

# ENTREPRENEURSHIP DRIVERS AND BARRIERS IN NORTHERN SPARSELY POPULATED AREAS

Harri Jokela\*, Oulu Southern Institute, University of Oulu, Finland  
harri.jokela@oulu.fi

Martti Saarela, Oulu Southern Institute, University of Oulu, Finland  
martti.saarela@oulu.fi

Eija-Riitta Niinikoski, Oulu Southern Institute, University of Oulu, Finland  
eija-riitta.niinikoski@oulu.fi

Matti Muhos, Oulu Southern Institute, University of Oulu, Finland  
matti.muho@oulu.fi

\*Corresponding author

**Harri Jokela** is a Researcher at the Oulu Southern Institute at the University of Oulu. He has a MSc in Agriculture and Forestry. His primary interest areas are the development of micro-sized companies and small- and medium-sized enterprises (SMEs) in rural areas and regional development. In recent years, he has been involved in many projects in the area of regional development.

**Martti Saarela** is a Researcher at the Oulu Southern Institute at the University of Oulu. He is Master of Science in Economics. The primary interest areas of Saarela are public business support systems, development of micro-companies and SMEs in sparsely populated areas and regional development. Because of his law student background, particular perspective of Saarela research is law and juridical environment. In recent years Saarela has been involved in many projects in the area of regional development.

**Eija-Riitta Niinikoski** is a Development Manager at the Oulu Southern Institute at the University of Oulu. She has a MA in Theology. Her primary interest areas are regional development, the role of higher education institutions in regional development, internationalization processes and the development of micro-companies and SMEs in rural areas and management and leadership of expert organizations. Niinikoski has been the manager responsible for many development projects; she has also been involved in several international projects.

**Dr. Matti Muhos** is a Research Director at the Oulu Southern Institute at the University of Oulu. He holds a Doctoral in Industrial Engineering and Management. He participates in the editorial processes of several international journals as an associate editor, quest editor and advisory board member. His primary research areas are growth and internationalisation of technology intensive SMEs including configurations and management viewpoints, development of micro-companies and SMEs, technology intensive companies, agility, internationalisation processes and technology management. He has worked on several international projects and has written more than 60 publications in the forms of journal papers, book contributions, refereed conference papers and technical papers.

# ENTREPRENEURSHIP DRIVERS AND BARRIERS IN NORTHERN SPARSELY POPULATED AREAS

## **Abstract:**

### *a. Purpose:*

Entrepreneurs in northern sparsely populated areas face context-specific challenges, as they develop their businesses; this is due to limited resources, remoteness, and long distances. The purpose of this study is to describe and classify the main drivers and barriers these entrepreneurs have experienced before the establishment of the company and at the start-up stage.

### *b. Design/methodology/approach:*

This is a sequential incident case study, focusing on sparsely populated areas in Northern Finland. The empirical data were gathered through semi-structured interviews with 25 entrepreneurs. The interviews were conducted face-to-face during the autumn of 2013. Multiple perspectives were analysed and evaluated, using an inclusive process, and the main findings were summarised.

### *c. Findings:*

As a result, both internal and external drivers and barriers faced by the entrepreneurs prior to establishment of the company and at the start-up stage were described and classified (specifically, internal drivers and barriers are person-based, and external drivers and barriers are environment-based). This case study also seeks to find drivers and barriers from the entrepreneur's perspective, in the context of northern sparsely populated areas.

### *d. Research limitations/implications:*

This study is limited to interviewed case companies located in Northern Finland, to get an in-depth understanding of the phenomenon.

### *e. Practical implications:*

Public business services can benefit from the results of this study when developing and tailoring their services. Also, the findings can be utilised by educational organisations located in northern sparsely populated areas, when encouraging students towards entrepreneurship.

### *g. Originality/value:*

The current literature provides only limited information about the drivers and barriers experienced by entrepreneurs in northern sparsely populated areas. The scope of this study is focussed on the stages prior to establishment and start-up.

