before I started this business. I just manage to be happy. It does help if you can find happiness in anything in life and in anything you do.

I asked the respondents to describe in one word the life of an entrepreneur, and they explained (immigrants):

If I have one word, I would say "fun." I have more fun doing this than I have ever had, but it is also much more stressful. However, I am happy!

On the other hand, the nonimmigrant group felt that the financial reward (11), loving one's job (11), and being happy (10) were the most central factors for entrepreneurial success (additional factors of success).

Nonimmigrants pointed out that financial reward is vital, as continuing would be useless (financial reward).

At the end of the day, if I have earned money, I consider it a success.

I think it is a need for me to show my suppliers that I can handle their products and would be successful with them. The monetary reward is what we need to keep the business going.

Nonimmigrants stated that when they work at their companies, they feel fulfilled, they feel delighted, and they love observing the growth in the company. Some stated working was fun and that they enjoy working for themselves (loving one's job)

I have to enjoy what I am doing. I have to be ready to get up in the morning, to meet retailers, and to expose them to new products.

I love what I do. If I did not, I would say, "I am done." I enjoy it! I enjoy getting up in the morning. I enjoy the people I work with. I enjoy selling.

Innovative capabilities

Immigrants believe that being innovative, able to adapt to changes, and possessing competitive abilities are vital for innovation and success (Table 36).

Being innovative

Immigrants stated that innovation could be accidental or planned. They follow emerging trends and discover opportunities. They stated that they are not afraid of novel products and are eager to deliver them to the market quicker than their competitors. They also enter unique territories and ethnic markets, and they are willing to learn about them to meet the demand. They keep looking for unique items to surprise their customers and the market. They travel to industry shows and abroad, so they can find those unique opportunities outside of the United States and bring them to their customers (being innovative):

You have to look at new technologies, at what is happening around the market, what is new, and how to make everything smarter and more convenient for customers.

Innovation is planned; some of it is accidental. You bring stuff ahead of time, hoping that trends are going to change. Sometimes it works. We find and bring items to the market sometimes five years ahead of the trend.

As far as trends, we try to get specific products that are popular at the moment. For example, many people were drinking scotch a couple of years ago. Scotch became a trendy item; so, we tried to get the product to compete with other companies.

Immigrants embrace new technology and follow changes in the market. They always consider future demand by age groups to learn how they can adjust to these changes.

They continuously evolve and match the fluctuations in the market. They install new systems to make their work easier and more efficient. They stated that going with the market's flow is the key to success (the ability to adapt to trends).

Immigrants look for information about unique products and enter niche communities that larger companies would never touch. They have the desire and patience to learn the new markets and demand, and to provide the needed products, thereby gaining a competitive advantage. They believe that it is a consumer-driven market and try to identify demands to meet them quicker than their competition. They are eager to offer novel products to stay competitive (competitive advantage):

How does one adapt business strategies to changes in the industry?

To be successful today, every company is looking for something new and unique to push its business forward; there is no shortage in America. When you find something unique, this will surprise the market and customers. We always look for something special and unique in order to keep the clientele. The company is small, so to not be pushed out by big companies, I look for unique products, always trying to produce something new.

Nonimmigrants stated that possessing competitive abilities and research capabilities are vital for innovation and success (Table 36). They also indicated that they always learn what the competitors do in this industry and other industries, trying to identify the gaps they can fill in to stay competitive. Nonimmigrants feel that they bring innovative products ahead of time, hoping that trends will change. They learn and implement new technology and equipment, and feel that the industry changes quickly (competitive abilities):

I launched hundreds of new products last year. We always launch something new. Some of the craft spirits may be hot now, and we give them a try. Some new brands we bring in will pop up like gangbusters.

Nonimmigrants believe that market research has to be conducted regarding trends and the market, so they investigate their competitors' advantages, study what they do, and if they do not

engage themselves in new endeavors before they learn the reasons for a change. They get information from industry websites, and they learn about market pricing. They read various periodicals to make sure they are always ahead of the curve (research capabilities):

We are always aware of that is going on with the competitors from the other industries and seeing that disrupting issues may come over to yours and see what your competitors are doing, you have not done yet. You always have to be aware of what is going on around you, or otherwise, you will get behind.

I do much reading and research.

I mostly do in-house research right now.

I guess I search for products, read, observe trends globally, search for different trends, read magazines, and talk to the global players.

Chicago, San Francisco, and New York are innovators as far as alcohol is concerned. We always get the trend a couple of years later in other states, so, I pay attention to what happens in San Francisco, New York, and Chicago.

Proactiveness Abilities

Immigrants stated that being dynamic (24) and possessing the ability to recognize new opportunities (10) are essential for proactiveness abilities (Table 37). The nonimmigrant group believed that being dynamic (21) and recognizing new opportunities (10) are important (Table 37).

Immigrants were confident that being dynamic, flexible, and reactive to changes is fundamental for their success. They do not like to postpone what has to be done for tomorrow; they fix problems as they arise. They are very reactive to competitors' changes and try to explore new products and bring them to the state when the market demands it. They attempt to make decisions effectively to make their customers and suppliers happy. They do not allow themselves to stagnate as doing so will kill the company (being dynamic)

When I see what trends are up in other parts of the country, I act on that.

As the decision-maker, when I receive some important information, I decide on the spot. If I see that something has to be taken care of immediately, I do it immediately.

The success of small and medium-sized companies depends on the ability to react to changes fast. For example, in the morning we had a meeting. We had problems with our competitors. We responded promptly, and we solved the issue. In large companies, it is more difficult because of the bureaucracy.

Immigrants invest time and resources into research to obtain market knowledge, observe what competitors do, and what happens around the world. They communicate with networks, other distributors, producers, and customers to identify emerging demands. They always explore new opportunities trying to find innovative products and markets to enter (ability to recognize new opportunities):

You have to do your research; you have to analyze why the opportunity is still unexploited. You have to continually brainstorm the ideas to find, bring, and sell the products.

We look at what is going on at other markets, ask the producers around the world, and sometimes we create something that nobody has.

Risk-Taking Abilities

Both groups of respondents stated that the ability to handle financial risks, calculate all kinds of risks, and handle all kinds of risks, in general, are the factors influencing the entrepreneurial success (Table 38).

Nonimmigrants stated that ability to handle financial risks (11) is imperative for a company's survival. They test the market and seem very careful before they introduce new products to the market. Most of them believe that risks are just a part of being an entrepreneur.

Risky projects make me a little nervous, so, if there is a large investment involved, and the project seems very risky, that makes me nervous. I have to measure everything out and see if the risk is worth first.

Risks are just part of the business. One should risk an amount he can afford to lose. I do not buy more than I can afford. I do not overextend.

Risk is always worth it. If I can win 80 percent of the time, I am doing well. I feel uneasy about financial risks. When you go to a big project, you are worried because it can significantly affect the existing business. If you invest a lot into a big project, it can negatively impact the business.

Immigrants seemed to very carefully handling financial risks. They test the market and order only several pallets of goods, rather than the whole container. They also talk to other importers, customers, and suppliers to measure their financial risks. They believe risk involves a mathematical approach: it is all about math and making correct projections.

There is always a risk, but it must be calculated and minimized. If you do not try to take risks, you will not develop. The risk must be justified. If you lose 5-10% - it is fine.

It is always risky. You cannot overstock and sit on products – you freeze the money, and you take on more risks more than you should.

You always estimate the worst and best options. Look at the option of obtaining additional finances that could be needed. You make a mathematical prediction from start to finish, from where the money will come from, how much you will earn, and how fast you will sell.

You have to take the minimum risk when bringing in new products. Do not rush to grab a big piece as you do not know in advance whether it would work. Therefore, you take a new product and watch how it sells, then risk again.

The biggest risk in this business is to invest in new products. When you bring in new items, you take away from the existing portfolio. You have to be very smart about what products you choose, and what you choose to invest in.

Nonimmigrants stated that risk is rational. They emphasized that reckless spending and investing all their money into one project could be damaging. Risks have to be calculated (ability

to calculate risks)

Risk is rational. I cannot risk without a good reason. When I play at the casino, I spend only \$40. I use the same approach in business. I cannot put all the eggs in one basket, so, I dedicate a small amount of money that I can invest in risky projects.

I do not take risks that I feel could affect the long-term health of my company. I feel excited when I bring on something new.

I can be risky in making decisions. I can take chances because my company is financially stable.

Immigrants stated that maintaining a balance in risk is necessary; they prefer working with large companies, as they can receive their money back from the investment quickly, and they talked about the importance of calculating the risks. However, they also talked about the importance of risks for survival and success (ability to calculate risks):

I am trying not to be very conservative even though now it is challenging, but I am certainly trying not to be very risky. It is nice to have a balance.

There is always a risk, but it must be calculated. If you do not try to take risks, you will not develop.

Nonimmigrants find excitement in taking risks. They seem to enjoy it. They named various types of risks that businesses face, such as those associated with picking the wrong product and product quality, losing the products the suppliers sold them, and the suppliers migrating to their competitors (ability to handle risks):

It is almost like in Vegas: when you bring something new, so many endorphins rush through your body.

I feel excited when I need to risk. I love risks.
I love risks; I love it more than anything in the world!

Immigrants also state that they face multiple risks: the inability to sell products, financial risks, the risk associated with customers' inability to pay for the products, and the risks that the vendors would not be able to deliver the products on time (ability to handle risks):

I face risks daily. It is a business. I feel fine. I mean, I do not feel overly excited. I learned to evaluate, to be wise, and try to be less emotional about it.

We are different from other businesses in the same field because we are willing to take more risks. We adapt more quickly to changes in the market. We are more creative than our competitors in the introduction of new products. Sometimes products we bring in can be seen as crazy - out of this world, but we are successful.

We are a results-oriented company driven by profit. It is an adventure in one word.

Financial Capabilities

Immigrants stressed the importance of financial management abilities (31) and having a strong financial basis (17). Nonimmigrants agreed with them on financial management abilities (25) but added that having healthy habits (8) and possessing prior financial experience (8) are imperative for success (Table 39).

Immigrants stated that having a financial safety net is fundamental to a company's success. They emphasized the importance of daily financial management, experience handling finances, accounting, and finance knowledge, and using technology. Some of them stated that their family members, the people they trusted the most, provided them sound financial advice (financial management abilities):

You have to prioritize; you need to have enough money for three to six months to cover all your bills. You need to have enough finances to finance a new project.

I watch my finances daily because it is essential for me. I check on account receivables and analyze my spending. Without learning to do it right, you are in danger.

Money is the blood of the business. It is the health of the company, so you have to know how to manage money.

Immigrants stated that they make sure that their accounts are well-balanced daily, set goals, have a clear understanding of financial goals, analyze financial statements, save money to reinvest it into the business, and analyze their behavior to understand their mistakes (a strong

financial basis):

Every day, I look at the bank balance; you have to understand what is happening daily, monthly, paying particular attention to the end of the year.

If you save your money, then you can lease or buy a bigger warehouse, more equipment, vehicles, and purchase more inventory.

Nonimmigrants underlined the importance of financial management; they seemed to have a deep understanding of finance and accounting principles. They mentioned that having mentors also supports their success, and they understood well how to manage money and not overspend. This group mentioned that their priority was the ability to pay their employees on time (financial management abilities):

You have to make sure that each employee is taken care of. It is one of the most critical areas of managing your money so that the person that's relying on you for that check is always taken care of.

I am very familiar with accounting. If you spend more money than you have, you got a problem.

Nonimmigrants affirmed that they go through the process of self-analysis to recognize if they make mistakes in product management or money management; they are prudent with money and try to save (good habits):

Money management determines your work, and it drives your work ethic.

I usually do financial checks at least once a week. I know when the products are going to be shipped. I know when I am going to be paid, so I know where I stand.

Now, I am always in QuickBooks looking at the numbers. I guess we have been fortunate so far that we have not had any significant financial issues. We do not spend more than we can afford to spend.

Nonimmigrants revealed that they all made mistakes when they started their businesses; they underlined the importance of learning from their mistakes. Some of them had prior financial experience, and others learned how to manage finances while running their businesses. All of them confirmed that financial knowledge is significant for the company's success (financial

experience):

It would be effortless to set up a spreadsheet on the computer and analyze it. Moreover, I could easily project the budget and sales for a product.

Before I was working for a consulting company that helped small businesses survive, so I have a good understanding of what I do, how to read financial statements, and where the strength and the weaknesses of the company are.

Market Orientation

Among the market orientation concepts, immigrants named obtaining customer satisfaction (19), and communication with customers and suppliers (17) as imperative for company success (Table 40). On the other hand, nonimmigrants agreeing to the first two categories (obtaining customer satisfaction [20] and communication with customers [24]) added that that market knowledge (17) is the essence of success (Table 40).

Immigrants are eager to bring new products into their markets that are unique to amaze their customers. They stated that they work to make their clients happy, they address customer and product complaints properly, they are flexible enough to work out deals when the customers are not happy with products, and they replace of the products immediately. They take risk to get into untapped ethnic markets to satisfy customers, knowing that the products may move slower, but this would increase customer satisfaction. They set emphasize meeting and communicating with customers regularly to build customer service relationships (customer satisfaction):

We are flexible with our clientele. I try to please everyone, and this makes us a little different. I always look for new products that may surprise the clients. I always look for something special and unique in order to keep the customers.

If we get complaints, we react to them instantaneously: any complaints or requests are solved and discussed with the customer to reach high customer satisfaction. I get in touch with them in order to resolve the issues.

We care about the customers' needs. We try to cater to each customer.

How reactive are you to addressing customers' complaints and product quality?

Very effective. It bothers me if a customer is upset. I try to resolve the issue right away. Otherwise, I cannot sleep.

You need to stay at the top of new demands from consumers. It is a consumer-driven market: whatever the consumer demands, you have to be able to provide.

We improve our customer service to keep the customers satisfied. You have to keep track of how it [the product] is offered to the buyer, how it is positioned on the shelf, and identify if it is attractive for the customer.

Immigrants often talk to and visit their customers. Some of them do that every day. They take care of their customers, treat them with respect, and they build a genuine friendship with the customers. They pay much attention to communications with customers because they believe that this is a consumer-driven market; only stores, the customers of the distributors, know directly from the end-users what the market demands, and they are the best source for information to understand the potential of the products. Through communication, they work on building trust with customers (communication with customers):

Very often, we have the same customers with our competitor. So, if we treat them well, and they trust us, they will share much information, and what the competitors do.

How and where do you obtain information on customer preferences and needs?

Usually, I meet with customers about once a week. I have major accounts with whom I meet. I find out how they are doing, I build friendship, I pay much attention to the human factor, and I gain trust through personal meetings and friendly atmosphere. I devote much time to developing customer relations.

Immigrants consider that communication with suppliers affects their business success (communication with suppliers). One of them is located in NY, and he stated that the following:

I go to trade shows. I am in New York, so many people come to us with suggestions, we meet the producers, and learn faster what customers look for. As we are a central market in the U.S., many producers visit us, and that helps us learn what companies offer today.

Nonimmigrants believe that the information about trends, market changes, and customer preferences changes comes from suppliers because they have research departments that specialize in learning the markets and their demands (communication with suppliers):

How often do you talk to the importers and producers? Every week, my importers help me by sharing their information about their new projects.

Nonimmigrants believe that it is essential to provide value to customers; they build their relationships on trust with the customers by providing excellent customer support and good quality products. They are reactive to customers' complaints; they are flexible with giving customers credits if there are any pricing issues. They are successful at building long-term relationships with the clients; they work on sustaining their customers' happiness. They keep their promises, and they are dedicated to their customers' needs (customer satisfaction):

Our attention to service is much greater than in larger companies in the marketplace. So, servicing the customer and making sure that they can get whatever they need when they need it are the keys for us. That is what sets us apart.

How reactive are you to addressing customer product quality complaints?

You have to react right away. Because, as I said earlier, the relationships are so important. I speak to the customers as quickly as possible to figure out what the problem is and resolve the situation and make the customer happy. My background was in the restaurant business and customer service; in the restaurant business, you have to react right away. The only way to do that is by communicating. So, you have no time to wait, and you have to contact them right away to take care of a problem.

I am very happy with the direction that everything is going in. Moreover, I think to continue being successful; you have to see the clients and make them happy - that is important. So, if the clients are happy, you will be successful.

