

Vocational Integration of Refugees – Chances and Challenges of Refugee (Social) Entrepreneurship

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Zusammenfassung

In den letzten Jahren, insbesondere seit 2015, sind viele Menschen als Geflüchtete nach Deutschland und in andere europäische Länder gekommen. Die soziale und berufliche Integration der Menschen, die bereits hier sind und derer, die möglicherweise noch kommen werden, ist eine große Herausforderung unserer Zeit. (Sozial-) unternehmerische Aktivitäten sind ein möglicher Weg der beruflichen Integration, indem Geflüchtete ihre unternehmerischen Fähigkeiten nutzen und sich dadurch ein eigenständiges Leben im Gastland aufbauen können. Diese Doktorarbeit untersucht das Potential von (sozial) unternehmerischen Aktivitäten zur beruflichen Integration von Geflüchteten. Sie beinhaltet einen Überblick über bisherige wissenschaftliche Studien und stellt dar, welche Ansätze es bereits zur beruflichen Integration von Geflüchteten durch (sozial-) unternehmerisches Handeln gibt und welchen besonderen Beitrag Geflüchtete aufgrund ihrer oft unternehmerischen Prädisposition leisten können. Insbesondere Inkubatoren können durch eine spezifische Unterstützung von Geflüchteten und ihrer besonderen Bedarfe zielgerichteten Support auf dem Weg in die Selbständigkeit leisten.

Daher beschäftigt sich die vorliegende Dissertation im Schwerpunkt mit den folgenden Forschungsfragen: (1) Welche (sozial-) unternehmerischen Konzepte zur beruflichen Integration von Geflüchteten sind bereits am Markt/finde sich in Theorie und Praxis? (2) Welche konkreten Beiträge von und Herausforderungen für Geflüchtete ergeben sich durch die eigene Mitwirkung an (sozial-) unternehmerischen Aktivitäten?

Die Doktorarbeit kann durch die Analyse praxisrelevanter Fallstudien als Basis für weitere Forschung zur Brückenbildung von Wissenschaft zur Gesellschaft im Kontext der Forschung zu „Refugee Entrepreneurship“ und „Refugee Social Entrepreneurship“ dienen und im besten Fall zur tatsächlichen Weiterentwicklung von Inkubatoren-Programmen für Geflüchtete angewendet werden.

Summary

In recent years, especially since 2015, Germany and other European countries have accepted high numbers of refugees. The social and vocational integration of these refugees and of those yet to come represents a challenge. (Social) entrepreneurship is one means to achieve this goal, to fully tap into the potential of refugees and to give them a chance to make a living in host countries. This dissertation examines the potential of vocational integration of refugees through (social) entrepreneurial activities. It includes a detailed literature review and suggests possible direction in the emerging field of refugee (social) entrepreneurship. This dissertation shows that to foster refugee (social) entrepreneurship, the identification and evaluation of specific and potential needs for support is essential. Incubators in particular have a high potential for supporting refugee entrepreneurs, in part it is possible for them to address some of the challenges faced by this target group, which differ from those of locals or migrant entrepreneurs.

More specifically, this dissertation aims to answer two research questions: (1) What are relevant (social) entrepreneurial concepts that can contribute to the vocational integration of refugees? (2) What are the distinct contributions of and challenges faced by refugees when it comes to their vocational integration through (social) entrepreneurial activities?

Analyzing select practical cases, this dissertation has several important implications for researchers who seek to bridge the gap between academia and society in the context of refugee entrepreneurship and refugee social entrepreneurship research. The findings presented here are also relevant for practitioners, for example those working at business incubators, who aim to facilitate the vocational and social integration of refugees in general and refugees with entrepreneurial aspirations in particular.

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Hamburg, den 8. Februar 2019

Apart from the framework paper, the individual contributions constituting this paper-based doctoral thesis have been published or will be published:

- [1] Freudenberg, Julia, Halberstadt, Jantje (2018): How to Integrate Refugees Into the Workforce – Different Opportunities for (Social) Entrepreneurship, Management Issues – Problemy Zarządzania, vol. 16, no. 1(73) part 2: 40 –60 ISSN 1644-9584, DOI 10.7172/1644-9584.73.3
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- [3] Harima, Aki, Freudenberg, Julia, Halberstadt, Jantje (2019): Functional Domains of Business Incubators for Refugee Entrepreneurs, Journal of Enterprising Communities: People and Places in the Global Economy, published online on 22. January 2019, DOI 10.1108/JEC-11-2018-0081

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List of Abbreviations

1G	First Generation (Participant of MoveOn Program)
2G	Second Generation (Participant of MoveOn Program)
COO	Country of Origin
COR	Country of Residence
F2F	Face to face (interviews)
FOMR	Federal Office of Migration and Refugees (Bundesamt für Migration und Flüchtlinge)
ICV	Index Copernicus Value
OECD	Organization for Co-Operation and Development
RIC	Refugee Innovation Challenge
RP	Research Propositions
SJR	SCImago Journal Rank
UNHCR	United Nations High Commissioner of Refugees