*Keywords:* drivers and barriers, entrepreneurship, sparsely populated areas, start-up stage, growth

*Category:* Case study

## **1. Introduction**

Entrepreneurs in northern sparsely populated areas (NSPA) face context-specific challenges as they develop their businesses; these include limited resources, remoteness, and long distances. The purpose of this study is to describe and classify the main drivers and barriers to entrepreneurship that entrepreneurs in NSPA have experienced, before the establishment of their company and at the start-up stage.

The current literature provides limited information about drivers and the barriers to entrepreneurship experienced by entrepreneurs in NSPA. The scope of this study is focussed on the stages prior to establishment and start-up.

This is a sequential incident case study, focusing on sparsely populated areas in Northern Finland. The empirical data were gathered through semi-structured interviews of 25 entrepreneurs. The interviews were conducted face-to-face with these entrepreneurs in the autumn of 2013.

The research question is “What drivers and/or barriers to entrepreneurship did the entrepreneurs face, prior to the establishment and at start-up stage in NSPA?”

After the interviews, the internal and external drivers and barriers faced by the entrepreneurs prior to establishment and at start-up stage in NSPA, were described and classified (note here that internal drivers and barriers are person-based, and external drivers and barriers are environment-based). In addition, this case study seeks to determine drivers and barriers from an entrepreneur's perspective, in the context of northern sparsely populated areas.

The present study is made up of five sections. In the introduction section, the background, motivation, research problem, and research questions are presented. In the second section, the theoretical background of the study is presented. In the third section, the method undertaken in this study is described. In the fourth section, the description and analysis of the data garnered from the interviews are undertaken; these findings are then examined in light of the research questions. In the final section, a discussion of the main results and opportunities for further research are presented.

## **2. Theoretical framework**

### **Drivers and barriers to entrepreneurship**

A person's decision to establish a company is affected by many factors: for example, the existence of opportunity, entry barriers, skills, and preferences (Commission of the European Communities, 2003). Huuskonen (1992) has divided the factors affecting the establishment of a company into three main categories: a) personality factors, b) background factors, and c) situational factors. In general, drivers and barriers are divided into categories of internal and external (bearing in mind that internal drivers and barriers are person-based, and external drivers and barriers are environment-based). Examples include: prior entrepreneurship experience as an internal driver, the possibility of buying a business as an external driver, fear of failure as an internal barrier, and an unsupportive business environment as an external barrier. Internal barriers exist inside the person themselves, but external barriers are independent of the person (Raeesi *et al.* 2013).

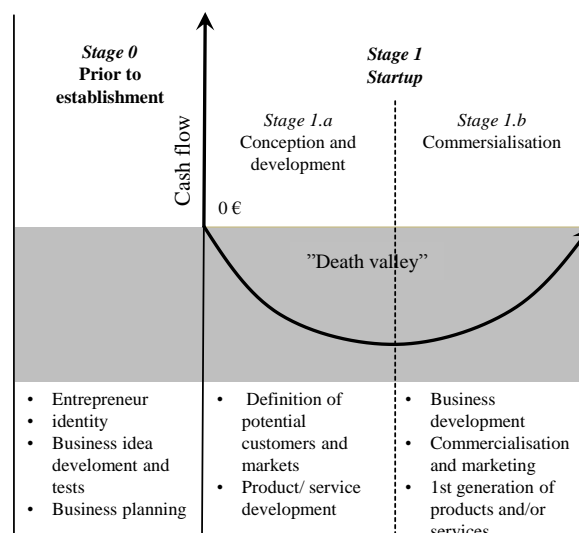
Entrepreneurship drivers are factors that cause a person to choose entrepreneurship instead of other career possibilities, and causes them to work to achieve entrepreneurship (Hessels *et al.* 2008; Naffziger *et al.* 1994). Traditionally the motivations to establish a company have been divided into either push or pull factors. For example, a lack of alternative employment opportunities may push the person to entrepreneurship, but identified business opportunities may pull the person to entrepreneurship (Rissanen *et al.* 2011; Szarucki, 2009).