Nonimmigrants underlined the significance of communication with customers. They work on building customer relationships; they communicate with them often to solve problems and to make them happy. They are heavily involved in fieldwork getting in front of the customers every day of the week. They target building long-term relationships and do well at

maintaining those relationships. They learn a lot about customers and their families. They also admit that communication with customers opens other doors by allowing them to be the first to know about emerging needs (communication with customers):

I am very happy. I have done this for quite a few years. I get along very well with the majority of customers. I enjoy seeing them, learning about their spouses, their children, and their grandchildren.

So, it is tough to develop those long-term relationships. However, with the personnel that I have, I made some good strides. So, I think there is always room for improvement. However, overall, we do a good job maintaining those relationships.

If a customer asks for something, we would search and find some hidden gems for them.

Nonimmigrants place much emphasis on learning what the competitors do; they make an effort to learn about market changes and innovation to be able to adapt fast. They study industry magazines and learn from industry websites. They do not seem to hire external companies to do market research for them as they believe that they are the ones, who are exposed to customers, they are the ones, who shake hands, make deals, and assist customers to be successful as well, and they possess deeper market knowledge than any external company (market knowledge):

Finding new opportunities comes in a variety of ways. One - would be trade publications. I do much traveling to other markets looking at other products that are out there. I am looking at ideas that other people use in the markets to promote the same type of product.

Moreover, the internet provides some information. After I find the product, I learn about it. The other way would be to talk with the customers in other markets to find out what has been successful for them.

You have to do much research, and if your competitors do not offer a product, that interests you, you have to analyze why

We do market research to develop the trends. However, it all starts with individual customers and individual markets. It depends on the size of the city. You are not going to have the same trend in the city or suburbs. So, it is a big market with much individuality.

Leadership Skills

Among leadership skills, immigrants stated that team building (32), prior leadership knowledge and experience (18), and analytical skills (15) are the most important concepts. Nonimmigrants agreed that team building (14) is important but added that the ability to set goals (19) and communication skills (13) are essential for success (Table 41).

Immigrants suppose that it is vital for company success to build a team that believes in its leader. The leader has to be able to unite the team and lead it to the common goals. They underlined the importance of taking care of people and building trust with the employees. They think that, when a leader is excited about the business and products, he or she can make his employees feel the same way. They praise their people and motivate them. They are good listeners and are willing to hear other people's points of views. They work on building a healthy work environment and creating strong teams. They implement incentives to push teams to work together to reach common goals. They treat their employees as family. They find teamwork very important for success (team building):

Teamwork is very important. Just by yourself you cannot do everything, you need the right people around.

Our employees are our family members.

If you do not care about the people around you, you will never be successful in business.

You have to explain your rationale. You have to explain your motivation. You have to explain your excitement: if you are excited, you will make them (employees) excited and make them motivated.

Your team is like your family. I have to listen to my employees' family stories.

I continuously praise my employees. For example, if an employee is late, but he puts his soul into his work, then I forgive this incident...

Immigrants strongly believe that leaders' knowledge and experience are imperative to the company's survival. They attempt to learn from other successful or larger companies; they implement new software and new systems. Experience is named as one of the most critical factors of success – without prior experience, it is highly risky to get into this business (knowledge and experience):

Some people know well what to do from the start as they possess experiences. If you do not have much experience, it is a big risk.

You must have some basic skills to go into business. You should invest your time in studying the market; you have to believe in what you do and understand what you want to do. It will take time, but your patience and work would be rewarded.

Knowledge and understanding of what you want to do are a must. The better you understand that, the easier it would be.

The key elements for running a successful business are prior experience in the industry and general or trading business experience. One needs to understand where one is going, and - where he can be successful in.

What are the top three skills needed to be a successful entrepreneur?

To be successful, you have to know finance, possess experience, and business knowledge.

If you do not have much experience starting, it is a big risk. You need a lot of time and money. It takes many years to see success.

Immigrants are sure that being analytical helps companies avoid many mistakes. They believe that each step or project has to be evaluated, carefully looked at, and analyzed (analytical skills):

You have to analyze your steps and your progress weekly; you have to see what results you achieved and look at the numbers.

The top three skills required to be a successful entrepreneur are the ability to analyze, ability to motivate, and ability to produce.

It is easy to buy, but it is not easy to sell. This is why I do market research, perform analysis, and online research to prevent mistakes.

Here are the skills needed to be successful: being hard-working, being smart, possessing analytical skills, and the needed knowledge, self-organization, and passion.

You have to be analytical and do market research. You have to know what happened, what are the reasons, why, then analyze and decide.

Nonimmigrants believe that staying positive and sharing this positivity and optimism with the team is essential. The team members have to believe in the leader and the products they sell. Leaders need to be flexible with people and ready to listen to their opinions. They build teams that are committed and motivated. They believe that good teamwork and good people on board are the foundation for success. They think that people have to be appreciated; they are the ones who make the company work. They treat people with respect and as a family (team-building capabilities):

I try to recognize the team and its needs and support them to make them successful, to collectively work to be successful.

I think as a company; we are unique as we are family-owned. We treat everybody as a family. If anything is happening in my employee's family, I allow them to take time off and take care of their business; I do not hold anybody back.

I think a strong work ethic, getting to work, knowing what you need to do and motivating the people around are the keys. Making sure everyone knows that they have a support team is what brings you success.

Nonimmigrants underline the importance of setting goals. They set measurable and specific goals. Most of them set annual, quarterly, and monthly goals and can reach them (ability to set goals):

How successful are you in the attaining of the established business development growth? Very successful. I would say last year we had about 80% of the goals achieved.

Every quarter, we layout objectives and set quarterly goals.

We always increase. We are in a big city with lots of opportunities; we can reach the customers we previously could not; that is part of the big goal.

Nonimmigrants underline that leaders have to have excellent communication skills. They also state that communication assists in solving conflicts. Possessing strong communications skills was named as important by many respondents in this group. This skill allows leaders to work with various people, partners, employees, clients, and suppliers (communication skills):

Communication is one of the critical factors; it is the ability to work with different people and the ability to work with partners in a company.

I think the most important thing is to talk to people. It is communication. I think that most conflicts are a result of poor communication.

I think that communication is essential. So, when you possess strong communication skills, you demonstrate strong leadership.

What are the top skills needed for me to be successful?

I think communication is critical; personal branding is essential, and financial management is vital as well.

What is the most challenging part of being a leader?

Communication with people. All people are different; everyone has their problems and mindsets. It is always necessary to find an approach to a person and to conduct correct diplomacy.

As seen from above, there are many similarities as well as differences in perceptions of drivers of success in immigrant and nonimmigrant groups. There were many differences detected, such as immigrants' views that being innovative and able to adapt to trends, being dynamic, and able to build a reliable and robust team influence success. Nonimmigrants perceived that communicating with customers and the ability to take risks are the factors that influence success. Despite having many differences, both groups regarded leadership skills, market orientation, and financial capabilities as the most potentially influential determinants of entrepreneurial success. Both groups indicated that innovative capability exerts the most significant effect on success.

V CHAPTER V- DISCUSSION

As the above findings indicate, there are both similarities and differences in how immigrant and nonimmigrant groups perceive the drivers of success. This is the first qualitative study that compared immigrant and nonimmigrant perceptions of drivers of success. While differences in perception are to be expected, an awareness of these dissimilarities is critical for the success of entrepreneurial companies. Business owners, entrepreneurs, and educational establishments must, therefore, educate themselves, as well as their management, staff, and students, to be better entrepreneurs if they are to achieve success. This study provides a deeper understanding of the perceived drivers of entrepreneurial success and the similarities and differences in this regard across the sampled groups (Figures 3, Figure 4). A collective approach to understanding these differences and similarities can help entrepreneurs and their teams to prevent mistakes in the future and to proactively address possible issues while improving capability and effectiveness.

Many similarities were depicted in the groups' perceptions of success:

Innovativeness. Entrepreneurs must remain relevant and unafraid of innovation, following their intuition while innovating (Table 14).

Proactiveness. To achieve success, entrepreneurs must be dynamic, with the ability to recognize new opportunities and to anticipate trends (Table 17).

Risk-taking. Being able to assess all kinds of risk, to handle financial risks, and to take risks in general while taking care to test new ideas are essential factors in business success (Table 18). In other words, success depends on risky projects and risky decisions.

Financial capabilities. Financial management, healthy habits in relation to money, and the ability to analyze financial strengths and weaknesses are also seen as key success factors (Table

15). Possessing basic financial knowledge, understanding basic accounting principles, and being able to read and analyze financial reports are vital abilities for successful entrepreneurship.

Market orientation. Understanding the importance of customer satisfaction, communication with suppliers, and market knowledge, and being able to acquire information about competitors are critical elements of entrepreneurial success (Table 13). Information from different sources provides entrepreneurs with an overview of what is happening on the market and enables them to make the right decisions about products, portfolios, market niches, and trends.

Leadership skills. Having a clear vision, treating people well, being able to motivate people, and being flexible and patient are among the requirements for effective leadership (Table 12).

Additional factors that both immigrant and non-immigrant groups perceive as vital for success include being happy, being thankful, dedicated, and committed, and utilizing technology and social media (Table 16).

The analysis also detected some differences between the groups' perceptions of key abilities for success. Immigrants stressed the importance of innovation and the ability to adapt to trends, and they seemed more willing and ready to find novel products and to bring them to their customers. Immigrants were also more responsive to market changes. On the other hand, nonimmigrants placed greater emphasis on a company's research abilities in promoting successful innovation (*innovative capabilities*; Table 26). Nonimmigrants also believed in investing more time and resources in learning about markets by reading industry magazines, participating in trade shows in different countries, and learning about market dynamics.

In relation to *proactiveness*, immigrants stated that the ability to acquire information about the market from customers is vital for success. This facilitates learning about demand, providing a clear understanding of what customers want and what niches and new opportunities are

available. On the other hand, nonimmigrants believed that entrepreneurial success depends on always staying ahead of the competition and being able to identify demand (Table 27).

Success also depends on the ability to handle risks. A willingness to take risks and not being afraid when facing risks was assigned greater importance by nonimmigrants (Table 28), who seemed more aggressive and less afraid to make risky decisions. Indeed, nonimmigrants were not only unafraid but felt excited when making risky decisions (*risk-taking abilities*).

In relation to *financial capabilities*, immigrants believed that a strong financial foundation, sufficient operating funds, and being practical with money are key success factors. Nonimmigrants identified prior financial management experience and the ability to save money as more important (Table 29).

Nonimmigrants felt that effective communication with customers is critical, as it provides inside information on markets and market dynamics and ensures better business decisions. Immigrants placed greater emphasis on building relationships with customers (*market orientation*) (Table 30) by treating customers as friends, being attentive, learning about them and about their families, all of which contribute to effective customer relationship management.

In relation to *leadership skills*, immigrants prioritized team-building ability, prior knowledge and experience, analytical ability, and a hard-working approach as the main attributes of successful leaders. Nonimmigrants emphasized excellent communication skills and the ability to set goals as vital qualities of good leaders (Table 31).

Only nonimmigrants believed that success depends on technological capabilities, social media use, and experimentation (*innovativeness*); being able to act fast and to set trends (*proactiveness*); being able to accept losses and keep moving (*risk-taking*); monitoring credit scores and always paying employees on time (*financial capabilities*); marketing capabilities,

including building brand awareness and building connections and networks (*market orientation*); showing strong leadership, and being a good planner (*leadership skills*; Table 42).

On the other hand, only immigrants emphasized the importance of being able to follow global trends, identifying new trends faster than the competition and surprising customers by introducing new products (*innovativeness*), and finding reliable suppliers to ensure smooth operation (*risk-taking*). Immigrants also strongly believed that family support and working with the people they trust most is critical for business success. They further emphasized the importance of being numerate when handling orders and dealing with products (*financial capabilities*), as well as problem-solving abilities and being persuasive and intuitive. They believed that business perfectionism (*leadership skills*) is fundamental for entrepreneurial success (Table 43). For each of these drivers of success, the further high-level analysis revealed the most influential factors and how important these were for the two groups (Figures 11–17).

As shown in Figure 11, immigrants identified the following as the top five most influential drivers of innovative capabilities:

1. Being innovative
2. Being able to adapt to trends
3. Competitive abilities
4. Being able to plan for innovation
5. Being able to find and offer unique products

Nonimmigrants identified the following as the top five most influential factors in innovative capabilities (Figure 11):

1. Competitive abilities
2. Research abilities
3. Being able to find and offer unique products
4. Being innovative
5. Being able to adapt to trends

Additionally, the combined results for both groups identified the following top five factors affecting innovative capabilities (Figure 11):

1. Being innovative
2. Being able to adapt to trends
3. Competitive abilities
4. Being able to plan for innovation
5. Being able to find and offer unique products

Immigrants named the following as the top five drivers of proactiveness (Figure 12):

1. Being dynamic
2. Being able to recognize new opportunities
3. Being able to acquire market information from customers
4. Being able to anticipate trends
5. Being able to stay ahead of the competition

Nonimmigrants named the following as the five most influential factors in proactiveness (Figure 12):

1. Being dynamic
2. Being able to recognize new opportunities
3. Being able to stay ahead of the competition
4. Being able to act fast
5. Being able to identify new opportunities

Additionally, the combined results for both groups identified the following as the top five factors affecting proactiveness (Figure 12):

1. Being dynamic
2. Being able to recognize new opportunities
3. Being able to stay ahead of the competition
4. Being able to acquire market information from customers
5. Being able to act fast

Immigrants named the following as the five most influential drivers affecting risk-taking (Figure 13):

1. Being able to handle financial risks
2. Being able to assess risk
3. Being able to take risks of all kinds
4. Being able to test ideas
5. Being careful

Nonimmigrants identified the following as the five most influential factors in risk-taking

(Figure 13):

1. Being able to assess risk
2. Being able to take risks of all kinds
3. Being able to handle financial risks
4. Being willing to take risks
5. Being able to accept losses

Additionally, the combined results for both groups identified the following as the top five factors that affect risk-taking (Figure 13):

1. Being able to assess risk
2. Being able to handle financial risks
3. Being able to take risks of all kinds
4. Being willing to take risks
5. Being able to test ideas

Immigrants named the following as the five most influential drivers of financial capabilities

(Figure 14):

1. Financial management ability
2. A strong financial foundation
3. Family support
4. Good habits in handling finances
5. Being analytical

Nonimmigrants identified the following as the five most influential drivers of financial capabilities (Figure 14):

1. Financial management ability
2. Good habits in handling finances

3. Prior financial experience
4. Being able to save
5. A strong financial foundation

Additionally, the combined results for both groups identified the following as the top five factors that affect financial capabilities (Figure 14):

1. Financial management ability
2. A strong financial foundation
3. Good habits in handling finances
4. Prior financial experience
5. Being able to save

Immigrants named the following as the top five influential drivers of market orientation (Figure 15):

1. Being able to provide customer satisfaction
2. Being able to communicate with customers
3. Being able to communicate with suppliers
4. Market knowledge
5. Being able to build relationships with customers

Nonimmigrants identified the following five most influential drivers of market orientation (Figure 15):

1. Being able to communicate with customers
2. Being able to provide customer satisfaction
3. Market knowledge
4. Being able to acquire competitor information
5. Being able to communicate with suppliers

Additionally, the combined results for both groups identified the following as the top five factors affecting market orientation (Figure 15):

1. Being able to communicate with customers
2. Being able to provide customer satisfaction
3. Possessing market knowledge
4. Being able to communicate with suppliers

5. Being able to acquire competitor information

Immigrants identified the following as the five most influential drivers of leadership

(Figure 16):

1. Being able to build a strong and reliable team
2. Prior knowledge and experience
3. Analytical skills
4. Being hard-working
5. Having a clear company vision

Nonimmigrants identified the following as the top five influential factors in leadership skills

(Figure 16):

1. Being able to set a clear goal
2. Being able to build a strong and reliable team
3. Strong communication skills
4. Prior knowledge and experience
5. Being good with people

Additionally, the combined results for both groups identified the following as the top five factors affecting leadership skills (Figure 16):

1. Being able to build a strong and reliable team
2. Prior knowledge and experience
3. Being able to set a clear goal
4. Being hard-working
5. Analytical skills

As additional drivers of success, immigrants named the following top five influential factors (Figure 17):

1. Being happy
2. Perseverance
3. Being honest
4. Being able to utilize technology and social media
5. Financial reward

Nonimmigrants identified the following as the five most influential additional drivers of success (Figure 17):

1. Financial reward
2. Loving one's job
3. Being happy
4. Seeing growth
5. Being honest

Additionally, the combined results for both groups identified the following as the top five additional drivers of success (Figure 17):

1. Being happy
2. Perseverance
3. Financial reward
4. Being honest
5. Loving one's job

In relation to centrality results, immigrants ranked the drivers that affect success in the following order (Figure 18):

1. BO - Leadership Skills
2. BO - Market Orientation
3. EO - Innovative Capabilities
4. BO - Financial Capabilities
5. EO - Risk-Taking Abilities
6. Other Drivers of Success
7. EO - Proactiveness Abilities

Nonimmigrants ranked the drivers that affect success in the following order (Figure 18):

1. BO - Leadership Skills
2. BO - Market Orientation
3. Other Drivers of Success
4. BO - Financial Capabilities
5. EO - Proactiveness Abilities
6. EO - Risk-Taking Abilities

Additionally, the combined results for both groups revealed the following order of importance (Figure 18):

1. BO - Leadership Skills
2. BO - Market Orientation
3. EO - Innovative Capabilities
4. Other Drivers of Success
5. BO - Financial Capabilities
6. EO - Risk-Taking Abilities
7. EO - Proactiveness Abilities

For both groups, then, the following are the top five drivers that affect success (Figure 18):

- I. (BO):
 1. Leadership Skills
 2. Market Orientation
 3. Financial Capabilities
- II. (EO):
 4. Innovative Capabilities
- III.
 5. Additional Drivers of Success (Table 44)

The combined results for both groups identify the following as the most influential factors affecting success: BO factors (leadership skills, market orientation, financial capabilities); EO factor (innovative capabilities); and additional factors (being happy, perseverance, financial reward, being honest, and loving one's job).