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Part 1: Framework Paper

1 Introduction and Motivation

1.1 Background and Aims

The last several years have been marked by record numbers concerning forced migration. For example, 68.5 million people had been forcibly displaced worldwide by the end of 2017, a number that again exceeded those for previous years (UNHCR 2015; UNHCR 2016; UNHCR 2017; UNHCR 2018). Although the ratio between refugees and the general population is rather low, Germany is now home to, according to latest figures of UNHCR (2018), the sixth largest refugee population after Turkey, Pakistan, Uganda, Lebanon, and Iran. As many of the refugees need and often want to stay in their host countries (FOMR 2016), it is imperative to address the socio-economic integration of these newcomers. One of the most important factors for sustainable integration is participation in the labor market (Ager & Strang 2008; Heilbrunn, Kushnirovich & Zelter-Zubida 2010; Phillimore & Goodson 2006). To overcome potential barriers such as language issues (Watkins, Razei & Richters 2012), missing or unrecognized diplomas (Chiswick & Miller 2007; Dietz et al. 2015; Mirbach & Triebel 2010; OECD 2006), or inadequate or mismatched qualifications (Brücker, Hauptmann & Vallizadeh 2015), innovative and sustainable approaches need to be developed to facilitate the integration of refugees into the workforce.

These approaches include (social) entrepreneurial activities, which can, as I¹ argue in this dissertation, offer opportunities for both entrepreneurs and refugees. The first study included here is a combination of a literature review and a conceptual paper proposing a typology of the different types of refugee and refugee-related (social) entrepreneurship. Identifying three types of entrepreneurship for refugees and two types by refugees, this study identifies gaps in the literature. Two of these were addressed in other two studies included in this dissertation. As the literature on the role of (social) entrepreneurship for the vocational integration of refugees is scarce, I used, as indicated above, a blended approach of structured literature review and informal survey and case study of successful (social) enterprises and their work.

Identifying two fundamentally different approaches to the vocational integration of refugees, namely either for refugees or by refugees, I then focused on two approaches by refugees, namely refugee social entrepreneurship and refugee entrepreneurship with an emphasis on business incubators or similar settings. Refugee entrepreneurs face the double challenge of entrepreneurship and refugees. Refugee social entrepreneurs faces even a triple challenge, adding the pursuit of social agenda as a

¹ I use the first-person personal pronoun “we” when referring to work published with my co-authors; in work published as a single author, I use “I.”

separate economic challenge. Even though there are examples of courageous enterprising refugees who seem to have overcome all barriers on their own (Heilbrunn, Freiling, and Harima 2018), the idea of refugee-friendly incubators might be a smart approach, as refugee entrepreneurs do face many challenges in their new country of residence (COR): Having left their home countries under dire circumstances, many refugees have experienced trauma and often do not possess relevant labor skills for employment in their new COR. As they are often not familiar with the labor market and its regulations and conventions, a refugee entrepreneurship incubator could offer support in different areas, no matter whether the focus is on traditional or social entrepreneurship.

In Germany, several business incubators have begun to offer programs targeting entrepreneurial refugees. Whereas conventional incubators provide support concerning so-called liabilities of newness (Morse, Fowler, and Lawrence 2007), incubators involving refugees are not necessarily prepared to address all of the challenges that refugees face regarding the entrepreneurial process in their new COR. To address refugees' needs for effective entrepreneurial support, it is important to not only make detailed suggestions but also to implement a detailed feedback process to make sure that refugees' needs are understood and considered. Business incubators for refugees, then, need to tailor their services to provide effective entrepreneurial support. Little is known about what kind of support such business incubators do or could offer and how they can effectively help enterprising refugees.

Both of the programs investigated here were hosted by leetHub St. Pauli e.V. and did not only pursue economic goals but also social ones, and they worked directly with the target group, refugees. To help these incubators to better understand refugees' needs and to optimize output and number of participants, I conducted research on both programs with a focus on the role of refugees and their needs in this context.

By analyzing these specific programs, this dissertation addressed the following research questions:

- 1) What are relevant (social) entrepreneurial concepts fostering the vocational integration of refugees?
- 2) What are the distinct contributions of and challenges experienced by refugees when it comes to vocational integration through (social) entrepreneurial activities?