Entrepreneurship barriers are factors that prevent or hinder a person from establishing a company. Barriers to entrepreneurship are numerous; they can vary, depending on the individual or group, can have different strengths, and have effects in different combinations (Finnerty and Krzystofik, 1985; Kouriloff, 2000). According to Raeesi *et al.* (2013), internal barriers are very often brought about by external barriers. For example, the variety of entrepreneurship barriers may depend on the industry sector, the region, or the type of company (Martins *et al.* 2004). These entrepreneurship barriers may be related to psychological, economic, political, or cultural factors (Kouriloff, 2000) and can be divided into the categories of autonomous, dependent, linkage, and independent (Raeesi *et al.* 2013). Understanding of barriers may vary from person to person, depending on time or the situation. Common entrepreneurship barriers can be categorized as: a) regulatory barriers, b) cultural and social barriers, and c) financial and economic barriers (Commission of the European Communities, 2003). Entrepreneurship barriers can also be divided into entry barriers and survival barriers (Raeesi *et al.* 2013). To the individual, a barrier can be actual or perceived (Finnerty and Krzystofik, 1985).

The most significant barriers to rural entrepreneurship can be divided into three main categories: obstacles related to a) the small size and low density of rural communities, b) the social and economic structure of rural communities, and c) the nature of internal and external linkages (Martins *et al.* 2004).

### The stages of sequential frame for classification of the drivers and barriers

As stated above, the purpose of this study is to describe and classify the main drivers and barriers to entrepreneurship, those that entrepreneurs in NSPA have experienced, prior to the establishment of their company, and during the start-up stage. A growing company has to deal with both stages and transitions. The term 'stage' corresponds to the configuration of variables that a growing company is likely to face, and the term 'transition' means the reconfiguration of these variables (Hanks and Chandler, 1992; Galbraith, 1982). Literature focussing on stages of business development represents a process perspective on growth. The focus of the literature (i.e. stages of growth, lifecycle, or configuration) is on what happens during the early stages of development (e.g. Churchill and Lewis, 1983; Greiner, 1972; Kazanjian, 1988) and how early development can be managed (see Davidsson and Wiklund, 2006; Wiklund, 1998).



**Figure 1.** The developmental stages as the focal point of analysis of drivers and barriers to entrepreneurship

The framework for analysis of the early stages of growth was identified earlier, based on a literature review (Muhos, 2011). Based on analysis of fourteen recent and relatively consistent models, the early stages of technology-intensive stages (SMEs) were defined as conception and development, commercialisation, expansion, and stability/renewal. While technology-business-focused frameworks present a) the conception and development stage and b) the commercialisation stage as two separate stages, in the frameworks focusing on service businesses, both these stages have been labelled as the start-up stage. The study is focused on the time prior to the establishment and start-up stages; these stages are illustrated in figure 1.