In summary, both groups believe that the most influential success factors are BO (leadership skills, market orientation, innovative and financial capabilities); EO (innovative capabilities); and additional factors of success. There is a shared belief that entrepreneurs must

develop these attributes to increase their chances of success and to eliminate business errors (Figure 3, Figure 4). In short, concentrating on success drivers in these three areas can help entrepreneurs and managers improve company efficiency and effectiveness, and educational programs should place greater emphasis on these drivers to enhance the value of students' training.

V.1 Contribution to Theory

This study's objective was to explore the differences and similarities in perceptions of success drivers in two different groups. I have introduced empirically grounded models of distinct perspectives on entrepreneurial success across two groups. By conducting an extensive empirical investigation, I obtained evidence on how immigrant and nonimmigrant entrepreneurs perceived drivers of success. To answer my research question, "How do immigrant and nonimmigrant entrepreneurs perceive the drivers of success?" I built on BO and EO theories, as well as extant literature, to focus on the opinions of successful immigrant and nonimmigrant entrepreneurs to get qualitative insight on how these two groups identified what made them successful. This is the first qualitative study that compares immigrant and nonimmigrant perceptions of drivers of entrepreneurial success. This is one of the major contributions of this research. I found notable variations and similarities in how the two groups perceived success (Table 45).

For example, immigrants underlined the importance of being innovative and able to adapt to trends, while nonimmigrants concentrated on finding and offering unique products to be successful (innovative capabilities [EO]) (Figure 11).

Immigrants stressed the importance of being dynamic and able to recognize new opportunities, while nonimmigrants perceived that being ahead of the competition was vital for success (proactiveness abilities [EO]) (Figure 12).

Immigrants underlined the importance of handling financial risks and the ability to calculate these risks as vital factors that affect business success, while nonimmigrants considered that handling all kinds of risks is more important for success (risk-taking abilities [EO]) (Figure 13).

Also, immigrants believed that financial-management ability and having a strong financial foundation are keys to success, while nonimmigrants pointed out that having healthy habits when managing money is more critical (financial capabilities [BO]) (Figure 14).

Immigrants emphasized that providing customer satisfaction and possessing the ability to communicate with suppliers are vital for success, while nonimmigrants emphasized the importance of communication with customers and market knowledge, considering them dominant factors that influence the success (market orientation [BO]) (Figure 15).

Furthermore, immigrants viewed team-building ability and prior knowledge and experience as the main factors that affect entrepreneurial success, while nonimmigrants emphasized the ability to set measurable and specific goals (leadership skills [BO]) (Figure 16).

The findings from this research represent generalizations from theory (EO and BO) and interview evidence. This research intended to recognize contrasts and similarities in immigrants and nonimmigrants' perceptions of EO and BO drivers of entrepreneurial success and their effect

on entrepreneurial success. I drew on existing EO and BO theories and interview statements to develop a new conceptual framework of perceptions of success (Figure 1) in immigrant and nonimmigrant groups. Until now in extant research, separate effects from EO and BO on performance have not been examined (Carland et al., 1995; Carland et al., 1988; Carland et al., 1984; Carland et al., 2007; Stewart and Roth, 2001; Stewart et al., 2003; Stewart et al., 1999). Thus, this is the first qualitative study that incorporated both EO and BO to observe the separate effects of these orientations on entrepreneurial success. So, my theoretical model (Figure 1) is another main contribution to theory, as this study fills in the gap in the literature and observes the separate effects of EO and BO factors on entrepreneurial success. The outcomes embody EO and BO factors, as well as additional newly emerged drivers of success that do not fall under the orientations and their effect on entrepreneurial success.

Therefore, this framework is different in several ways: it includes both BO and EO factors, focuses on drivers that affect success, and displays unique perceptions that are not mentioned in similar studies. This study opens an avenue for further qualitative and quantitative studies on success drivers' interaction in entrepreneurial companies that have not been addressed sufficiently in previous research.

Additionally, this is the first study in the business and entrepreneurship disciplines to employ and build on the CCM technique. I developed a conceptual framework on drivers of success in entrepreneurship utilizing CCM models and interviews (Figures 3, Figure 4). Overall, the research adds to the existing body of knowledge by filling the gap in how the method above is used, wherein rules and regulations for standard dimensional gauges are lacking (Ghobadi & Mathiassen, 2016; Laukkanen & Eriksson, 2013). Thus, this study enhances the evolving literature on CCM. According to the extant literature, few studies discuss the methodology of

CCM (Ghobadi & Mathiassen, 2016; Laukkanen & Eriksson, 2013). The CCM technique was employed in this research to obtain qualitative insights on perceptions of success in two different groups (Ghobadi & Mathiassen, 2016). I built on the CCM existing strategies and studied the data at the map, construct, and between-construct levels of analysis (Ghobadi & Mathiassen, 2016). I also went further and deliberated based on empirical statements on how the two groups epitomize drivers of success, and how each group accentuated each of the drivers. CCM helped me identify the relationships and strengths of the relationships between the drivers of success by encapsulating the empirical and generalized constructs of drivers of success based on the multifaceted chain of opinions that emerged from the interviewees. As a result, I created cognitive maps based on the information provided by the respondents using CCM methodology (Figures 3, Figure 4). CCM disclosed cognitive similarities and differences in how immigrant and nonimmigrant groups perceived drivers of success; these aspects were discussed in the Results section. CCM treatment improved vividness and classification of the discoveries and allowed me to present the following theoretical contribution to extant literature: I have portrayed distinct perspectives on perceptions of drivers of success across immigrant and nonimmigrant groups of entrepreneurs. Comparing this to prior literature (Chandra & Loosemore, 2010; Nadkarni & Narayanan, 2005), I suggest that this methodology is ground-breaking and methodical, and can be applied in business research. Following the recommendations from existing literature, this method can be exploited to analyze similarities and differences among groups in entrepreneurship and any other field of research (Chandra & Loosemore, 2010; Ghobadi & Mathiassen, 2016; Nadkarni & Narayanan, 2005).

Furthermore, I established a technique using NVivo that allowed me to get access to the references from the interviews to easily identify and count them based on the group to which

they belonged. Before moving all the files to NVivo, I applied the following naming convention: 1Immigrant, 2Immigrant, 3Immigrant, etc. (immigrant group), and 1Native, 2Native, 3Native, etc. (nonimmigrant group). This technique provided me with high data validation, resulting in high-quality data when I went back in NVivo to check, read, and count the references in each code in each group (Data Analysis Section).

Qualitative research on EO remains lacking (Covin & Miller, 2014; Lumpkin & Dess, 1996; Miller, 2011; Wiklund & Shepherd, 2011), and this study adds to the extant literature by providing a qualitative analysis of EO factors.

The study's contribution is beneficial for researchers, practitioners, pedagogics, and governments by providing information on how to improve entrepreneurial success by determining perceptions of what produces success from successful immigrant and nonimmigrant entrepreneurs. This study also shows how to help businesses succeed in the United States, how entrepreneurial success can be stimulated, and how immigrant and nonimmigrant perceptions influence success.

VI CHAPTER VI - CONCLUSION

The CCM methodology, which is a qualitative approach in research, was used as little is known in the field of cognitive differences and similarities in the immigrants and nonimmigrants perceptions about what drives success in entrepreneurship. The cognitive models that employ the CCM technique used in this research may be exploited for the future examination in qualitative and quantitative studies. However, the model in this study was developed using a relatively small sample size.

Moreover, this study was completed by acquiring data directly from immigrant and nonimmigrant entrepreneurs who operate businesses in the alcoholic beverages industry in the United States. Further research may include a larger sample to support, adapt, and strengthen the portrayed maps. Scholars can explore methods and treatments that promote more enriching discussions amongst various clusters of entrepreneurs and may potentially improve the list of drivers of success identified in the study.

Additionally, “it is important to develop a good, reliable, accurate, and useful measure of entrepreneurial success, especially considering that the literature lacks such a method and that the entrepreneurial theoretical framework is relatively weak concerning entrepreneurial definitions and indicators” (Staniewski & Awruk, 2017). A trustworthy, unbiased, multifaceted instrument that offers measures of entrepreneurial success is needed to supplement research and practice to better measure entrepreneurial success.. Although research on entrepreneurship has existed for more than 200 years (Morris, 1998), but there is still no sophisticated model to ensure consistency in entrepreneurship studies (Aldrich & Baker, 1997).

In past studies, EO and BO separate effects upon performance were not examined. This research reviews the effects of both the EO and BO factors in small entrepreneurial companies. Additional research is needed to study the effects of these orientations (EO and BO) in large

firms. Moreover, the findings may not be generalizable to companies that are not entrepreneurial in nature. It would be beneficial to research the influence of EO and BO in different geographical regions of the country and abroad and to compare the effects of EO and BO in immigrant- and native-owned companies across various industries. Additional studies are necessary to learn about the effects of both EO and BO upon performance over time and to define the BO more thoroughly.

Understanding how, when, and why businesses apply their EO over a period has not been researched (Wales et al., 2013). Therefore, additional longitudinal studies must be conducted (Miller, 2011; Zahra, Wright, & Abdelgawad, 2014). Qualitative EO studies produce extensive knowledge of EO elements. However, qualitative research on EO remains lacking (Covin & Miller, 2014; Lumpkin & Dess, 1996; Miller, 2011; Wiklund & Shepherd, 2011). Also, case studies and field research on relationships between EO and cultural and social activities may fill a knowledge gap (Lumpkin and Dess, 1996). Qualitative research that can produce closer “congruence between theorizing and managerial practice” is capable of delivering deeper understanding into how companies can reap the benefits of EO implementation (Wales, 2016), will produce noteworthy progress within the study of EO.

The literature indicates that only a few studies have compared the immigrants’ and non-immigrants’ in the United States. To explore this issue and identify the differences and similarities between the groups, researchers may study methodologies and interventions that encourage richer discussions across different entrepreneurial companies and possibly add to the identified drivers of success.

Employing and building on CCM technique is recommended as it will add to the existing body of knowledge by fill a knowledge gap concerning how to use the CCM method as the rules and regulations for standard dimensional measures lack in CCM methodology.

APPENDICES

Appendix A: Interview Guide

1. Innovation Capabilities

1. How important was your innovation to your success?
2. Have you launched a new product or service? How did it go?
3. Is innovation accidental or it can be planned?
4. How are you adapting your business strategies to changes in your industry?
5. Why do some people struggle with innovation?
6. What is unique about your business?

2. Proactiveness Abilities

1. What is proactiveness for you, and how important is it for your business success?
2. How do you find and recognize new opportunities for your business?
3. Are you able to recognize new opportunities earlier than your competitors? Please give an example.
4. After you identify a good opportunity, what steps do you take to exploit it? How much time does it usually take to implement it?
5. How did you learn to be proactive? Is it possible to learn to be proactive?

3. Risk-taking Abilities

1. How important is your willingness to take risks to your success?
2. Tell me about the most significant risk taken to start and maintain this business? Was it worth it?
3. In one word, characterize your life as an entrepreneur.
4. What risks are you facing in your business? How often do you face risks?
5. How risky could you be in making business decisions?
6. How do you feel when there is a risky project that requires a large investment and other resources?

4. Financial Capabilities

1. How important were money management skills to your success?
2. How much time do you devote to financial management in your business?
3. How often do you run check-ups on your finances?
4. How important is the ability to save in your business?
5. How often do you stay on top of your credit score?
6. Do you have a mentor? Have you ever received money management advice from a mentor? What were the requirements for you to find a mentor?
7. Have you mastered money management skills and know how to manage your money?
8. How often, if ever, do you analyze your behavior and unique characteristics to understand what your strengths and weaknesses when it comes to managing money?

9. In your opinion, what was the level of your familiarity with the basic accounting principles at the time of opening your business?
10. What was the level of your ability to understand your company's monthly financial reports in the first 12 months of operations?
11. What was the level of your training with managing the company's cash flow before opening your business?
12. How would you create financial projections for a new product?

5. Market Orientation

1. How often do you visit or meet with your customers, talk on the phone with them?
2. How and where do you get information on customer preferences and needs?
3. How and where do you get your information on the competitors?
4. How often do you review what competitors do?
5. How do you study trends and forces of the industry?
6. How do you identify future customer needs?
7. How often do you talk to the importers and producers to learn about the changes in the industry, customer needs, and preferences, or external factors?
8. Do you do in-house market research or hire external companies?
9. How fast are you at detecting changes in customer/product preferences?
10. How do you collect industry information (lunch with industry friends, talks with trade partners)?
11. How do you collect intelligence on your competitors?
12. How fast do you react to competitors changes?
13. How fast is the information disseminated within the company when a significant shift is detected in the market or customer needs?
14. How fast do you respond to your competitors' price changes?
15. How reactive are you to address customers' complaints or product quality?
16. How often do you review your product development efforts to endure that they are in line with what customer want?
17. Are your customers satisfied with your product/customer service?
18. How do you retain your customers? What is the percentage of customer you lose every year?

6. Leadership Skills

1. What are the most important values you demonstrate as a leader?
2. How have you gained a commitment from your team?
3. How can a leader fail? Give an example of that
4. What is your greatest strength?
5. What would be your greatest weakness?
6. How do you get others to accept your ideas?
7. How would you go about praising a team member in public?
8. Are you more effective in a group or one on one basis?
9. How often do you feel it is necessary to meet with your team?

10. How would you go about getting cohesion among a team who disagree?
11. How do you motivate your team?
12. What is the most difficult part of being a leader?
13. What is a leader's best asset?
14. How do you go about resolving conflict?
15. Name a time when you had to change a decision due to new facts.
16. How do you achieve objectives in a fast-paced environment?
17. How do you organize projects and tasks?
18. What leadership style do you use?

7. Success

1. How do you define success and to what do you most attribute your success to?
2. How do you measure success?
3. What habits helped make you successful?
4. What mindsets helped make you successful?
5. How satisfied are with your business development? What would you do differently to be happier with the results?
6. How happy are you with your results of maintaining long-term (longer than one year) cooperation with clients?
7. What is the percentage increase in your yearly client database? Are you happy with the results? How did you build a successful customer base?
8. Were new job posts created in your company in the last year?
9. How reliable and knowledgeable are your employees, and are you satisfied with the outcome of tasks performed by your employees?
10. How competitive is your company? What do you do to stay competitive?
11. How successful are you in the attainment of established business development goals? How often do you set new business goals? How do you measure success in the attainment of your business goals?
12. What would say are the five key elements for starting and running a successful business?
13. What would you say are the top three skills needed to be a successful entrepreneur?
14. What have been some of your failures, and what have you learned from them?
15. Do you believe there is some sort of pattern or formula to becoming a successful entrepreneur?

8. Other Questions

1. What key activities would you recommend entrepreneurs to invest their time in?
2. If you had one piece of advice to someone just starting out, what would it be?
3. Have you ever failed in business? What were the failures?
4. What is the question would you ask me if we changed places right now?