1.2 Structure of the Dissertation

This thesis consists of three articles addressing the two main research questions presented at the end of the preceding chapter. The aim of the first article, which is entitled "How to Integrate Refugees Into the Workforce – Different Opportunities for (Social) Entrepreneurship," is to develop a typology for a structured overview of the research field of (social) entrepreneurial concepts relevant to the vocational integration of refugees. This typology also suggests potential avenues for future research concerning

this issue, especially by means of (social) entrepreneurship. Based on some of the findings of the first article, the second and the third article, “Co-Creation of Social Entrepreneurial Opportunities with Refugees” and “Functional Domains of Business Incubators for Refugee Entrepreneurs,” explore two aspects of refugee social entrepreneurship and refugee entrepreneurship and, more specifically, the role of refugees concerning the process of self-employment.

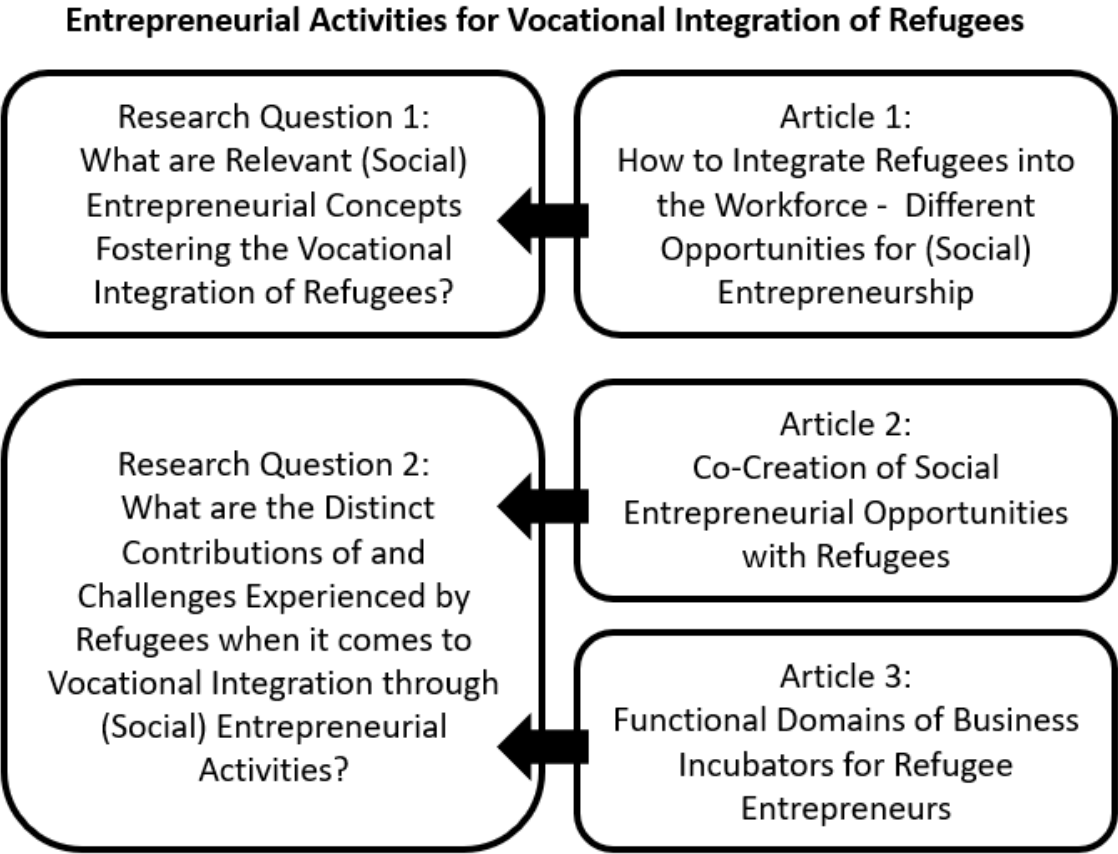


Figure 1: Structure of the Dissertation

This chapter of this dissertation is structured as follows: First, I describe the conceptual background for this project and review the literature on refugee (social) entrepreneurship as well as business incubators. Second, I discuss the research design and the methods. In a next step, I summarize the typology mentioned above to clarify my rationale behind and to clarify the second research question. Subsequently, key findings of the three articles are summarized and discussed vis-à-vis the research questions and the literature. This chapter concludes with a summary and a discussion of limitations, theoretical contributions, practical implications, and future research perspectives.

2 Conceptual Background of Social and Refugee Entrepreneurship and Business Incubators

This dissertation is informed by and relates three debates in the literature, namely those on social entrepreneurship, refugee entrepreneurship, and business incubators, although the last one is of major importance only for the third article. As the vocational integration of refugees through (social) entrepreneurial activities touches upon different research fields, all three concepts will be presented separately in this chapter.