### **Northern sparsely populated areas (NSPA)**

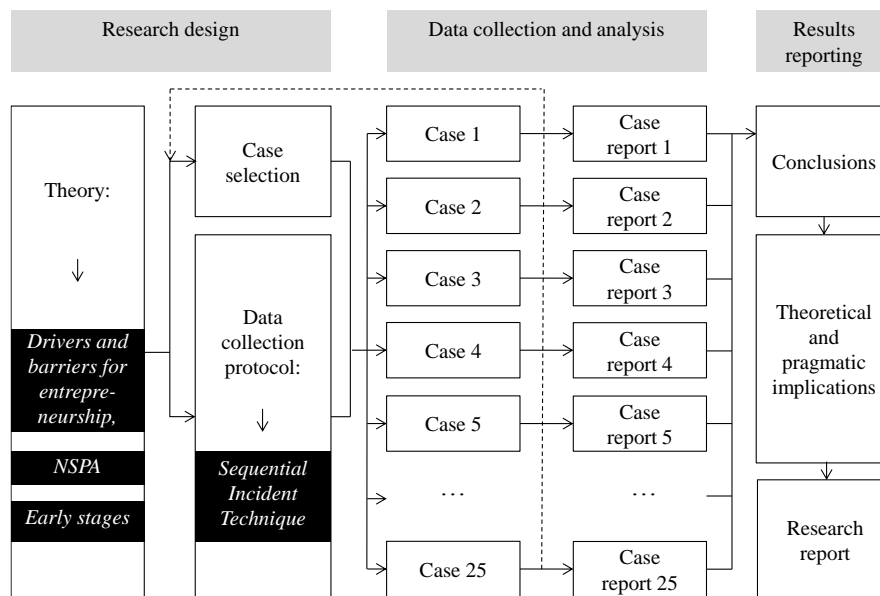
The NSPA are faced by the impact of major global trends, such as climate change and its impacts on people, demographic change, and rapid economic and environmental changes, due to large-scale industrial projects. Entrepreneurship in these areas faces operational challenges, such as obtaining financing by start-up companies, and the long distances from support facilities. This is similar to the problems faced by companies on the periphery also: a small customer base, long distances to market, and a generally poor business environment. Also, micro-sized companies commonly lack experience or traditions of cooperation with enterprises outside the local area (Clement, 2014).

Challenges in the availability of finance are highlighted in northern sparsely populated areas. Remoteness brings extra costs and challenges for communications, logistics, and transportation, as well as increases in manufacturing costs and longer workforce commutes. Low population density may also limit the available skilled labour, as well as employment options generally.

### **3. Method**

The present research took the form of a retrospective, multiple case study. According to Yin (1989, p. 23), 'a case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context, when the boundaries between phenomenon and context are not clearly evident, and in which multiple sources of evidence are used'. In this study, the sequential incident technique (SIT) (Edvardsson

and Roos, 2001; Fisher and Oulton, 1999) was used as a data collection technique. SIT is a specific type of critical incident technique (CIT) (Flanagan, 1954). Chell (2004, pp. 48-49) divides the main aspects of data collection to five phases: (1) introduction of the CIT method and getting the interview under way, (2) focusing the theme and giving an account of oneself as researcher to the respondent, (3) controlling the interview, by probing the incidents and clarifying one's understanding, (4) concluding the interview, and (5) taking care of ethical issues. The present study analysed the drivers and barriers faced by the entrepreneurs prior to establishment and at start-up stage of the business in NSPA. In this study, the empirical data were gathered through 25 semi-structured, face-to-face interviews. The research process of this study is presented in figure 2.



**Figure 2.** The research process (modified from Yin 1989)

Each interview was recorded and transcribed, and was then saved in a database. Each case study evidence was collected by a researcher trained in data-collection procedures, and who was familiar with the study's theoretical background. The data-collection process took place in autumn 2013; following this, an inclusive and iterative process was used to analyse the data, and the main findings were summarised. This study was limited to interviewed case companies located in Northern Finland to get in-depth understanding of the phenomenon.

#### 4. Results

In this section, we will describe the drivers and barriers to entrepreneurship faced by the 25 entrepreneurs prior to establishment and at start-up stage of the company in NSPA. Basic information about the 25 companies is presented in table 1.

The drivers are presented in table 2 and barriers in table 3. In both tables 2 and 3, the internal and /or external dimensions are presented with *INT* or *EXT* after each driver/barrier (the abbreviation *INT* stands for internal driver/barrier, and *EXT* external driver/barrier).