Appendix B: Drivers of Success and Nodes (Categories)

1. Innovative Capabilities	Ability to adapt to trends
	Being Innovative
	Creative abilities
	Research abilities
	Being courageous
	Ability to follow global trends
	Ability to surprise customers
	Being open to learn from others
	Ability to find eye catchy products
	Ability to find products like gangbusters
	Ability to get ahead of others
	Being Experimentative
	Being flexible
	Technological Abilities
	Ability to adjust to changes
	Ability to find a niche market
	Ability to find and offer unique products
	Ability to plan innovation
	Ability to staying relevant
	Ability: Diversification
	Competitive abilities
	Intuitive abilities
2. Proactiveness Abilities	Ability to be ahead of competition
	Ability to identify demand
	Ability to obtain info from customers about market
	Ability to be ahead of the game
	Ability to create a clear strategy
	Ability to identify target customers
	Ability to plan ahead
	Ability to push yourself beyond your limits
	Ability to set trends
	Ability to use time to your advantage
	Being able to act fast
	Opportunity Identification Abilities
	Ability to anticipate trends
	Ability to recognize new opportunities
	Being Dynamic

Drivers of Success and Nodes (Categories)(cont.)

3. Risk-Taking Abilities	Ability to handle financial risks
	Ability to calculate risk
	Ability to take Risks
	Being Careful
	Ability to test ideas
	Willingness to take risks
	Ability to be in the numbers game
	Ability to be cautious
	Ability to find reliable suppliers
	Ability to accept losses and keep moving
4. Financial Capabilities	Financial mgt ability
	Having strong financial foundation
	Having family support
	Having good habits (to manage finances)
	Being analytical (orders, products)
	Having financial knowledge
	Ability to read financial statements
	Having technique abilities to work with financial data
	Financial analysis ability
	Having financial experience
	Ability to learn from mistakes
	Ability to save
	Monitoring credit score
	Ability to create a game plan
	Ability to manage inventory
	Need to pay employees on time
	Ability to control spending
	Having a mentor

Drivers of Success and Nodes (Categories)(cont.)

5. Market Orientation	Ability to adapt to market changes
	Ability to understand what customers want
	Building trust with customers
	Communication with Customers - Skill
	Customer relationship building - Skill
	Providing good quality products
	Realizing changes in consumer preferences
	Ability to build connections
	Ability to educate customers
	Being in relationship business
	Hiring process
	Marketing capabilities and ability to build brand awareness
	Communicate with suppliers - Skill
	Communication to networks - Skill
	Importance of inventory control
	Market Knowledge
	Obtaining competitors' info - Skill
	Obtaining customer satisfaction
	Taking Care of Customers

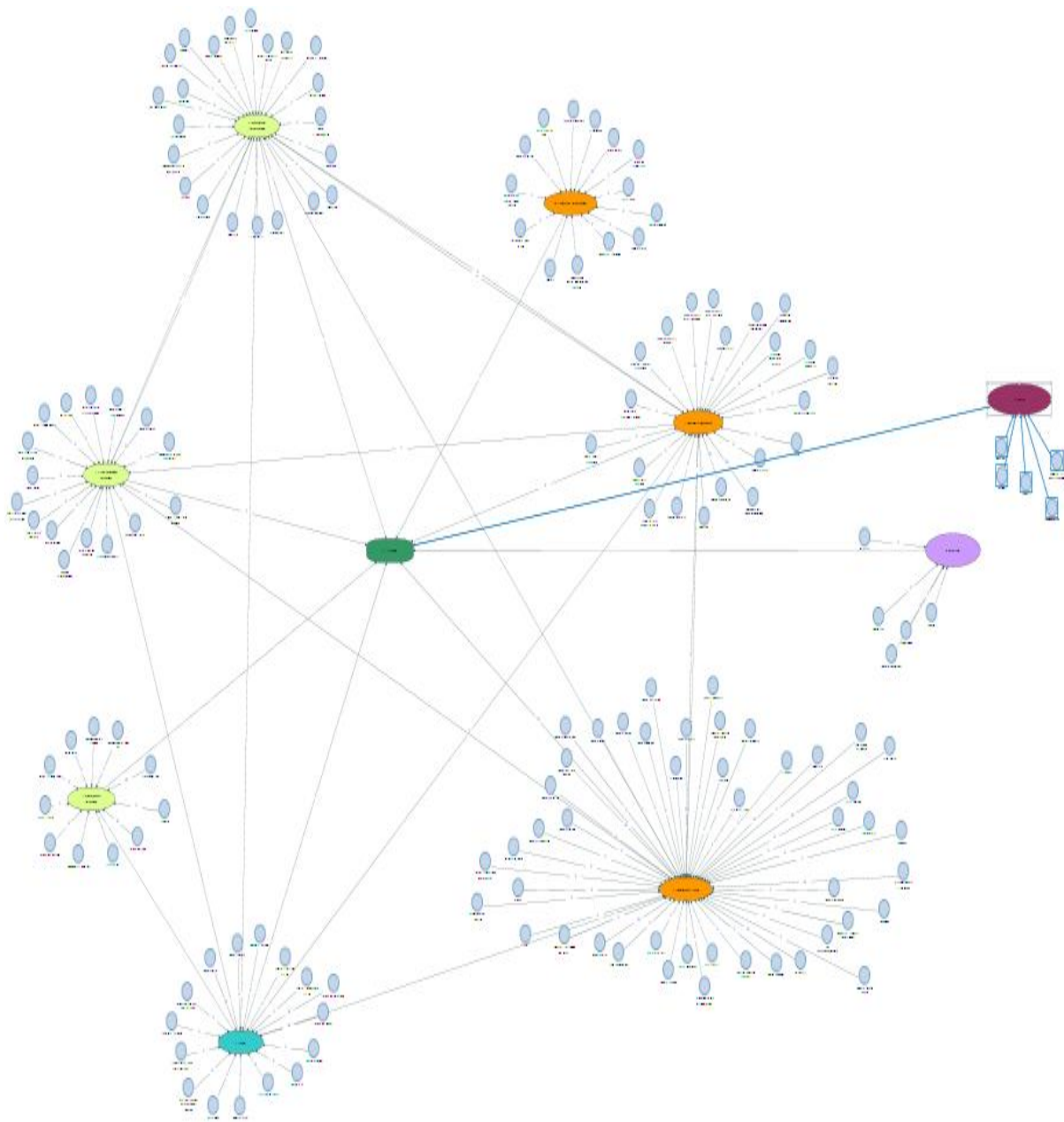
Drivers of Success and Nodes (Categories)(cont.)

6. Leadership Skills	Ability to educate and train ppl
	Ability to set goals
	Analytical Skills
	Being a good decision maker
	Being courageous
	Being hard-working
	Communication skills
	Creativity
	Possessing knowledge and experience
	Setting and overcoming challenges
	Team building ability
	Time management skills
	Being intuitive
	Being Perfectionist
	Being persuasive
	Problem-solving ability
	Being flexible
	Ability to get other to be successful
	Being a good listener
	Being educated
	Being empathetic
	Being good planner
	Being Openminded
	Being Positive
	Having strong work ethic
	Leading by example
	Making people happy
	Strong Leadership
	Understanding People
	Ability to creating healthy work place
	Ability to lead without micromanagement
	Ability to prioritize
	Ability to recognize different skills in employees
	Being charismatic
	Being competitive
	Being Focused
	Being Friendly
	Being good with people
	Being motivational
	Being Organized
	Being Patient
	Being Reserved
	Being Supportive
	Conflict resolution skills
	Having Vision
	Trustworthiness

Drivers of Success and Nodes (Categories)(cont.)

7.Other Drivers of Success	Persever
	Being Happy
	Being honest
	Technology and social media
	Financial Reward
	Loving you job
	Being Thankful
	Having integrity
	Having strong team
	Desire to Succeed
	Learn from others to be successful
	Keeping your word
	Being dedicated
	Getting Customers Excited
	Getting Sales Reps Excited
	Surround Yourself with successful people
	Financial Happiness
	Thinking about what customers want
	Observing Growth
	Having Fun working

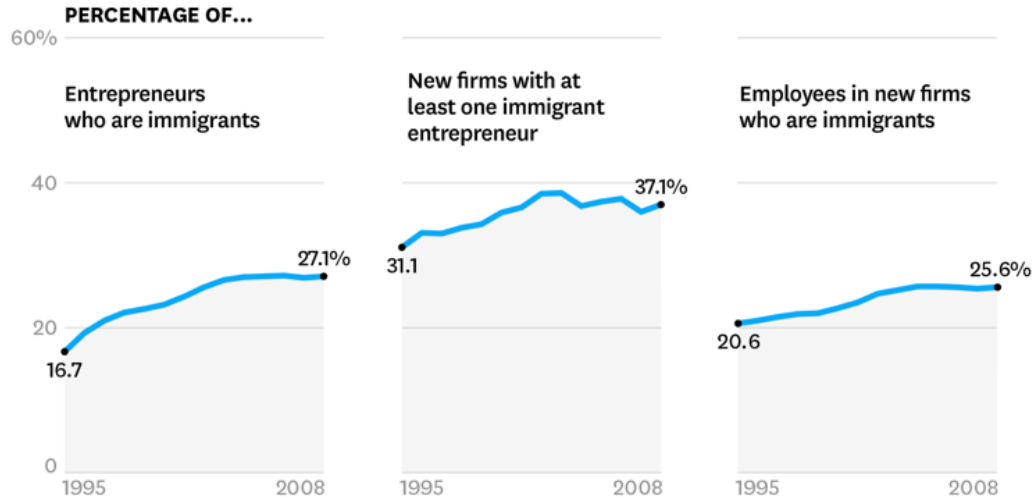
Appendix C: NVivo. Nonimmigrant Causal Map



Appendix D: Immigrant Entrepreneurship Trends in the U.S.

Immigrant Entrepreneurship Trends in the U.S.

More immigrants are founding businesses and working in new firms.



NOTE AN "ENTREPRENEUR" IS DEFINED AS ONE OF THE TOP THREE INITIAL EARNERS IN THE BUSINESS.
SOURCE "IMMIGRANT ENTREPRENEURSHIP," BY SARI PEKKALA KERR AND WILLIAM R. KERR,
BASED ON U.S. CENSUS DATA FROM 1995-2008

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Appendix E – Tables

Table 1. Participants List and Basic Characteristics

Company	Gender	State	Position in the company	# of Years in Business	Immigrant vs. Native -born	Product Type		
						Wine	Liquor	Beer
A	M	GA	Owner/ VP of Sales	14	Immigrant	X	X	X
B	M	SC	Owner/ President	16	Immigrant	X	X	X
C	M	CT	Owner/ CEO	12	Immigrant	X	X	
D	M	CA	Owner	10	Immigrant	X	X	X
E	M	CO	Owner	17	Immigrant	X	X	X
F	M	MA	Owner	11	Immigrant	X	X	X
G	M	MD	Owner/President	10	Immigrant	X	X	X
I	M	IL	Owner	9	Immigrant	X	X	
J	M	MD	Owner	12	Native-born	X	X	X
K	M	GA	Owner/ VP of Sales	9	Native-born	X	X	
L	M	AL	Owner	17	Native-born	X	X	
M	M	FL	Owner	20	Native-born	x	x	
N	M	GA	Owner	28	Native-born	X	X	X
O	M	IN	Owner	13	Native-born	x	x	
P	M	FL	Owner	11	Native-born	x	x	
Q	M	NY	Owner	15	Native-born	x	x	

Table 2. MAP Comprehensiveness

	Immigrant	Non-Immigrant
Comprehensiveness	7	7

Table 3. MAP Density

	Immigrants	Non-Immigrants
Map density	102	124
# of links among constructs	712	865
# of construct in the map	7	7

Table 4. Number of Direct and Indirect Linkages

# # Linkages	# of Direct and Indirect Linkages	
	Immigrants	Nonimmigrants
1. Innovative Capabilities	91	96
2. Proactiveness Abilities	42	75
3. Risk-Taking Abilities	56	62
4. Financial Capabilities	87	82
5. Market Orientation	122	161
6. Leadership Skills	204	222
7. Other Drivers of Success	48	132
Total Direct Links	650	830
Indirect links	62	35
Grand Total All Links	712	865

Table 5. Map Centrality

Centrality	Immigrants	Nonimmigrants
Innovative Capabilities	0.13	0.11
Proactiveness Abilities	0.06	0.09
Risk-Taking Abilities	0.08	0.07
Financial Capabilities	0.12	0.09
Market Orientation	0.17	0.19
Leadership Skills	0.29	0.26
Other Drivers of Success	0.07	0.15
Entrepreneurial Success	0.91	0.96

Table 6. Reachability

Reachability	Immigrants	Nonimmigrants
Innovative Capabilities	0.14	0.12
Proactiveness Abilities	0.08	0.09
Risk-Taking Abilities	0.09	0.07
Financial Capabilities	0.13	0.09
Market Orientation	0.20	0.21
Leadership Skills	0.30	0.26
Other Drivers of Success	0.15	0.19

Table 7. Number of Indirect Links: Immigrant Group

Immigrants	1. Innovative Capabilities	2. Proactiveness Abilities	3. Risk-Taking Abilities	4. Financial Capabilities	5. Market Orientation	6. Leadership Skills
1. Innovative Capabilities		1		1	6	
2. Proactiveness Abilities	11		1		3	1
3. Risk-Taking Abilities		1			4	1
4. Financial Capabilities	1	3	1			
5. Market Orientation	9	9	1			
6. Leadership Skills		2	1	1	4	

Table 8. Indirect Reachability: Immigrant Group

Immigrants	1. Innovative Capabilities	2. Proactiveness Abilities	3. Risk-Taking Abilities	4. Financial Capabilities	5. Market Orientation	6. Leadership Skills
1. Innovative Capabilities		0.001		0.001	0.008	
2. Proactiveness Abilities	0.015		0.001		0.004	0.001
3. Risk-Taking Abilities		0.001			0.006	0.001
4. Financial Capabilities	0.001	0.004	0.001			
5. Market Orientation	0.013	0.013	0.001			
6. Leadership Skills		0.003	0.001	0.001	0.006	

Table 9. Number of Indirect Links: Nonimmigrant Group

Non-immigrants	1. Innovative Capabilities	2. Proactiveness Abilities	3. Risk-Taking Abilities	4. Financial Capabilities	5. Market Orientation	6. Leadership Skills
1. Innovative Capabilities		3			4	
2. Proactiveness Abilities	2					
3. Risk-Taking Abilities						
4. Financial Capabilities						
5. Market Orientation	11	7				1
6. Leadership Skills		1			6	

Table 10. Indirect Reachability: Nonimmigrant Group

Non-Immigrants	1. Innovative Capabilities	2. Proactiveness Abilities	3. Risk-Taking Abilities	4. Financial Capabilities	5. Market Orientation	6. Leadership Skills
1. Innovative Capabilities		0.003			0.005	
2. Proactiveness Abilities	0.002					
3. Risk-Taking Abilities						
4. Financial Capabilities						
5. Market Orientation	0.013	0.008				0.001
6. Leadership Skills		0.001			0.007	

Table 11. Indirect Reachability: Immigrant vs. Nonimmigrant Group

Indirect Reachability	1. Innovative Capabilities		2. Proactiveness Abilities		3. Risk-Taking Abilities		4. Financial Capabilities		5. Market Orientation		6. Leadership Skills	
	Immigrants	Non-Immigrants	Immigrants	Non-Immigrants	Immigrants	Non-Immigrants	Immigrants	Non-Immigrants	Immigrants	Non-Immigrants	Immigrants	Non-Immigrants
1. Innovative Capabilities			0.001	0.003			0.001		0.008	0.005		
2. Proactiveness Abilities	0.015	0.002			0.001				0.004		0.001	
3. Risk-Taking Abilities			0.001						0.006		0.001	
4. Financial Capabilities	0.001		0.004		0.001							
5. Market Orientation	0.013	0.013	0.013	0.008	0.001							0.001
6. Leadership Skills			0.003	0.001	0.001		0.001		0.006	0.007		