2.1 Conceptual Background of Social Entrepreneurship

The vocational integration of refugees can be facilitated by (social) entrepreneurial activities (Heilbrunn 2019; Freudenberg and Halberstadt 2018). These activities can contribute to the development and establishment of creative new (business) models meant to solve social challenges by discovering and exploiting opportunities to create sustainable social value (Bornstein 2004; Mair & Marti 2004; Zahra et al. 2009). Many researchers agree that social entrepreneurship involves “the process of employing market-based methods to solve social problems” (Grimes et al. 2013) and that social entrepreneurial activity “[...] combines the passion of a social mission with an image of business-like discipline, innovation, and determination [...]” (Dees 1998, p. 1). These activities often specifically address needy or minority groups (Kidd & McKenzie 2014; Wang & Altinay 2012) such as refugees, which can be understood as “particularly vulnerable population” (Harris, Minniss & Somerset 2014, p. 9202). Despite these important findings, the definition of social entrepreneurship is, however, still subject to debate (Zahra et al. 2009; Bacq and Janssen 2011; Bruin and Lewis 2015; Chell, Nicolopoulou, and Karataş-Özkan 2010). Mapping 140 existing definitions, Alegre et al. (2017) identified five definitional clusters: (i) social and financial cluster; (ii) community cluster; (iii) innovation cluster, (iv) sustainability cluster; and (v) change cluster. This dissertation follows the studies associated with the second cluster, which emphasizes community factors and understands social entrepreneurs and ventures as embedded in networks, institutions, and societies (Smith & Stevens, 2010; Mckeever et al. 2014). The studies grouped in this cluster also stress the importance of group or network action and describe social entrepreneurial activities as bottom-up community-oriented solutions (Bojica, Jiménez, and Nava 2018; Pret and Carter 2017; Sarkar 2018).

Partly in line with the second definitional cluster, this dissertation conceives of social entrepreneurs as institutionally embedded agents who realize their social missions through collaborations with multiple stakeholders (Pache and Chowdhury 2012). This collective aspect, already identified by Corner and Ho (2010) as “collective action” (p.651), has been examined in several recent studies on social entrepreneurship (Dufays and Huybrechts 2014; Smeets 2017; Toivonen 2016). Accessing external

resources through internal and external networks can allow social entrepreneurs to overcome environmental constraints (Tasavori, Kwong, and Pruthi 2018).

Until now, social entrepreneurship studies have focused on collective actions among community and general stakeholders (Choi 2015; Bruin et al. 2017; Huybrechts et al. 2017). The direct involvement of a disadvantaged target group as entrepreneurial actors still need to be assessed. Relating this literature to recent studies in this research field could shed light on the potential of social entrepreneurship for the integration of minority groups (Anderson, Dana, and Dana 2006) and as a mechanism for integrating disadvantaged persons (de Clercq and Honig 2011).

2.2 Conceptual Background of Refugee Entrepreneurship

Before 2015, there had been only a few studies of refugee entrepreneurship (Fong et al. 2008; Grey, Rodríguez, and Conrad 2004; Lyon, Sepulveda, and Syrett 2007), which often did not clearly distinguish between refugees and migrants. Since then and especially the beginning of the most recent stage of the refugee crisis, the number of studies in this field has increased drastically (Betts, Omata, and Bloom 2017; Bizri 2017; Easton-Calabria and Omata 2016; Finsterwalder 2017; Sak et al. 2017; Shellito 2016). One can assume that refugees' entrepreneurial activities differ from both migrant and local ones for reasons such as facing an unexpected and radical career change with entrepreneurship as the primary option (Wauters and Lambrecht 2008) or highly diverse experiences of informal vs. formal economic activities (de la Chaux and Haugh 2015; Refai, Haloub, and Lever 2018). Although refugee entrepreneurship is a complex and heterogeneous phenomenon, scholars and policymakers believe assume positive outcomes such as economic contributions to the host countries (Betts, Omata, and Bloom 2017; Harb, Kassem, and Najdi 2018b) or labor market integration (Collins 2017; Freudenberg and Halberstadt 2018; Sak et al. 2017). Furthermore, potential bottom-up innovation (Betts and Bloom 2015), anti-xenophobia mechanism (Mello 2018), and social innovation (Lee 2018) are being discussed.

Despite potential positive aspects, it is challenging for refugees to become entrepreneurs in their host country. As argued by Alrawadieh et al. (2018), refugee entrepreneurs often face four types of status-related challenges: (1) legislative and administrative challenges; (2) financial challenges; (3) socio-cultural challenges; and (4) market-related obstacles. To overcome these challenges, Alrawadieh et al. (2018) explored the role of business incubators to support entrepreneurial activities of refugees in distinctive ways compared to conventional business incubators.