**Table 1.** Basic information about the companies

<i>Company</i>	<i>Establishment year</i>	<i>Personnel in 2012 (full-time converted)</i>	<i>Turnover in 2012 euros</i>	<i>Status of business in 2013 (not operating, decreasing, stable, growth)</i>
1	2003	1	10 000	stable
2	1994	1	10 000	decreasing
3	2009	1	3 000	stable
4	1997	1	8 000	not operating
5	1998	2	200 000	growth
6	2006	17	2 700 000	growth
7	1991	6	750 000	stable
8	2007	0	0	not operating
9	2009	1	3 000	stable
10	2003	17	1 400 000	growth
11	1994	1	9000	decreasing
12	2000	1	60 000	stable
13	1997	7	932 000	stable
14	2004	6	700 000	decreasing
15	2003	13	1 700 000	growth
16	1999	0,5	20 000	stable
17	2008	1	85 000	stable
18	2008	1	75 000	stable
19	2008	0	0	not operating
20	2008	1	55 000	stable
21	2008	4	150 000	growth
22	2009	5	230 000	decreasing
23	2005	6	300 000	stable
24	2006	4	540 000	not operating
25	2008	3	500 000	stable

The establishment year of the companies extended from 1991 to 2009. The average number of personnel in the companies was four, and average turnover nearly 350.000 euros. At the time of the interviews, five companies were on a growth path, twelve companies were in stable situation, six were in a decreasing phase, and four had stopped business. The main reasons for stopping business was either the health status of the entrepreneur or unprofitability of the business.



**Table 2.** Entrepreneurship drivers experienced by entrepreneurs prior to establishment and at the start-up stage in NSPA (INT = internal driver, EXT = external driver)

<i>Prior to the establishment</i>	<i>Start-up stage</i>
Participation in entrepreneurship / innovation courses [INT]	Possibility to start business along with paid work [EXT]
Experience of cooperative society / association activities [INT]	Earlier entrepreneurship experience [INT]
Experience of projects [INT]	Paid work offered economical security [EXT]
Education in the field [INT]	Possibility to develop the work [INT]
Hobby / long-term interest in the field [INT]	Possibility to start business on a small scale [INT]
Entrepreneurship in family / relatives [EXT]	Possibility to have premises at home [INT]
Working experience in the field / tasks [INT]	Support from family, friends, customers, other entrepreneurs [EXT]
Need for extra income [INT]	Forbearing personality of the entrepreneur [INT]
No family to take care of [INT]	Pleasant contents of business activities [INT]
Old business / customer contacts [EXT]	No worries about gossip –personality [INT]
Dream to become an entrepreneur [INT]	Good competitive situation [EXT]
Earlier entrepreneurship experience [INT]	Public subsidies to develop business and employ [EXT]
Entrepreneurial attitude [INT]	Support from public business services [EXT]
Freedom to do things my way [INT]	Good business plan [EXT]
Stressful paid work [EXT]	Discussions with people in the same field [EXT]
Personal ambition [INT]	Versatility of business activities [EXT]
Hope of financial success [INT]	Success in business [EXT]
No paid work available in the field [EXT]	Success in recruitment / investments [EXT]
Support from family, friends, customers, other entrepreneurs [EXT]	Good business premises [EXT]
Seasonality of the paid work [EXT]	Regulations [EXT]
Divorce [EXT]	Commitment / support from the stakeholders [EXT]
Spouse's economic education [EXT]	Bank trusted entrepreneur in difficult situation and gave loan [EXT]
Father's health status [EXT]	Positive public discussion in town [EXT]
Success in paid work [EXT]	
Noticing the need / idea in paid work [EXT]	
Good competitive situation [EXT]	
Ideas from other entrepreneur [EXT]	
Cooperation possibilities with familiar company/association [EXT]	
Possibility to use own land, buildings etc. [EXT]	
Partner organisation's positive attitude [EXT]	
Subcontracting possibility offered by a bigger company [EXT]	
End of the market monopoly [EXT]	
Possibility to have public subsidies to start business [EXT]	
Finding a good partner [EXT]	
Business possibility due to bankruptcy of another company [EXT]	
Familiar town and people [EXT]	
Location of good premises [EXT]	
Opportunity to buy a company [EXT]	
Strong desire to own business [INT]	
Lay-off from paid work [EXT]	

Interviewed entrepreneurs mentioned in total 63 entrepreneurship drivers; 22 of these were internal and 41 were external. They attributed 40 drivers to the stage before establishment, and 23 drivers to the start-up stage.