Table 12. Similarities: Leadership Concept (Number of Citations by Item)

similarities/ differences	# #	Nodes	Values	
			Immigrants	Non-Immigrants
similarities	6. Leadership Skills	Having Vision	11	8
		Being good with people	8	11
		Being motivational	8	10
		Being flexible	7	11
		Being Patient	7	6
		Trustworthiness	6	4
		Being Organized	4	6
		Conflict resolution skills	4	4
		Being Friendly	4	3
		Ability to prioritize	2	1
		Ability to creating healthy work place	2	3
		Being Supportive	2	2
		Ability to recognize different skills in employees	2	1
		Being competitive	2	1
		Being Reserved	2	2
		Ability to lead without micromanagement	1	2
		Being charismatic	1	2
		Being Focused	1	2
Grand Total			74	79

Table 13. Similarities: Market Orientation Concept (Number of Citations by Item)

similarities/ differences	# #	Nodes	Values	
			Immigrants	Non-Immigrants
similarities	5. Market Orientation	Obtaining customer satisfaction	19	20
		Communicate with suppliers - Skill	15	13
		Market Knowledge	14	17
		Obtaining competitors' info - Skill	13	14
		Importance of inventory control	4	5
		Communication to networks - Skill	2	3
		Taking Care of Customers	1	2
Grand Total			68	74

Table 14. Similarities: Innovative Capabilities Concept (Number of Citations by Item)

similarities/ differences	##	Nodes	Values	
			Immigrants	Non-Immigrants
similarities	1. Innovative Capabilities	Competitive abilities	11	11
		Ability to plan innovation	9	7
		Ability to find and offer unique products	7	9
		Ability to adjust to changes	4	6
		Ability to find a niche market	4	5
		Ability to staying relevant	4	4
		Being courageous	3	2
		Ability: Diversification	3	2
		Intuitive abilities	2	2
Grand Total			47	48

Table 15. Similarities: Financial Capabilities Concept (Number of Citations by Item)

similarities/ differences	##	Nodes	Values	
			Immigrants	Non-Immigrants
similarities	4. Financial Capabilities	Financial mgt ability	31	25
		Having good habits (to manage finances)	5	8
		Financial analysis ability	4	3
		Ability to learn from mistakes	2	2
Grand Total			42	38

Table 16. Similarities: Additional Success Drivers (Number of Citations by Item)

similarities/ differences	##	Nodes	Values	
			Immigrants	Non-Immigrants
similarities	7. Other Drivers of Success	Being Happy	10	10
		Technology and social media	4	4
		Being Thankful	3	4
		Never Quit	1	2
		Dedication	1	2
Grand Total			19	22

Table 17. Similarities: Proactiveness Abilities Concept (Number of Citations by Item)

similarities/ differences	##	Nodes	Values	
			Immigrants	Non-Immigrants
similarities	2. Proactiveness Abilities	Being Dynamic	24	21
		Ability to recognize new opportunities	10	10
		Ability to anticipate trends	2	1
Grand Total			36	32

Table 18. Similarities: Risk-Taking Abilities Concept (Number of Citations by Item)

similarities/ differences	##	Nodes	Values	
			Immigrants	Non-Immigrants
similarities	3. Risk-Taking Abilities	Ability to handle financial risks	14	11
		Ability to calculate risk	13	14
		Ability to take Risks	11	13
		Being Careful	4	4
		Ability to test ideas	4	4
		Ability to be in the numbers game	2	1
Grand Total			48	47

Table 19. Differences: Leadership Skills Concept (Number of Citations by Item) (specific to each group)

##	similarities/ differences	Nodes	Immigrants	Non-Immigrants		
6. Leadership Skills	Immigrants	Problem-solving ability	4			
		Being persuasive	4			
		Being intuitive	3			
		Being Perfectionist	3			
	Non-Immigrants	Strong Leadership			7	
		Being good planner			6	
		Understanding People			5	
		Being educated			5	
		Being Positive			5	
		Leading by example			4	
		Being Openminded			4	
		Being a good listener			3	
		Being empathetic			2	
		Ability to get other to be successful			2	
		Having strong work ethic			2	
		Making people happy			2	
		Grand Total			14	47

Table 20. Differences: Innovative Capabilities Concept (Number of Citations by Item) (specific to each group)

##	similarities/ differences	Nodes	Immigrants	Non-Immigrants	
1. Innovative Capabilities	Immigrants	Ability to follow global trends	3		
		Being open to learn from others	2		
		Ability to surprise customers	3		
	Non-Immigrants	Technological Abilities			4
		Being Experimental			4
		Ability to find products like gangbusters			3
		Ability to get ahead of others			3
		Ability to find eye catchy products			2
		Being flexible			2
Grand Total			8	18	

Table 21. Differences: Risk-taking Abilities Concept (Number of Citations by Item) (specific to each group)

##	similarities/ differences	Nodes	Immigrants	Non-Immigrants
3. Risk-Taking Abilities	Immigrants	Ability to find reliable suppliers	2	
		Ability to be cautious	2	
	Non-Immigrants	Ability to accept losses and keep moving		7
Grand Total			4	7

Table 22. Differences: Financial Capabilities Concept (Number of Citations by Item) (specific to each group)

##	similarities/ differences	Nodes	Immigrants	Non-Immigrants	
4. Financial Capabilities	Immigrants	Having family support	6		
		Being analytical (orders, products)	5		
	Non-Immigrants	Monitoring credit score			5
		Need to pay employees on time			4
		Ability to manage inventory			4
		Having a mentor			3
		Ability to control spending			2
		Ability to create a game plan			2
		Grand Total			11

Table 23. Differences: Proactiveness Abilities Concept (Number of Citations by Item) (specific to each group)

##	similarities/ differences	Nodes	Immigrants	Non-Immigrants
2. Proactiveness Abilities	Non-Immigrants	Being able to act fast		6
		Ability to set trends		4
		Ability to push yourself beyond your limits		4
		Ability to be ahead of the game		3
		Opportunity Identification Abilities		3
		Ability to plan ahead		3
		Ability to identify target customers		2
		Ability to use time to your advantage		2
		Ability to create a clear strategy		2
Grand Total				29

Table 24. Differences: Market Orientation Concept (Number of Citations by Item) (specific to each group)

##	similarities/ differences	Nodes	Immigrants	Non-Immigrants
5. Market Orientation	Non-Immigrants	Marketing capabilities and ability to build brand awareness		12
		Ability to build connections		6
		Being in relationship business		5
		Ability to educate customers		3
		Hiring process		3
Grand Total				29

Table 25. Differences: Other Drivers of Success Concept (Number of Citations by Item) (specific to each group)

##	similarities/ differences	Nodes	Immigrants	Non-Immigrants		
7. Other Drivers of Success	Non-Immigrants	Observing Growth		8		
		Surround Yourself with successful people		6		
		Financial Happiness		6		
		Having Fun working		6		
		Ambition		5		
		Getting Customers Excited		5		
		Getting Sales Reps Excited		5		
		Thinking about what customers want		4		
		Respect		4		
		Relentless		3		
		Being Independent		2		
		Grand Total				54

Table 26. Differences: Innovative Capabilities Concept (Number of Citations by Item)

similarities/ differences	##	Nodes	Values	
			Immigrants	Non-Immigrants
Differences	1. Innovative Capabilities	Being Innovative	15	8
		Ability to adapt to trends	14	8
		Research abilities	5	10
		Creative abilities	2	4
Grand Total			36	30

Table 27. Differences: Proactiveness Abilities Concept (Number of Citations by Item)

similarities/ differences	##	Nodes	Immigrants	Non-Immigrants
Differences	2. Proactiveness Abilities	Ability to be ahead of competition	1	8
		Ability to identify demand	1	4
		Ability to obtain info from customers about market	4	2
Grand Total			6	14

Table 28. Differences: Riks-Taking Abilities Concept (Number of Citations by Item)

similarities/ differences	##	Nodes	Immigrants	Non-Immigrants
Differences	3. Risk-Taking Abilities	Ability to feel excited when facing risks	4	8
Grand Total			4	8

Table 29. Differences: Financial Capabilities Concept (Number of Citations by Item)

similarities/ differences	##	Nodes	Values	
			Immigrants	Non-Immigrants
Differences	4. Financial Capabilities	Having strong financial foundation	17	5
		Having financial knowledge	4	1
		Having technique abilities to work with financial data	4	1
		Ability to read financial statements	4	1
		Having financial experience	3	8
		Ability to save	2	8
Grand Total			34	24

Table 30. Differences: Market Orientation Concept (Number of Citations by Item)

similarities/ differences	##	Nodes	Values	
			Immigrants	Non-Immigrants
Differences	5. Market Orientation	Communication with Customers - Skill	17	24
		Customer relationship building - Skill	14	9
		Ability to adapt to market changes	8	3
		Realizing changes in consumer preferences	7	2
		Ability to understand what customers want	5	8
		Building trust with customers	2	5
		Providing good quality products	1	7
Grand Total			54	58

Table 31. Differences: Leadership Skills Concept (Number of Citations by Item)

similarities/ differences	# #	Nodes	Values	
			Immigrants	Non-Immigrants
Differences	6. Leadership Skills	Team building ability	32	14
		Possessing knowledge and experience	18	11
		Analytical Skills	15	6
		Being hard-working	15	9
		Ability to set goals	10	19
		Communication skills	8	13
		Being a good decision maker	5	3
		Time management skills	5	3
		Setting and overcoming challenges	3	7
		Creativity	3	1
		Being courageous	1	3
		Ability to educate and train ppl	1	7
Grand Total			116	96

Table 32. Differences: Other Drivers of Success Concept (Number of Citations by Item)

similarities/ differences	# #	Nodes2	Values	
			Immigrants	Non-Immigrants
Differences	7. Other Drivers of Success	Persever	10	6
		Being honest	5	7
		Financial Reward	4	11
		Loving you job	3	11
		Having integrity	2	1
		Having strong team	2	4
		Learn from others to be successful	1	6
		Keeping your word	1	4
		Desire to Succeed	1	6
Grand Total			29	56

Table 33. Highest Centrality and Reachability Results

Centrality and Reachability Results	Immigrant	Non-Immigrant
1. Innovative Capabilities	C, R	C, R
2. Proactiveness Abilities	IR	
3. Risk-Taking Abilities		
4. Financial Capabilities	C, R	C,R
5. Market Orientation	C, R, IR	C, R, IR
6. Leadership Skills	C, R	C, R

Table 34. Count of Categories (Nodes) Declared Under Each Concept

# #	Immigrants	Non-Immigrants
1. Innovative Capabilities	16	19
2. Proactiveness Abilities	6	15
3. Risk-Taking Abilities	9	8
4. Financial Capabilities	12	16
5. Market Orientation	14	19
6. Leadership Skills	34	42
7. Other Drivers of Success	14	25
Grand Total	105	144

Table 35. Additional Success Drivers (Number of Times Each Group Mentioned the Item)

# #	Nodes	Values	
		Immigrants	Non-Immigrants
7.	Other Drivers of Success		
	Being Happy	10	10
	Perseverance	10	6
	Honesty	5	7
	Technology and social media	4	4
	Financial Reward	4	11
	Being Thankful	3	4
	Loving you job	3	11
	Having strong team	2	4
	Integrity	2	1
	Learn from others to be successful	1	6
	Keeping your word	1	4
	Never Quit	1	2
	Desire to Succeed	1	6
	Dedication	1	2
	Respect		4
	Having Fun working		6
	Getting Customers Excited		5
	Ambition		5
	Relentless		3
	Getting Sales Reps Excited		5
	Surround Yourself with successful people		6
	Financial Happiness		6
	Thinking about what customers want		4
	Observing Growth		8
	Being Independent		2
Grand Total		48	132

Table 36. Innovative Capabilities (Number of Times Each group Mentioned the Item)

# #	Nodes	Immigrants	Non-Immigrants
1. Innovative Capabilities	Being Innovative	15	8
	Ability to adapt to trends	14	8
	Competitive abilities	11	11
	Ability to plan innovation	9	7
	Ability to find and offer unique products	7	9
	Research abilities	5	10
	Ability to find a niche market	4	5
	Ability to staying relevant	4	4
	Ability to adjust to changes	4	6
	Being courageous	3	2
	Ability: Diversification	3	2
	Ability to follow global trends	3	
	Ability to surprise customers	3	
	Creative abilities	2	4
	Intuitive abilities	2	2
	Being open to learn from others	2	
	Ability to get ahead of others		3
	Technological Abilities		4
	Ability to find eye catchy products		2
	Being Experimentative		4
	Being flexible		2
	Ability to find products like gangbusters		3
Grand Total		91	96

Table 37. Proactiveness Abilities (Number of Times Each Group Mentioned the Item)

# #	Nodes2	Immigrants	Non-Immigrants
2. Proactiveness Abilities	Being Dynamic	24	21
	Ability to recognize new opportunities	10	10
	Ability to obtain info from customers about market	4	2
	Ability to anticipate trends	2	1
	Ability to be ahead of competition	1	8
	Ability to identify demand	1	4
	Ability to use time to your advantage		2
	Ability to identify target customers		2
	Ability to set trends		4
	Opportunity Identification Abilities		3
	Being able to act fast		6
	Ability to be ahead of the game		3
	Ability to create a clear strategy		2
	Ability to push yourself beyond your limits		4
	Ability to plan ahead		3
Grand Total		42	75

Table 38. Risk-Taking Abilities (Number of Times Each group Mentioned the Item)

# #	Nodes2	Immigrants	Non-Immigrants
3. Risk-Taking Abilities	Ability to handle financial risks	14	11
	Ability to calculate risk	13	14
	Ability to take Risks	11	13
	Being Careful	4	4
	Ability to test ideas	4	4
	Willingness to take risks	4	8
	Ability to be in the numbers game	2	1
	Ability to be cautious	2	
	Ability to find reliable suppliers	2	
	Ability to accept losses and keep moving		7
Grand Total		56	62

Table 39. Financial Capabilities (Number of Times Each Group Mentioned the Item)

# #	Nodes	Values	Immigrants	Non-Immigrants
4. Financial Capabilities	Financial mgt ability		31	25
	Having strong financial foundation		17	5
	Having family support		6	
	Having good habits (to manage finances)		5	8
	Being analytical (orders, products)		5	
	Having financial knowledge		4	1
	Ability to read financial statements		4	1
	Having technique abilities to work with financial data		4	1
	Financial analysis ability		4	3
	Having financial experience		3	8
	Ability to learn from mistakes		2	2
	Ability to save		2	8
	Monitoring credit score			5
	Ability to create a game plan			2
	Ability to manage inventory			4
	Need to pay employees on time			4
	Ability to control spending			2
	Having a mentor			3
Grand Total			87	82

Table 40. Market Orientation (Number of Times Each Group Mentioned the Item)

##	Nodes	Values	
		Immigrants	Non-Immigrants
5. Market Orientation	Obtaining customer satisfaction	19	20
	Communication with Customers - Skill	17	24
	Communicate with suppliers - Skill	15	13
	Market Knowledge	14	17
	Customer relationship building - Skill	14	9
	Obtaining competitors' info - Skill	13	14
	Ability to adapt to market changes	8	3
	Realizing changes in consumer preferences	7	2
	Ability to understand what customers want	5	8
	Importance of inventory control	4	5
	Communication to networks - Skill	2	3
	Building trust with customers	2	5
	Providing good quality products	1	7
	Taking Care of Customers	1	2
	Hiring process		3
	Ability to build connections		6
	Being in relationship business		5
	Marketing capabilities and ability to build brand awareness		12
	Ability to educate customers		3
Grand Total		122	161

Table 41. Leadership Skills (Number of Times Each Group Mentioned the Item)

# #	Nodes	Values	
		Immigrants	Non-Immigrants
6. Leadership Skills	Team building ability	32	14
	Possessing knowledge and experience	18	11
	Analytical Skills	15	6
	Being hard-working	15	9
	Having Vision	11	8
	Ability to set goals	10	19
	Communication skills	8	13
	Being good with people	8	11
	Being motivational	8	10
	Being flexible	7	11
	Being Patient	7	6
	Trustworthiness	6	4
	Being a good decision maker	5	3
	Time management skills	5	3
	Problem-solving ability	4	
	Being Organized	4	6
	Being Friendly	4	3
	Conflict resolution skills	4	4
	Being persuasive	4	
	Setting and overcoming challenges	3	7
	Creativity	3	1
	Being intuitive	3	
	Being Perfectionist	3	
	Ability to prioritize	2	1
	Being competitive	2	1
	Ability to creating healthy work place	2	3
	Being Reserved	2	2
	Being Supportive	2	2
	Ability to recognize different skills in employees	2	1
	Being charismatic	1	2
	Ability to educate and train ppl	1	7
	Being Focused	1	2
	Ability to lead without micromanagement	1	2
	Being courageous	1	3
	Strong Leadership		7
	Being educated		5
	Being Positive		5
	Understanding People		5
	Being a good listener		3
	Being good planner		6
	Being Openminded		4
	Making people happy		2
	Having strong work ethic		2
	Ability to get other to be successful		2
	Leading by example		4
	Being empathetic		2
Grand Total		204	222