2.3 Conceptual Background of Business Incubators

Business incubators have drawn the interest of researchers since the 1980s (Plosila and Allen, 1985; Merrifield, 1987; Allen and Weinberg, 1988), and with hindsight, it is possible to discern different stages of this discourse. According to Hackett and Dilts (2004), the development begins with definitions

of business incubators in the 1980s, a stage that is followed by work providing conceptual frameworks for both incubators and incubatees in the 1990s, and studies on measurement of outcomes and success by applying theories such as transaction cost theory and network theory in the following decade. More recent studies have investigated services such as mentoring and coaching by business incubators (Theodorakopoulos, Kakabadse and McGowan, 2014). Partly due to the changing nature of research on business incubators, there are competing definition of this phenomenon in the literature. This dissertation follows Honig and Karlsson (2007) by defining business incubators as “business support institutions designed to offer an array of services, such a space, infrastructure, advice, training, and administrative support meant to accelerate the business start-up process” (p.719).

As indicated in the literature review above, business incubators can support incubatees in different ways. Some offer financial support (Chan and Lau, 2005) or help individuals to acquire qualifications such as entrepreneurial, organizational, technological, and complementary market knowledge (Becker and Gassmann 2006). Networking, which is a means to acquire or accumulate social capital (Rothschild and Darr, 2005; Honig and Karlsson, 2007; Scillitoe and Chakrabarti, 2010; Sá and Lee, 2012; Nijssen and van der Borgh, 2017) is another important function of business incubators. They can also foster innovation (Barbero et al., 2014; Caiazza, 2014; Hausberg and Korreck, 2018).

In the third article, we examine the functional domains of refugee business incubators by shedding light on the pedagogical approach taken at these institutions and the practical support through networking needed by refugee entrepreneurs.

3 Methodology

3.1 Research Approach

This dissertation takes a two-step approach to exploring characteristics and business opportunities of (social) entrepreneurial activities facilitating the vocational integration of refugees. The first step is a conceptual elaboration of a typology of different opportunities for the vocational integration of refugees through (social) entrepreneurship (Article 1). To position this project vis-à-vis the literature, a semi-structured literature review was conducted. This review mapped all major approaches described in the literature and adopted in practice. We used a four-step search process based on keywords using academic databases and search engines, public search engines and existing networks both in the private sector and in refugee networks. We reviewed the lists of works cited in studies we found and reviewed exemplary cases for further information. Based on both the systematic literature review and the review process of entrepreneurial activities, we identified five different perspectives on (social) entrepreneurship: three types of entrepreneurship for refugees and two by refugees, namely social intrapreneurship, intermediary concepts, and job creation for refugees and refugee entrepreneurship and refugee social entrepreneurship by refugees, respectively.

The second stage is an empirical study of two approaches to (social) entrepreneurship facilitating the vocational integration of refugees, namely refugee social entrepreneurship (Article 2) and refugee entrepreneurship (Article 3). The dissertation draws on the research paradigm of interpretivism (Holten, Dreiling & Becker 2005) to do justice to the complexity of the research questions. Interpretivism values subjective realities over objective and universal research findings (Willis, Jost & Nilakanta 2007) and pursues experiential research instead of critical research (Starke 2010). Therefore, this dissertation aims for an experiential understanding (Strauss & Corbin 1990) of characteristics and business opportunities of (social) entrepreneurial approaches to vocational integration of refugees, acknowledging that research results are situational and context-specific.

3.2 Data Selection

This dissertation combines a single-case study approach with a theory building one (Eisenhardt 1999, 2007). According to Willis et al. (2007), case study research has several advantages such as the gathering of rich, detailed data in an authentic setting. Yin (2009) recommends the use of case studies when tackling research questions starting with “why” and “how” and if the phenomenon can be observed in a contemporary set of events. The case studies conducted for the second and third article focus on the very basic understanding of the opportunities for vocational integration of refugees through (social) entrepreneurial activities. They also address the question why some settings are more efficient than others. The arrival of refugees in Western democracies and the urgent need to integrate them can be understood, in line with Yin (2009), as contemporary phenomenon that can be examined using a case study approach. Unlike most experimental research designs, case study-based research can also be applied without predetermined hypotheses and goals. At the current stage, the lack of available information and previous findings on different opportunities for vocational integration of refugees makes it difficult to develop hypotheses.

Adopting a social-constructivist perspective, we conducted qualitative interviews with social entrepreneurial teams formed in a particular context, namely the Refugee Innovation Challenge, for the second article and the refugee participants of an incubator named MoveOn, both located in Hamburg, Germany. The facilitator of both programs, leetHub St.Pauli e.V., offers coworking space and opportunities for intercultural exchange in both formal and informal networks. Supporting entrepreneurial refugees in their efforts to found a business, leetHub St. Pauli e.V. offered three programs in total (RIC and two generations of Move ON program). Collecting data on these projects, we were able to investigate aspects of refugee social entrepreneurship regarding the potential obstacles to and opportunities resulting from social entrepreneurial co-creation processes in mixed teams and refugee entrepreneurship with a focus on the difference between refugee entrepreneurship incubators and conventional business incubation programs.