Many drivers, listed in the table 2, were mentioned several times by the interviewed entrepreneurs. The most common driver prior to the establishment stage, was participation in entrepreneurship/innovation course. The large part of the drivers prior to the establishment stage is related directly to the entrepreneur (e.g. working experience and/or education in the field; entrepreneurship experience; entrepreneurship dream; entrepreneurial attitude) and his/hers relatives (entrepreneurship in family/relatives, support from family). A single incident (e.g. opportunity to buy a company) was also mentioned several times as a driver prior to the establishment stage.

At start-up stage, the most common driver was the support from family, friends, customers and other entrepreneurs. Major part of the drivers at the start-up stage are related to financial aspects (e.g. public

subsidies to start business, develop and employ; bank trusted entrepreneur), premises, and the support from public business services. Also the possibility to start business along with paid work was mentioned several times as a driver at start-up stage.

**Table 3.** Entrepreneurship barriers experienced by entrepreneurs prior to establishment and at the start-up stage in NSPA (INT = internal barrier, EXT = external barrier)

<i>Prior to the establishment</i>	<i>Start-up stage</i>
Economical risks [INT]	Weak credibility of a new firm [EXT]
Risk of too much work [INT]	Need to have paid work alongside the business [EXT]
Insecure livelihood of the family [INT]	Lack of marketing / pricing know-how [INT]
No public safety net for entrepreneurs [EXT]	Negative attitude of municipal public servants [EXT]
Negative attitude of public business services [EXT]	Lack of capital / difficulties of access to finance [EXT]
Company name regulations [EXT]	Long payment times for bills [EXT]
Difficulties in stopping business in Finland [EXT]	Time window for the idea not yet open [EXT]
	General envy and/or negative atmosphere [EXT]
	Tough competitive situation in the market [EXT]
	Small company has very limited financial leeway [EXT]
	Strained financing possibilities [EXT]
	New competitors [EXT]
	Tax regulations [EXT]
	Didn't find right contacts [EXT]
	Employer obligations [EXT]
	Too much work [EXT]
	Slow growth of the business [EXT]
	Lack of collateral [EXT]
	Authority did not grant public subsidy to start business [EXT]
	Neighbour made a public complaint [EXT]
	Errors made by authorities (incorrect license demands) [EXT]
	Home location doesn't work [EXT]
	Many small payments are charged from young companies [EXT]
	Difficult to get signposts [EXT]
	Authority changed the form of public subsidy [EXT]
	No workable public subsidy available for R&D phase of new company with no sales record yet [EXT]
	Weak business period among customer companies [EXT]
	Inflexible terms of public loans [EXT]
	Principles of public tending to favor bigger companies [EXT]
	The lack of cooperation between public administrative sectors [EXT]
	Social sector's regulations [EXT]
	Differences in legal requirements in different towns [EXT]
	Dishonest people can start new businesses again and again [EXT]
	Distribution of marketing information doesn't work in public organisations [EXT]
	Population base is too small [EXT]
	Social pressure in sparsely populated areas to continue an unprofitable part of a business (so-called charity aspect) [EXT]
	Small family company can't get public energy subsidies [EXT]

Interviewed entrepreneurs mentioned in total 44 barriers, of which four were internal and 40 external. Regarding barriers, only seven were attributed to the stage before establishment, and 37 to the start-up stage.

Many barriers, listed in the table 3, were mentioned several times by the interviewed entrepreneurs. The most common barrier prior to the establishment stage, was economical risk. Another common barrier was the unsecure position of the entrepreneur in the society (no public safety net for entrepreneurs). One

interesting barrier prior to the establishment stage, arose in this study, is the difficulties in stopping business, which was also pointed out by Martins *et al.* (2004).