Table 42. Differences (Categories Mentioned by Nonimmigrants Only)

similarities/ differences	##	Nodes2	Values	
			Immigrants	Non-Immigrants
Native - diff	1. Innovative Capabilities	Technological Abilities		4
		Being Experimentative		4
		Ability to find products like gangbusters		3
		Ability to get ahead of others		3
		Ability to find eye catchy products		2
		Being flexible		2
	2. Proactiveness Abilities	Being able to act fast		6
		Ability to set trends		4
		Ability to push yourself beyond your limits		4
		Ability to be ahead of the game		3
		Opportunity Identification Abilities		3
		Ability to plan ahead		3
		Ability to identify target customers		2
		Ability to use time to your advantage		2
		Ability to create a clear strategy		2
	3. Risk-Taking Abilities	Ability to accept losses and keep moving		7
	4. Financial Capabilities	Monitoring credit score		5
		Need to pay employees on time		4
		Ability to manage inventory		4
		Having a mentor		3
		Ability to control spending		2
		Ability to create a game plan		2
	5. Market Orientation	Marketing capabilities and ability to build brand awareness		12
		Ability to build connections		6
		Being in relationship business		5
		Ability to educate customers		3
		Hiring process		3
	6. Leadership Skills	Strong Leadership		7
		Being good planner		6
		Understanding People		5
		Being educated		5
		Being Positive		5
		Leading by example		4
		Being Openminded		4
		Being a good listener		3
		Being empathetic		2
		Ability to get other to be successful		2
		Having strong work ethic		2
		Making people happy		2
	7. Other Drivers of Success	Observing Growth		8
		Surround Yourself with successful people		6
		Financial Happiness		6
		Having Fun working		6
		Getting Sales Reps Excited		5
		Getting Customers Excited		5
		Thinking about what customers want		4
Grand Total				190

Table 43. Differences (Categories Mentioned by Immigrants Only)

similarities/ differences	# #	Nodes2	Values		
			Immigrants	Non-Immigrants	
Immig - Diff	1. Innovative Capabilities	Ability to follow global trends	3		
		Being open to learn from others	2		
		Ability to surprise customers	3		
	3. Risk-Taking Abilities	Ability to find reliable suppliers	2		
		Ability to be cautious	2		
	4. Financial Capabilities	Having family support	6		
		Being analytical (orders, products)	5		
	6. Leadership Skills	Problem-solving ability	4		
		Being persuasive	4		
		Being intuitive	3		
		Being Perfectionist	3		
	Grand Total			37	

Table 44. Additional Drivers of Success (Level of Importance)

Additional Drivers of Success	Level of Importance
Being Happy	14.2%
Perseverance	12.7%
Getting financial reward	8.3%
Being honest	7.9%
Loving one's job	7.3%

Table 45. Summary of Empirical Findings

Summary of Empirical Findings

1. The study identified 155 drivers of success
2. Both immigrant and non-immigrant entrepreneurs emphasized that innovation capabilities, proactiveness abilities, risk-taking abilities, financial capabilities, market orientation, and leadership skills affect entrepreneurial success, as mentioned in the model.
3. Nonimmigrants displayed more cognitive connections between the concepts (density of 124) compared to immigrants (density of 102).
4. There were variations on how the groups identified the significance or dominance of drivers of success (centrality):

I. There were four drivers that had the highest centrality:

Centrality is higher in the immigrant group compared to the nonimmigrant group in these four concepts [immigrant vs. nonimmigrant]:

- o (BO) Leadership skills (0.29 vs. 0.26, respectively)
- o (BO) Financial capabilities (0.12 vs. 0.09, respectively)
- o (EO) Risk-taking abilities (0.08 vs. 0.07, respectively)
- o (EO) Innovative capabilities (0.13 vs. 0.11, respectively)

Centrality is higher in the nonimmigrant group compared to the immigrant group in three concepts [nonimmigrant vs. immigrant]:

- o (BO) Market orientation (0.19 vs. 0.17, respectively)
- o (EO) Proactiveness abilities (0.09 vs. 0.06, respectively)
- o Additional drivers of success (0.15 vs. 0.07, respectively) (Other)

II. Success concept has higher centrality results in the nonimmigrant group compared to the immigrant group (0.96 vs. 0.91[nonimmigrant vs. immigrant]).

5. There are some variations on how both groups accentuated the strength of the connection between constructs (direct reachability) [immigrant vs. immigrant]:

- o (BO) Leadership skills (0.3 vs. 0.26, respectively)
- o (BO) Financial capabilities (0.13 vs. 0.09, respectively)
- o (EO) Innovative capabilities (0.14 vs. 0.12, respectively)
- o (EO) Risk-taking abilities (0.09 vs. 0.07, respectively)

Direct reachability is higher in the nonimmigrant group compared to the immigrant group in the three concepts [nonimmigrant vs. immigrant]:

- o (EO) Proactiveness abilities (0.09 vs. 0.08, respectively)
- o Additional drivers of success (0.19 vs. 0.15, respectively) (Other)

Summary of Empirical Findings (cont.)

6. There are some differences in how both groups emphasized the connection between the constructs with the exception of connection to success (indirect reachability):

- The highest indirect reachability between the constructs in the immigrant group is highlighted in
 - Proactiveness abilities affecting innovative capabilities (0.015)
 - Market orientation affecting innovative capabilities (0.013)
 - Market orientation affecting proactiveness abilities (0.013)
- The highest indirect reachability in the nonimmigrant group is found in
 - Market orientation affecting innovative capabilities (0.013), which is equal to the results in the other group
- Highest Centrality and Reachability:

Centrality and Reachability Results	Immigrant	Non-Immigrant
1. Innovative Capabilities	C, R	C, R
2. Proactiveness Abilities	IR	
3. Risk-Taking Abilities		
4. Financial Capabilities	C, R	C, R
5. Market Orientation	C, R, IR	C, R, IR
6. Leadership Skills	C, R	C, R

7. There are some differences between the groups in the category of the additional factors that affect success:

- Immigrants stated more often than nonimmigrants that perseverance and integrity affect the success
- Nonimmigrants declared more often than immigrants that having a financial reward, being honest, loving one's job, being able to learn from others, keeping one's word, and having the desire to succeed are the additional factors that affect the success
- Nonimmigrants were the only ones who emphasized the importance of observing a company's growth, obtaining financial happiness, surrounding oneself with successful people, having fun working, being ambitious, and getting customers and sales reps excited are vital for success

There are some similarities in how both groups feel about additional factors that affect success:

- Both immigrants and nonimmigrants stated that being happy, employing technology and social media, being thankful, and being dedicated are essential factors influencing the success

8. Innovation

Differences:

- Immigrants more than nonimmigrants strongly believed that being innovative and able to adapt to trends are fundamental for innovation
- Nonimmigrants placed higher emphasis than immigrants on the ability to do research and creative abilities for innovation
- Only nonimmigrants stressed that experimenting, possessing technological abilities, and having the ability to find products "like gangbusters" are central for innovation
- Immigrants were the only ones who talked about the importance of following global trends, the ability to surprise the customer, and the ability to learn from others

Similarities:

- Both immigrants and nonimmigrants identified that competitive abilities, the ability to plan innovation, the ability to find and offer unique products, the ability to adjust to changes, the ability to find niche markets and to stay relevant are keys for innovation.

9. Proactiveness

Differences:

- Immigrants emphasized more than nonimmigrants that the ability to obtain information about trends and the market from customers is essential for proactiveness abilities
- Nonimmigrants stated more often than immigrants that the ability to be ahead of the competition and the ability to identify the demand are vital for proactiveness abilities
- Only nonimmigrants stated that being able to act fast, to see trends, and to push oneself beyond one's limits are essential for proactiveness abilities

Similarities:

- As far as similarities, both immigrants and nonimmigrants stated that being dynamic and being able to recognize new opportunities are essential for proactiveness abilities

Summary of Empirical Findings (cont.)

10. Risk-taking

Differences:

- Immigrant underlined more often than nonimmigrants that the ability to find reliable suppliers is vital for risk-taking abilities
- Nonimmigrants affirmed more often than immigrants that feeling excited when facing risks is vital for risk-taking abilities
- Only nonimmigrants stated that being able to accept losses and keep moving ahead is vital for risk-taking abilities
- Only immigrants stated that ability to find reliable suppliers and being cautious are vital for risk-taking abilities

Similarities:

- Both immigrants and nonimmigrants acknowledged that the ability to handle financial risks, the ability to calculate risks, and the ability to handle all kinds of risk are essential for risk-taking abilities.

11. Financial capabilities

Differences:

- Immigrants emphasized more than nonimmigrants that having a strong financial basis, having financial knowledge, being able to read financial statements, and possessing technical abilities to work with financial data are vital for financial capabilities
- On the other hand, nonimmigrants stated more often than immigrants that possessing financial experience and being able to save are more critical for success
- Only nonimmigrants stated that monitoring credit scores, always paying employees on time, and being able to manage inventory properly are essential factors for financial capabilities
- Only immigrants stated that family support and being analytical are essential factors for financial capabilities

Similarities:

- Both immigrants and nonimmigrants pointed out that financial management ability, having healthy habits in how to deal with finances, and the ability to do financial analyses are imperative for financial capabilities

12. Market orientation

Differences:

- Immigrants accentuated more than nonimmigrants the importance of customer relationship building and the ability to adapt to market changes
- Nonimmigrants talked more about the significance of communication with customers, understanding what customers want, and building trust with customers as central pieces of market orientation
- Only nonimmigrants agreed that marketing capabilities, the ability to build brand awareness, ability to build connections, and realizing that you are in the relationship business are critical for market orientation

Similarities:

- Both immigrants and nonimmigrants pointed out that obtaining customer satisfaction, communicating with suppliers, possessing market knowledge, and having the ability to obtain competitors' information are vital for market orientation

13. Leadership skills

Differences:

- Immigrants emphasized more than nonimmigrants that team building, prior knowledge and experience, analytical skills, working hard, being a good decision maker, and using time management skills are the most critical factors
- On the other hand, nonimmigrants emphasized more than immigrants that setting goals, overcoming challenges and leaders' strong communication skills are indispensable for effective leadership
- Only nonimmigrants underlined the importance of strong leadership, being a good planner, being educated and positive as essential elements of leadership
- Only immigrants underlined the importance of problem-solving, the ability to persuade people, and follow one's intuition as essential elements of leadership

Similarities:

- Both immigrants and nonimmigrants pointed out that having clear company's vision, being good with people, being motivational and flexible are vital elements of effective leadership

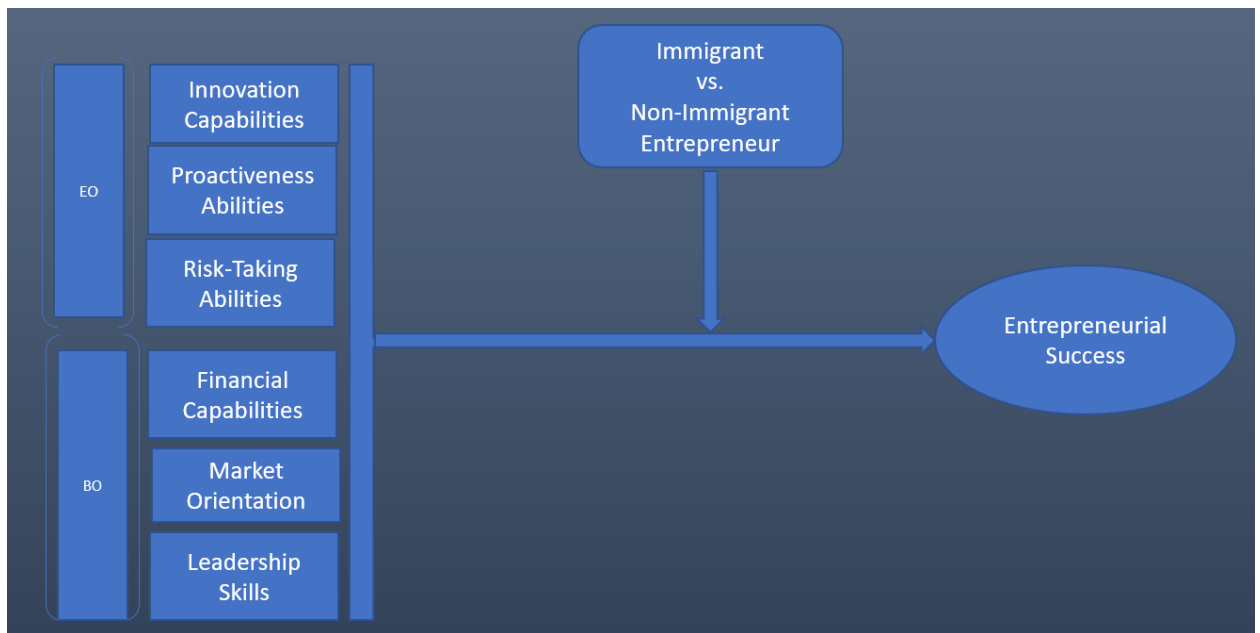
Appendix F – Figures*Figure 1. Research Design*

Figure 5. Map Centrality (Immigrant vs. Nonimmigrant Groups)