3.3 Data Collection

Data was collected between October 2016 and June 2018, mostly face-to-face (F2F), in some case via Skype and, in one case, on the phone. Our primary data consists of 26 in-depth interviews with both local and refugee entrepreneurial individuals and 7 with the accelerator organizers. The interviews with individuals had two parts. The first one dealt with the personal and professional background, entrepreneurial experience, and refugee-specific experience in home and host countries. The second part explored, among other aspects, participants' motivation for participating in the program or their experiences concerning the formation of (mixed) teams. The length of interviews was between 27-77 minutes, and they were conducted and transcribed in either English or German. Quotations from transcripts in German included here were translated by authors. In addition to our primary data, we conducted a field observation to collect information on the program and group dynamics among participants and had several informal conversations with accelerator organizers. The overview of interviewees and their backgrounds is given in Table 1 and 2. Since some of the participants were forced to leave their country for political reasons and the disclosure of their identity can cause risks to their life and those of relatives, all the names are anonymized.

Tabelle 1: Participants of RIC

#	Team	Interviewee	Age	Duration (min)	Mode	Language
1	Team A	Refugee A	30	39	F2F	English
2		Local A	22	27	F2F	German
3		Local B	31	26	F2F	German
4	Team B	Local C	28	40	F2F	German
5		Refugee B	21	35	F2F	English
6		Local D	26	48	F2F	German
7		Local E	37	30	F2F	German
8	Team C	Local F	30	18	F2F	German
9		Refugee C	51	18	F2F	English
10		Local G	30	33	F2F	English
11		Local H	37	40	F2F	German
12	Team D	Local I	48	31	F2F	German
13	Team E	Refugee D	29	26	Tel.	English
14	Organizer	Organizer A		31	F2F	German
15		Organizer B		36	F2F	German
16		Organizer C		59	F2F	German

Tabelle 2: Participants of MoveOn 1+2

#	Interviewee	Mode	Duration (Min.)	Type	Age	COO	Arrival	Interview Language	Degree
1	A	F2F	47	2G Participant	40	Syria	2014	English	Bachelor of Art and Interior Design
2	B	F2F	57	2G Participant	32	Syria	2015	German	Bachelor in Agra-Engineer
3	C	F2F	39	1G Participant	43	Syria	2014	English	Bachelor in Media (incomplete)
4	D	F2F	40	1G Participant	41	Syria	2015	German	Master in Finance
5	E	F2F	37	2G Participant	43	Iran	2013	German	Bachelor in Electro-Techniques
6	F	F2F	49	2G Participant	38	Syria	2015	English	Bachelor in Architecture
7	G	F2F	56	1G Participant	29	Syria	2016	German	Bachelor in Political Science
8	H	F2F	77	2G Participant	38	Iran	2013	German	Bachelor in Business Studies (incomplete)
9	I	Tel.	45	1G Participant	46	Mexico	2008	English	MBA in Shipping
10	J	Tel.	35	1G Participant	37	Syrien	2014	German	MBA Computer Science
11	X & Y	F2F	29	Organizer		Germany		German	
12	X	F2F	53	Organizer		Germany		German	
13	Y	F2F	59	Organizer		Germany		German	
14	Z	Tel.	66	Organizer		Germany		German	

To gather secondary data, we visited the incubator several times to observe the informal settings of managers and participants in their daily co-working atmosphere. Learning about the relational dynamics among participants and between participants and managers, we considered all available sources such as informal development documents and publicly available information posted on Facebook pages or the organization's website (<https://www.leethub.de>) to capture the development before and after conducting the interviews (Saltmarsh, 2013; Costello, McDermott and Wallace, 2017; Mare, 2017; Robards and Lincoln, 2017).

3.4 Data Analysis

The collected interviews for all articles are transcribed in their original language by the authors. The multiple sources of data were examined in an explorative manner. The interviews and notes compiled during observations were analyzed separately by the authors using MAXQDA. This was done, in line with the principles of grounded theory (Apramian et al. 2017; Charmaz 2008, 2014; Corley 2015), in three steps. The first step was an open-coding process (Maher et al. 2018) with MAXQDA. Similar to the line-by-line coding suggested by Charmaz (2014), all sentences (and sets of sentences) were paraphrased by using as many original phrases used by interviewees as possible. All paraphrases and quotations were exported to Microsoft Excel. The second step was selective coding. In this phase, all the paraphrased codes were screened to see if the code is directly or indirectly relevant to this study, and the selected codes were grouped into some emerging categories. The third step was theoretical coding (Charmaz 2014), and emerging categories were grouped and re-organized into theoretical codes.

Aware of the need for reliability and validity in qualitative research (Golafshani 2003), this dissertation made further efforts in addition to considering multiple data sources, which enhance, as suggested by Yin (2009), construct validity. Data analysis process were conducted separately by two investigators to ensure internal validity.