At start-up stage, the major part of the barriers is related to financial aspects (e.g. lack of capital and collateral, difficulties of access to finance) and regulative aspects (e.g. tax regulations, employer obligations, errors made by authorities). Surprisingly a common barrier at start-up stage was the skeptic attitude of the public business services and municipal public servants.

## **5. Discussion**

This study described the main drivers and barriers to entrepreneurship experienced by 25 entrepreneurs before the establishment and at start-up stage of the company in NSPA. Drivers and barriers were classified into internal and external categories in order to minimise the loss of information. The entrepreneurs were not given ready-made alternatives during the interviews in order to find out wider range of drivers and barriers. Most of the experienced drivers and barriers were environment-based (external). Entrepreneurs experienced more drivers prior to the establishment stage than at the start-up stage. In contrast, they experienced more barriers at the start-up stage than prior to the establishment stage.

Entrepreneurs in northern sparsely populated areas face context-specific challenges as they develop their business due to limited resources, remoteness and long distances. The interviewed entrepreneurs emphasized the importance of family and relatives as a driver to entrepreneurship. Family centered culture can be seen as a significant enabler for new business. The local experience and traditions of cooperation with enterprises appears to be meaningful for the entrepreneurs in NSPA. Based on the interviews, financial challenges were mentioned as typical barriers. Small population base and low density increase business risks. Even a small change in competitive situations can be crucial to the business.

The fact, that the possibility to start business along with paid work, was mentioned several times as a driver at start-up stage. This clearly points out the need for public actors to check, if the public business service system adequately takes into account the needs of part-time entrepreneurs.

Surprisingly a common barrier at start-up stage is the skeptic attitude of the public business services and municipal public servants to the business ideas and development needs of the start-up companies. This can be partly explained by the structure of the public business service system, which is essentially built on the basis of the needs of larger companies.

When evaluating the results, it should be taken into account that in some cases a long time had passed since the establishment of the company; this may have weakened some interviewees' recall of details. Considering the sequential character of the process, the use of SIT proved effective for open-ended analysis of both of drivers and barriers for entrepreneurship. The construct validity of the study was based on a sound research plan, multiple sources of evidence, qualitative data, and an established chain of evidence. Analytic generalisation (i.e. generalisation to a theory) of the findings was possible for building context-specific models and theories. However, the findings of the present study cannot be generalised to other countries or business contexts, and are based on the time of data collection. Case-study protocol was followed and a database was established, permitting further testing of the findings. In future studies, other types of regions could be evaluated, by taking advantage of the research strategy presented in this study. Moreover, the context of NSPA should be studied further using more cases and in-depth analyses of different industries and sectors.

### **Acknowledgements**

This study is an essential part of the Entrepreneurship Research and Development of RDI in Oulu South Region –project. The authors are grateful for the project funding supported by the Council of Oulu Region, the Kerttu Saalasti Foundation, the Nivala-Haapajärvi subregion, the Ylivieska subregion, the Haapavesi-Siikalatva subregion, the Central Ostrobothnian University of Applied Sciences, the Educational Municipal Federation JEDU and the European Regional Development Fund. We highly appreciate the organisations and persons involved in the study who shared their experiences.

### **References**

- Chell, E. (2004), "Critical incident technique", In: Cassell C & Symon G (eds) *Essential Guide to Qualitative Methods in Organisational Research*. London, SAGE Publications, pp. 45-60.
- Churchill, N.C. and Lewis, V.L. (1983), "The five stages of small business growth", *Harvard Business Review*, 61 (3), pp. 30–50.