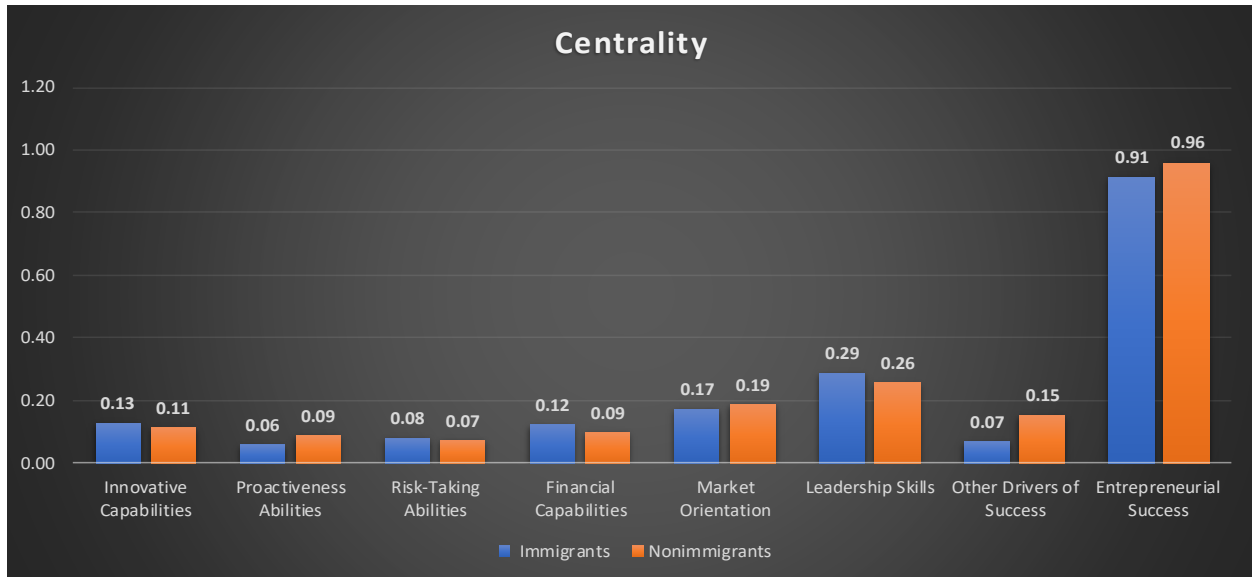


Figure 6. Reachability

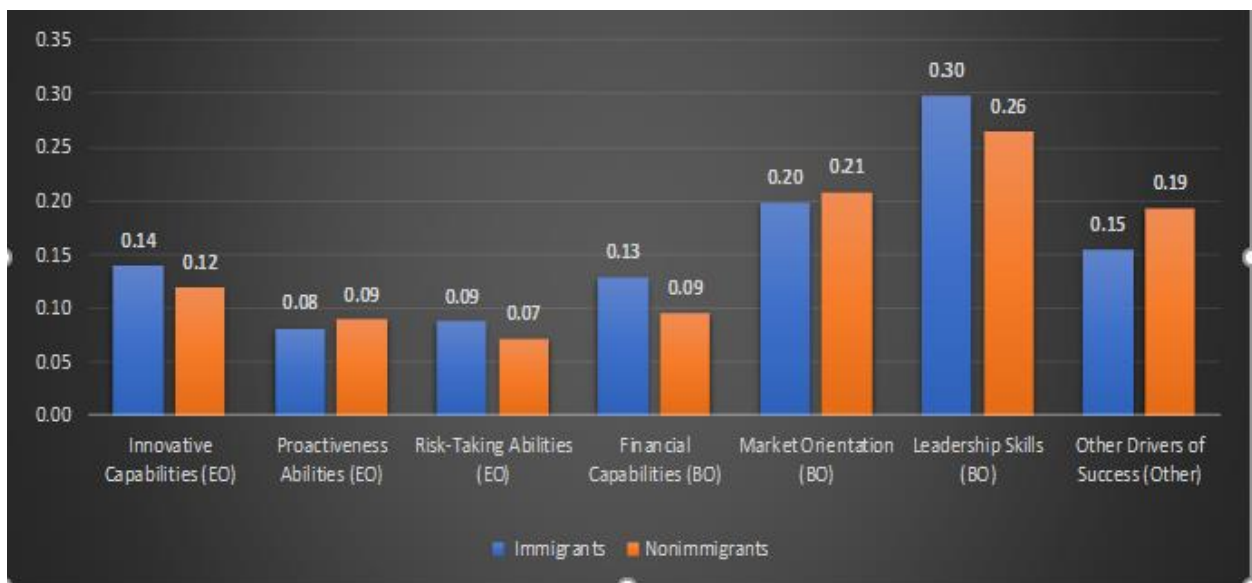


Figure 7. Immigrant Group's Reachability

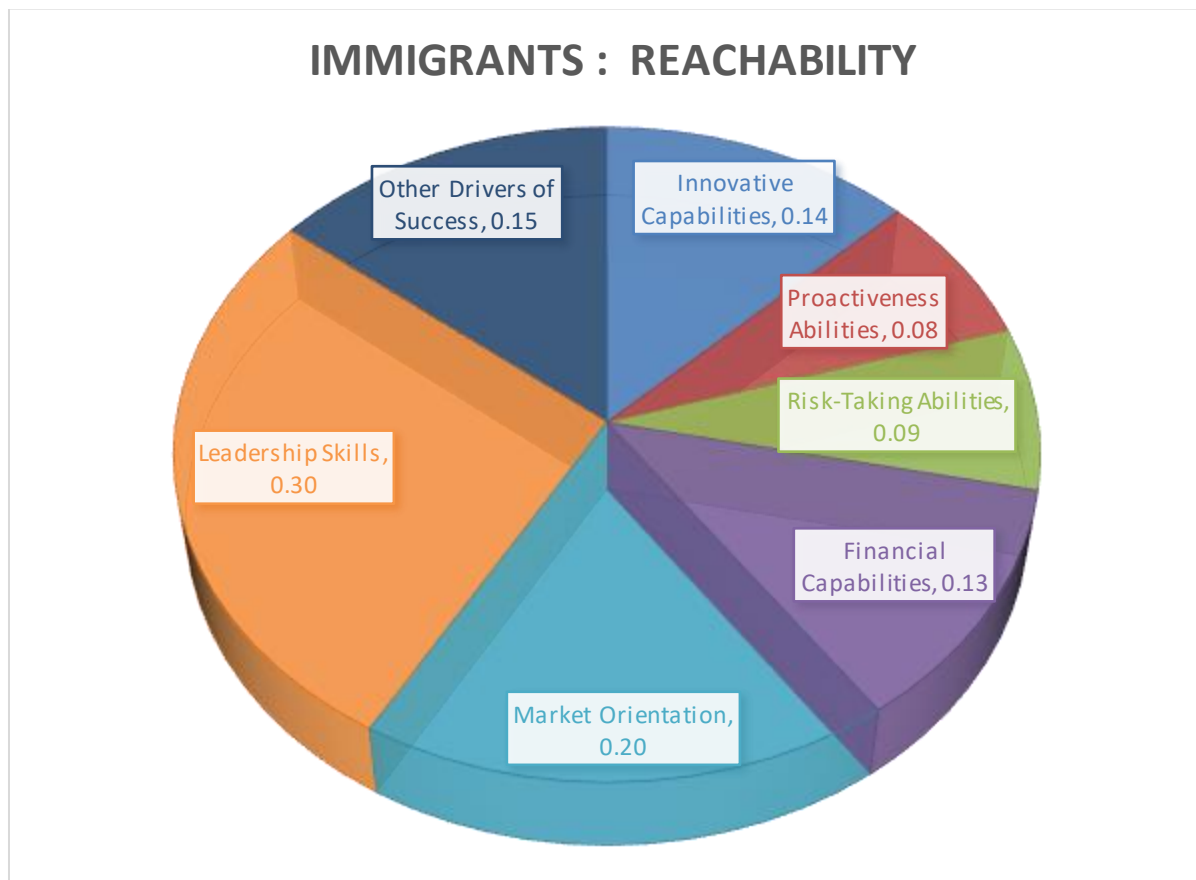


Figure 8. Nonimmigrant Group's Reachability

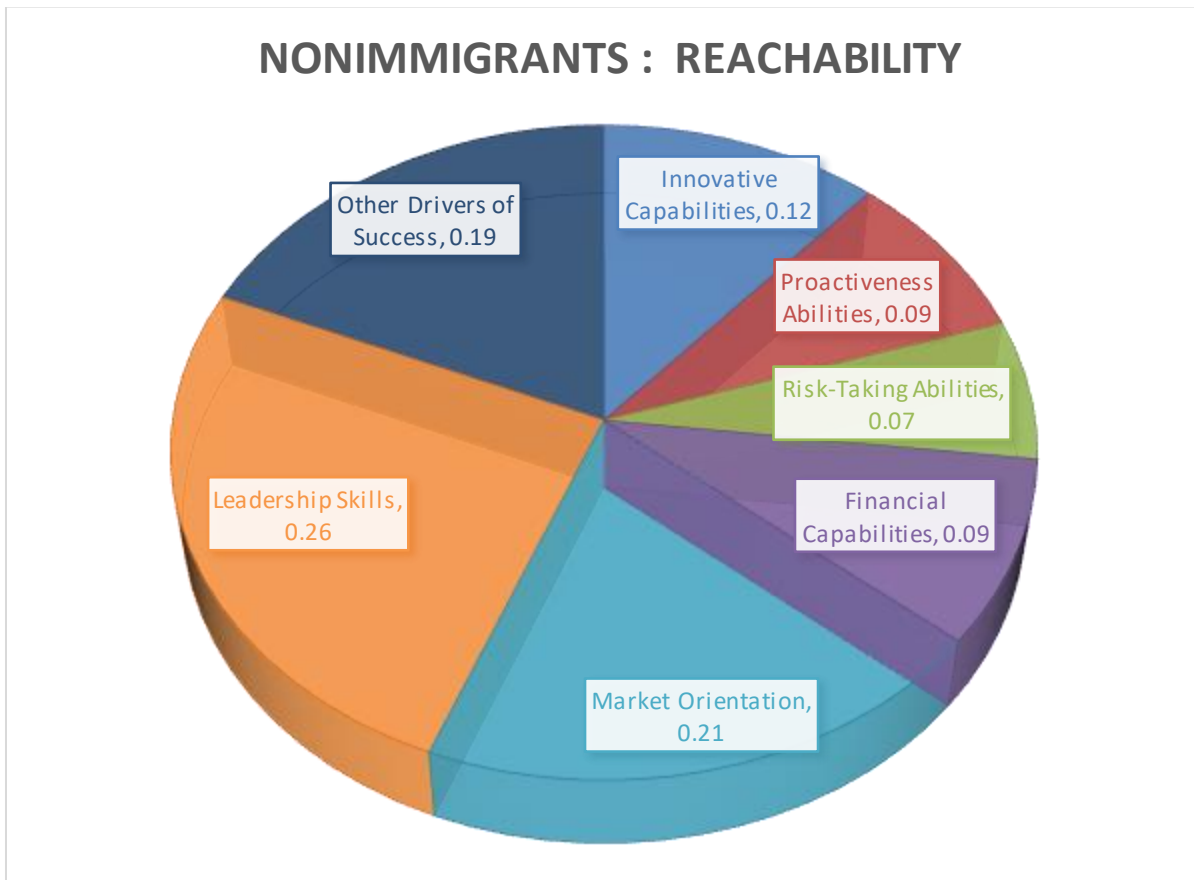


Figure 9. Count of Drivers (Nodes) Declared Under Each Concept

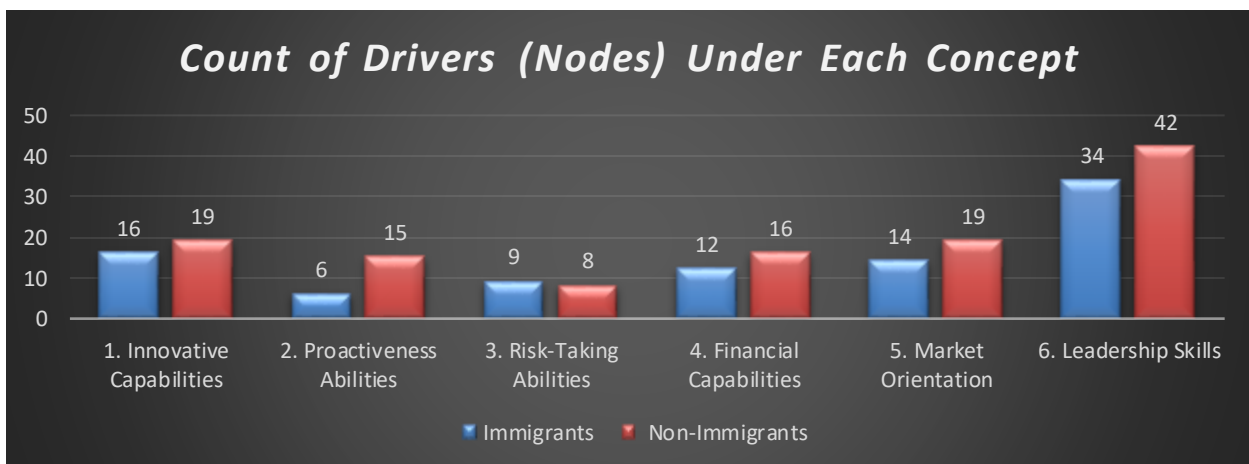


Figure 10. Additional Success Drivers (Number of Times Each Group Mentioned the Items)

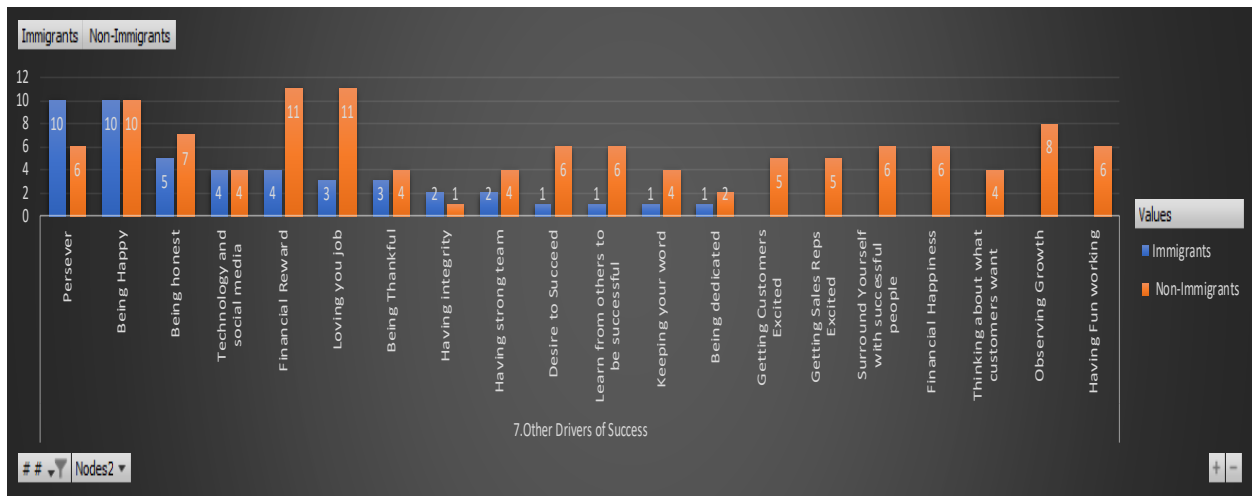
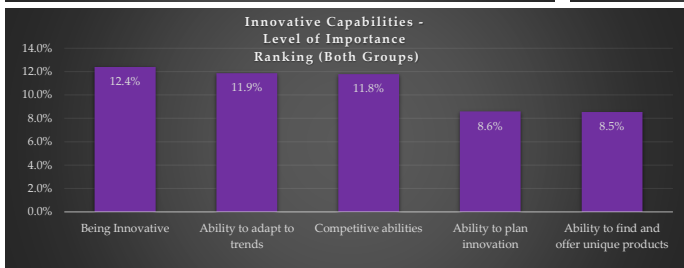
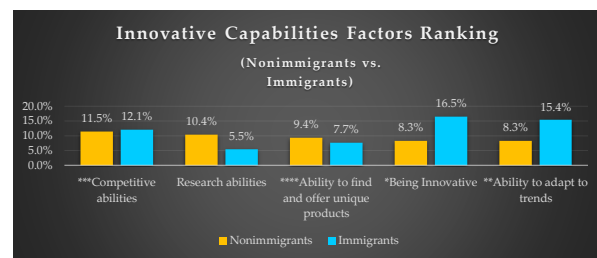
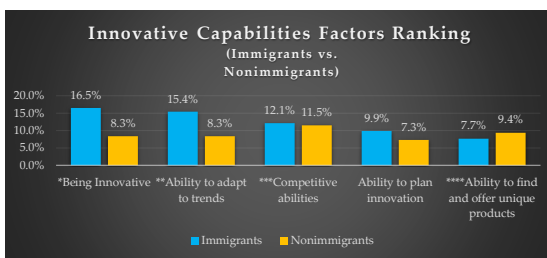


Figure 11. Summary: Innovative Capabilities

Innovative Capabilities



Innovative Capabilities	Level of Importance
Being Innovative	12.4%
Ability to adapt to trends	11.9%
Competitive abilities	11.8%
Ability to plan innovation	8.6%
Ability to find and offer unique products	8.5%