4 Classifying Different Levels of Refugee Involvement: Different Opportunities for (Social) Entrepreneurship (Article 1)

Referring to: How to Integrate Refugees Into the Workforce – Different Opportunities for (Social) Entrepreneurship [Article 1]

Freudenberg, Julia, Halberstadt, Jantje (2018): How to Integrate Refugees Into the Workforce – Different Opportunities for (Social) Entrepreneurship, in: Management Issues – Problemy Zarządzania, vol. 16, no. 1(73) part 2: 40 –60 ISSN 1644-9584, DOI 10.7172/1644-9584.73.3

Abstract. *The literature on the role of (social) entrepreneurship for the vocational integration of refugees is scarce. Drawing on examples of successful (social) enterprises, this paper aims to address this gap by proposing a typology of refugee and refugee-related (social) entrepreneurship, using Germany as main example. It aims to provide a framework for future research on these kinds of entrepreneurship by identifying three types of entrepreneurship for refugees and two by refugees, namely social intrapreneurship, intermediary concepts and job creation for refugees as well as refugee entrepreneurship and refugee social entrepreneurship by refugees.*

Considering practical examples and research on related fields such as migrant entrepreneurship, two different types of entrepreneurial activity are identified here: entrepreneurship for and entrepreneurship by refugees. After providing a short overview of the findings in the first article, I focused in the second and third article on the two subtypes of (social) entrepreneurship by refugees, namely refugee social entrepreneurship and refugee entrepreneurship. To conduct our analysis, we combined a structured literature review (SLR) with a search using public search engines (Chapter 3 “Methodology”).

4.1 (Social) Entrepreneurial Activities for Refugees

The (social) entrepreneurial approaches described below all assume that refugees mainly do not have an active role as entrepreneurial individuals but are, more or less, recipients.

Existing companies’ internal concepts (social intrapreneurship)

Social intrapreneurship describes a phenomenon where employees inside large corporates take initiative to innovate ideas of both social and commercial value (Grayson et al. 2014). We found only very few examples of social intrapreneurship for refugees. According to Bode and Santos (2013), social intrapreneurs respond to perceived shortcomings in society and use resources of a firm to provide market-based solutions. Intrapreneurial activity can begin in companies or other organizations and could, as it will be shown below, have a social impact by fostering refugee employment.

Intermediary concepts (social entrepreneurship)

One special subtype of social entrepreneurship for refugees is provided by intermediary concepts, that is, activities such as structured networking events mediating between refugees and potential employers, often helping refugees to find a job that matches their skills. As shown by Bloch (2004), these kinds of activities seeks to connect refugees and potential employers, thereby facilitating labor market entry. Research has not paid attention to these intermediary concepts yet, although Bull et al. (2008) have at least indirectly addressed this issue by discussing an example to prepare refugees for the job market.

Generating refugee employment (social entrepreneurship)

Creating jobs for refugees through social entrepreneurial activities is the third subtype of (social) entrepreneurial activities for refugees. In this case, social entrepreneurs who aim to create jobs for refugees are supported, and this is often combined with some kind of competition among applicants. Increasing awareness, these contests motivate and empower volunteers to turn their idea into a real business. So far, researchers have only rarely paid attention to this phenomenon. Two exceptions to this rule, a study by Roberts and Woods (2005) and Barraket et al. (2014) discuss the potential impact of social entrepreneurial activities on job creation for refugees and examine refugees as a target group for entrepreneurial activities of social enterprises in Australia, respectively.

Creating jobs for refugees through social enterprises can lead to a business model that reflects the competencies of refugees and fosters employee diversity. In the worst case, the creation of jobs for refugees can foster precarious working relationships. Of course, hybrid forms combining the creation of jobs with the idea of an intermediary concept can be observed as well.

4.2 (Social) Entrepreneurial Activities by Refugees

In addition to examining social ventures created providing crucial support to refugees, we also consider entrepreneurial activity by refugees. Depending on their legal status, refugees can either found their own business or become social entrepreneurs in projects or organizations.

Refugees' self-employment (business entrepreneurship)

Even though some studies of refugee entrepreneurship had already been conducted in the 1980s (Gold 1988; 1992), recent developments have increased attention of researchers. Heilbrunn and Iannone (2019) conduct an extensive literature review of 51 studies published between 1986 and 2017. Wauters and Lambrecht (2006) studied refugee entrepreneurship in Belgium and described refugee entrepreneurship as “[...] killing two birds with one stone. By promoting this kind of entrepreneurship both the integration of refugees in society can be aided and entrepreneurship, in general, can be boosted” (p. 509). One can argue that refugee entrepreneurship reduces unemployment among refugees while fostering their integration into society and can, therefore, be understood as social entrepreneurship or social entrepreneurial activity per se. We found several examples with a focus on social values and introduced the new category of refugee social entrepreneurship. Through entrepreneurship, refugees can gain both social recognition and economic value (Deakins, Ram & Smallbone 2003; Kontos 2003; Van den Tillaart, Harry 2007). Refugee entrepreneurs are highly diverse: selling artificial flowers, running hair cutting salons, working in automotive sales, or producing videos (e.g., Robb 2015; UNHCR/Dunmore 2015; Wolfington 2006). The food business or the bicycle industry

also seem to present an opening to refugee entrepreneurs (Ayadurai 2011; Fong et al. 2007; Singh 1994).