- Clement, K. (2014), *Strategic Environmental Assessment of the Northern Periphery and Arctic Programme 2014-2020*, European Policies Research Centre , University of Strathclyde ,Glasgow United Kingdom
- Commission of the European Communities (2003), “*Green Paper, Entrepreneurship in Europe*”. COM(2003), 27 final, 21.1.2003, Brussels.
- Davidsson, P. and Wiklund, J. (2006), “3. Conceptual and empirical challenges in the study of firm growth”, in *Entrepreneurship and the Growth of Firms*, Cheltenham: Edward Elgar Publishing.
- Edvardsson, B. and Roos, I. (2001), “Critical incident techniques”, *International Journal of Service Industry Management*, 12(3), pp. 251–268.
- Finnerty, J. F., Krzystofik, A. T. (1985), “Barriers to small business formation”, *Journal of Small Business Management*, 23 (3), pp. 50–58.
- Fisher, S. and Oulton, T. (1999), “The critical incident technique in library and information management research”, *Education for Information*, 17(2), pp. 113–125.
- Flanagan, J.C. (1954), “The critical incident technique”, *Psychological Bulletin*, 51 (4), pp. 327–358.
- Galbraith, J. (1982), “The stages of growth”, *Journal of Business Strategy*, Vol. 3, No. 1, pp. 70–79.
- Greiner, L. (1972), “Evolution and revolution as organizations grow”, *Harvard Business Review*, 50 (4), pp. 37–46.
- Hanks, S.H., Chandler, G.N. (1992), “The growth of emerging firms: a theoretical framework and research agenda”. *The proceedings of 7th Annual National Conference of the United States Association for Small Business and Entrepreneurship*. Chicago, United States Association for Small Business and Entrepreneurship.
- Hessels, J., van Gelderen, M., Thurik, R. (2008), ”Entrepreneurial aspirations, motivations, and their drivers”, *Small Business Economics*, 31 (3), pp. 323–339.
- Huuskonen, V. (1992), *The process of becoming an entrepreneur* (In Finnish: *Yrittäjäksi ryhtyminen: Teoreettinen viitekehys ja sen koettelu*), Turun Kauppakorkeakoulun julkaisuja, Sarja A-2, Raision Painopajat, Raisio.
- Kazanjian, R. (1988), “Relation of Dominant Problems to Stages of Growth in Technology-Based New Ventures”, *The Academy of Management Journal*, Vol. 31, No. 2, pp. 257-279.
- Kouriloff, M. (2000), “Exploring perceptions of a priori barriers to entrepreneurship: A multidisciplinary approach”, *Entrepreneurship Theory and Practice*, 25 (2), pp. 59–79.
- Martins, S., Couchi, C., Parat, L., Federico, C., Doneddu, R., Salmon, M. (2004), “Barriers to entrepreneurship and business creation”, available at: <http://www.adrimag.com.pt/> (accessed 13 March 2014).
- Muhos, M. (2011), *Early stages of technology intensive companies*, University of Oulu, Oulu.
- Naffziger, D. W., Hornsby, J. S., Kuratko, D. F. (1994), “A proposed research model of entrepreneurial motivation”, *Entrepreneurship Theory and Practice*, 18 (3), pp. 29–42.
- Raeesi, R., Dastranj, M., Mohammadi, S., Rasouli, E. (2013), “Understanding the interactions among the barriers to entrepreneurship using interpretive structural modeling”, *International Journal of Business and Management*, Vol. 8, No. 13, pp. 56-72.
- Rissanen, S., Hujala, A., Laukkanen, V., Helisten, M., Taskinen, H. (2011), “Start-up motivations and growth orientation of owners of family business - a care entrepreneurship approach”, *Electronic Journal of Family Business Studies*, Issues 1-2, Vol. 5, pp. 55–73.

Szarucki, M. (2009), "Entrepreneurial start-up motives in transitional economy – case of Poland", *Business Excellence*, Vol. 3 No. 2, pp. 9-21.

Wiklund, J. (1998), *Small Firm Growth and Performance: Entrepreneurship and Beyond*, Jönköping, Jönköping University: Jönköping International Business School.

Yin, R. (1989), *Case Study Research: Design and Methods*, Sage Publishers, Beverly Hills.