Figure 12. Summary: Proactiveness Abilities

Proactiveness Abilities

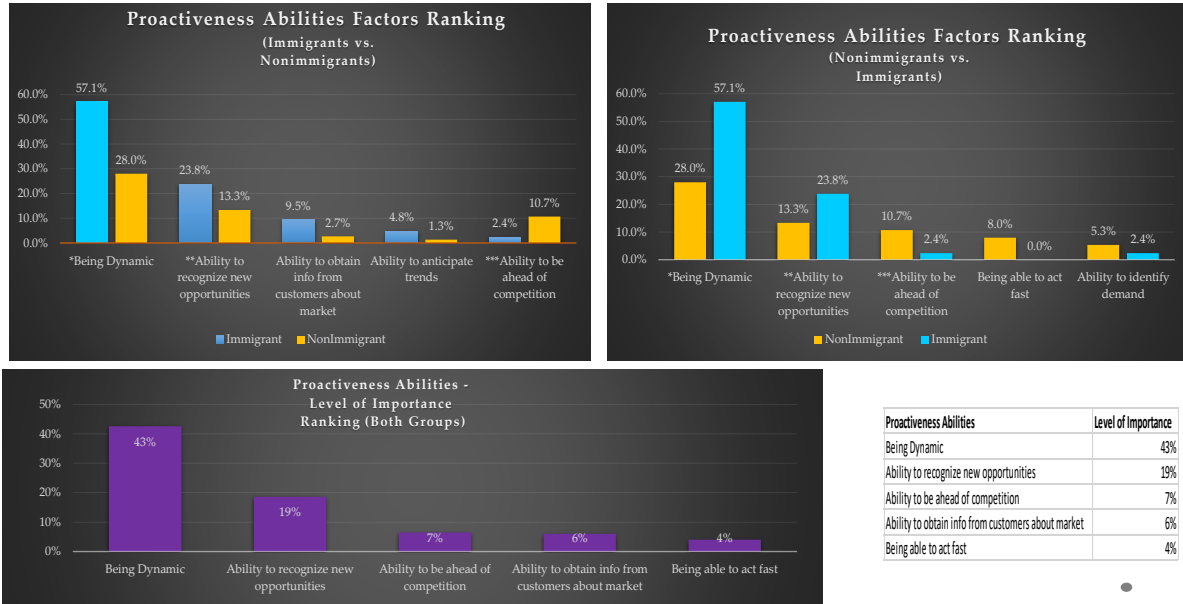


Figure 13. Summary: Risk-Taking Abilities

Risk-Taking Abilities

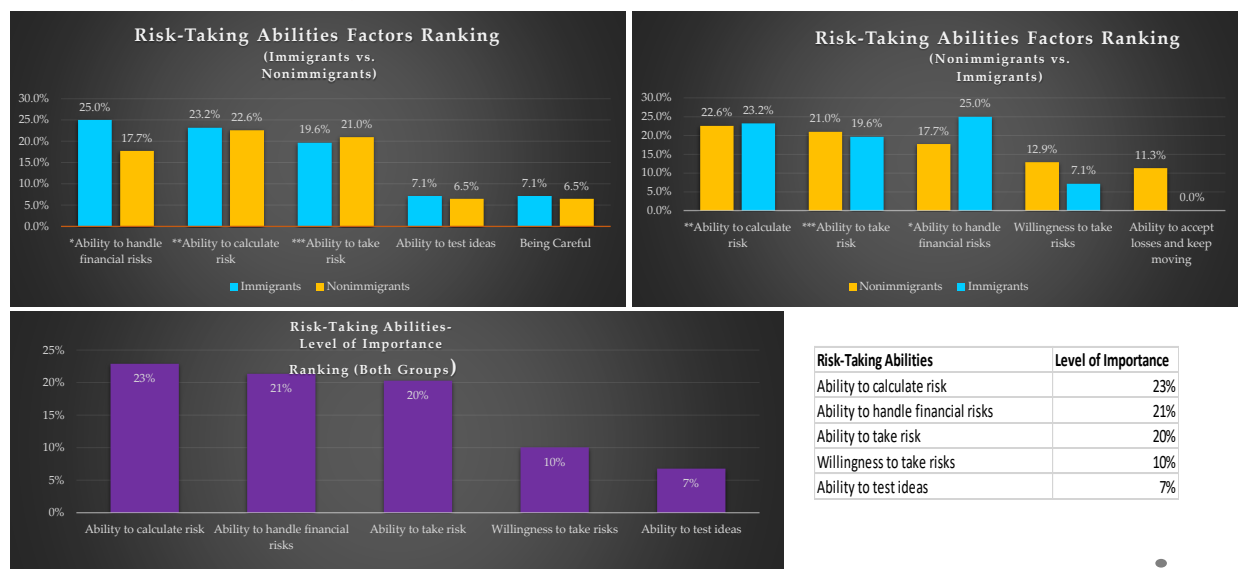


Figure 14. Summary: Financial Capabilities

Financial Capabilities

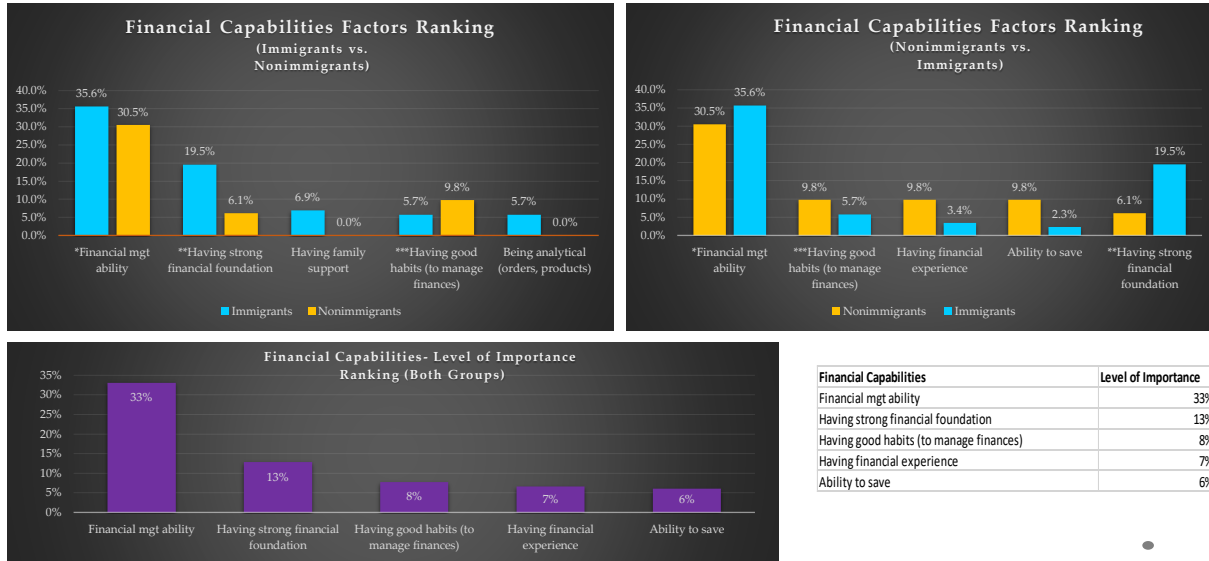


Figure 15. Summary: Market Orientation

Market Orientation

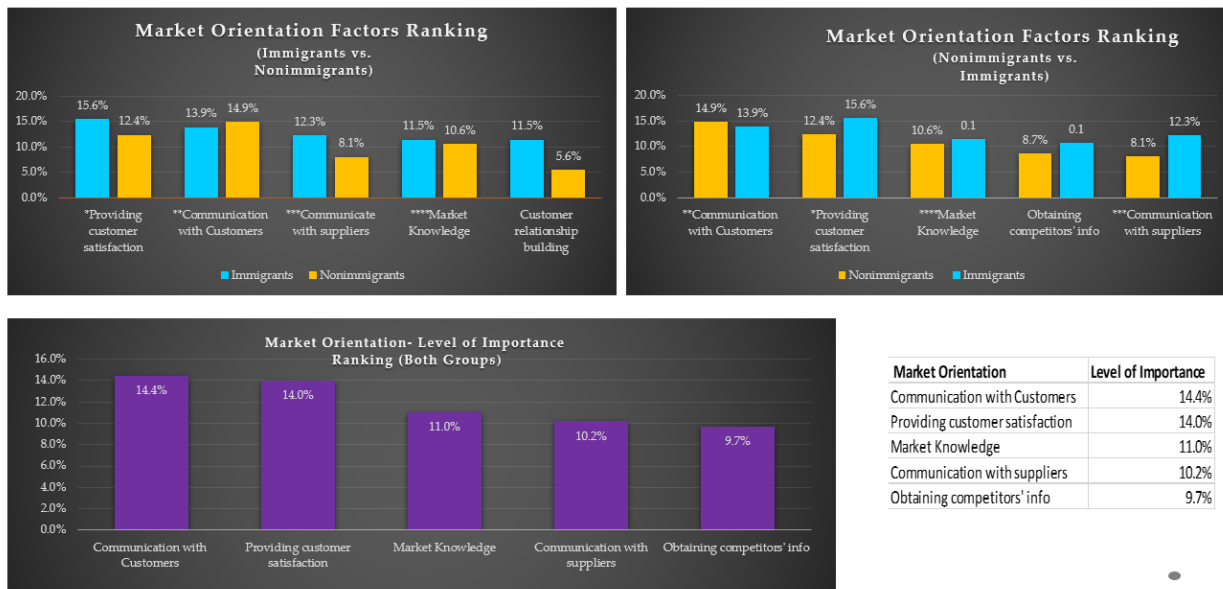


Figure 16. Summary: Leadership Skills

Leadership Skills

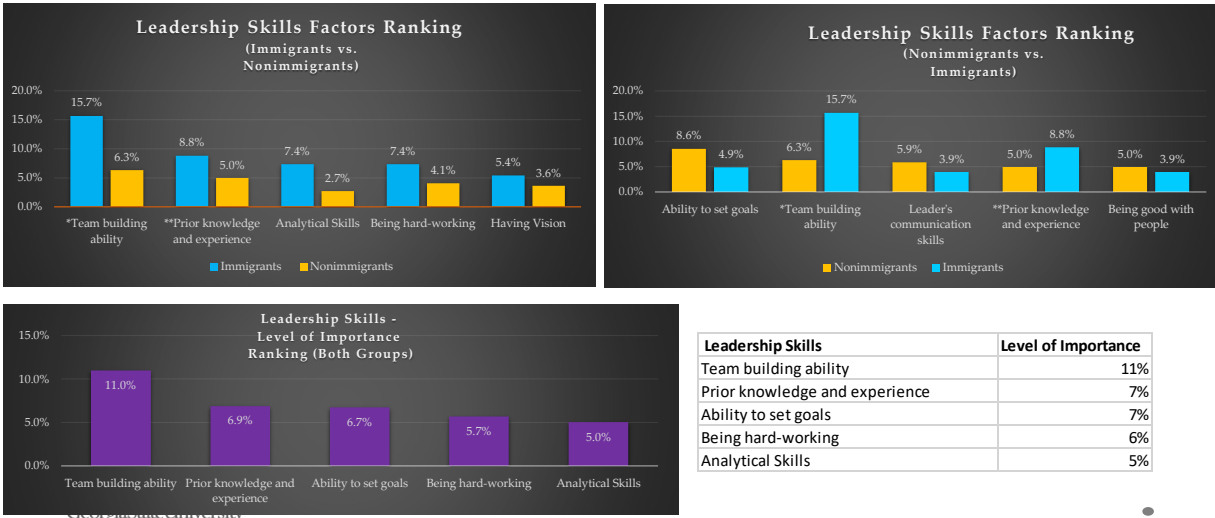


Figure 17. Summary: Additional Drivers of Success

Additional Drivers of Success

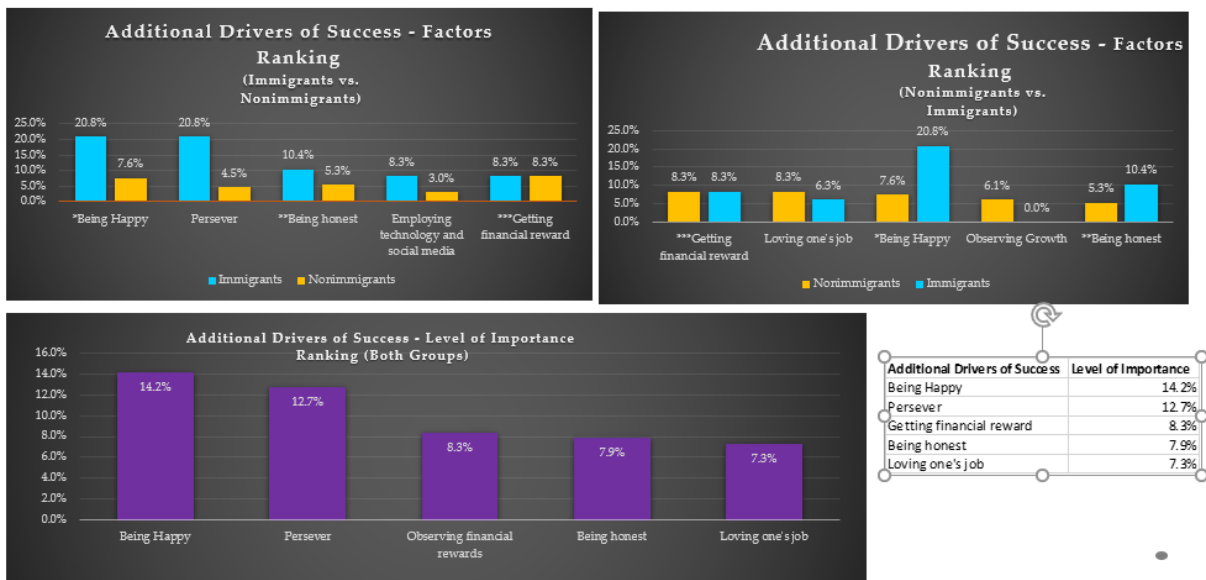
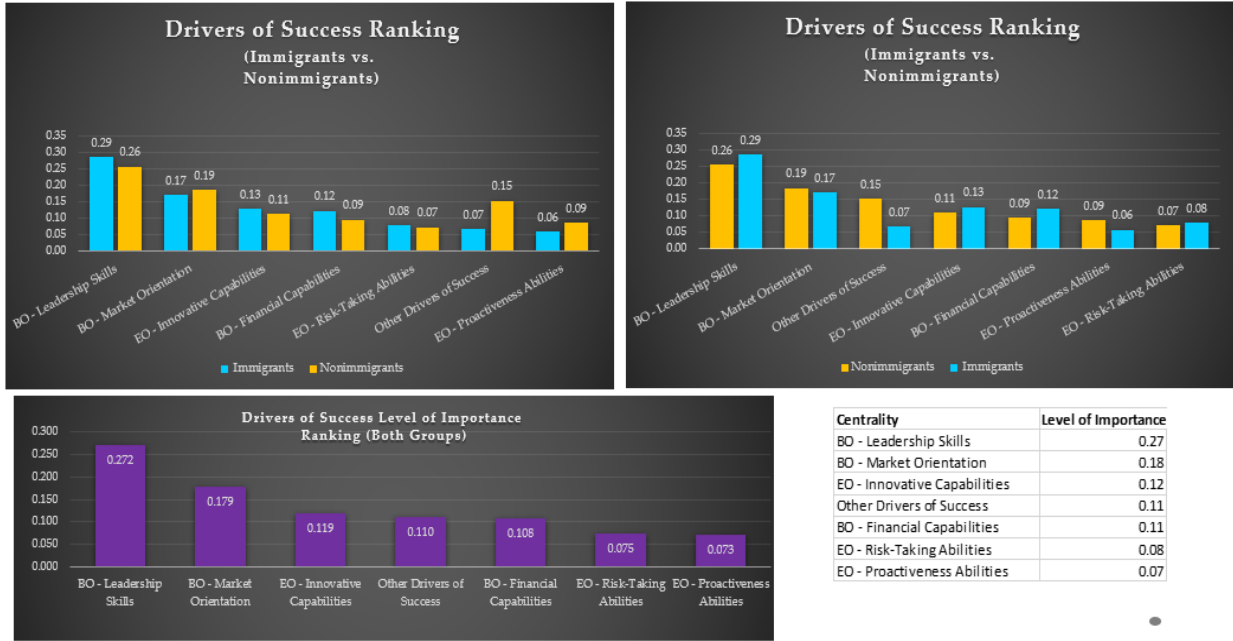


Figure 18. Summary: Centrality

Centrality



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VITA
IRINA KOGAN

Irina was born in Kyiv, Ukraine, the former USSR, and raised in Tbilisi, Georgia and St. Petersburg, Russia. Irina studied at Russian State Pedagogical University pursuing her degree in teaching and foreign languages (English and German). When she moved to the USA in 1994, she continued her education here. Irina earned her bachelor's degree in finance at Georgia State University (GSU) in three years instead of the usual four. Later, she received her MBA from the University of North Georgia.

For the last seventeen years, she has been a successful entrepreneur. Her company is a USA importer of alcoholic beverages with a network of 73 distributors positioned in 42 states. Her company imports beer, wine, and liquor from many countries of the world. In addition to importing, she exports to China, Canada, Australia, and Taiwan. Among the company's main accounts are major U.S. grocery chains, such as Costco, Wal-Mart, Publix, Sprouts, and Whole Foods.

Irina is passionate about teaching. She started her career by entering Russian State Pedagogical University to become a teacher when she was only 17 years old. She knew then that she was eager to be an educator at such a young age. She plans to utilize her DBA degree in teaching and to consult. Teaching has always been her aspiration, and she is enthused as she got closer to it, at last. In the past, she taught ESL (English as a Second Language) at Interactive College of Technology and a Latin American Association in Atlanta; furthermore, she was a middle school teacher of foreign languages back in Russia. Teaching is a hobby that gives her a lot of joy and fulfillment. She intends to contribute to her future audience by sharing not only her

academic knowledge obtained from the DBA program but also the skills and experiences from the real world, from the practice of being a successful female entrepreneur and a leader.