Refugee social entrepreneurship

Refugee social entrepreneurship involves the three interrelated challenges of founding a both new and social business and being a refugee (Freudenberg 2019). As suggested by the “protected market hypothesis” (Light 1972), the initial markets for ethnic or migrant entrepreneurs are their respective communities: “If ethnic communities have special sets of needs and preferences that are best served by those who share those needs and know them intimately, then ethnic entrepreneurs have an advantage” (Aldrich & Waldinger 1990). As this is most certainly true for refugees, they may develop entrepreneurial solutions for their own population. Examples include the Red Lion Bakery, which trains and employs refugees (Cavaglieri 2010), or RISE (Refugee Initiative for Social Entrepreneurs), a social enterprise that offers programs and funds to foster refugee social entrepreneurship (Spear et al. 2013). Merie (2015) showed that refugees’ positive perception of entrepreneurship and social entrepreneurship could be a promising strategy for integrating refugees with a high potential as social entrepreneurs.

4.3 Typology of Refugee Focused Entrepreneurship

Based on the results summarized above, we propose a typology of refugee-focused entrepreneurship of two main categories and five subcategories as shown in the following figure:

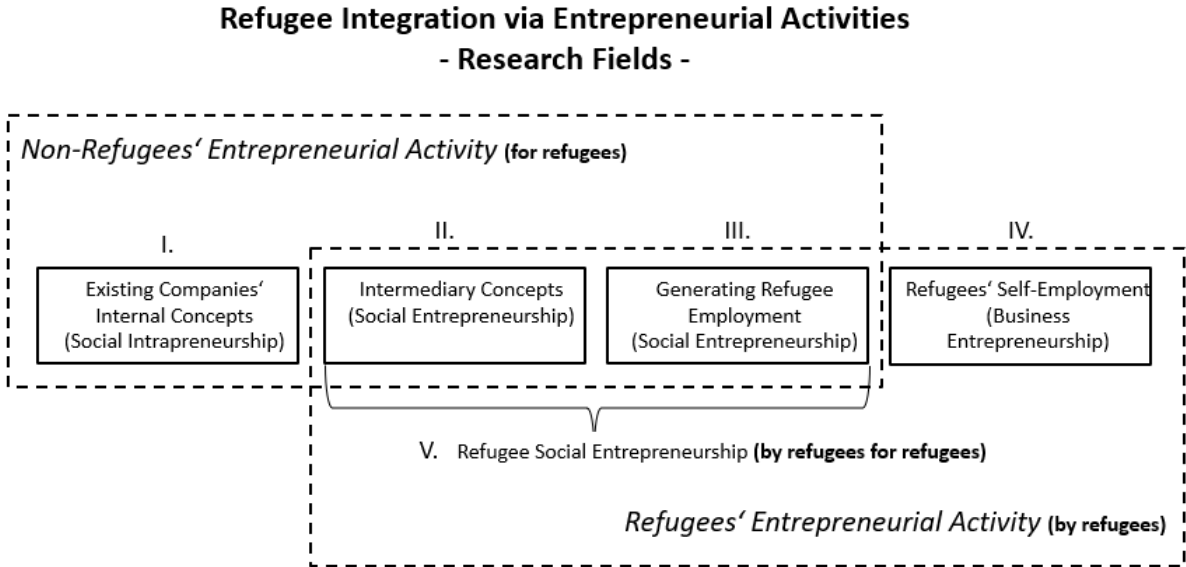


Figure 2: Refugee Integration via Entrepreneurial Activities (Compiled by the Authors)

This typology aims to guide future research on this issue and, more specifically on entrepreneurial activities for and by refugees. Drawing on the insights presented in the first article, the other two studies included here focused on entrepreneurial activities by refugees with an emphasis on contributions by and special needs of refugees in terms of their entrepreneurial vocational integration.

5 Researching Unique Contributions and Special Needs of Refugees for their Entrepreneurial Vocational Integration (Article 2+3)

Based on the typology described in the previous chapter, I examined the issue of the vocational integration of refugee through entrepreneurial activities by analyzing two cases of refugee social entrepreneurship and refugee entrepreneurship.

5.1 Co-Creation of Social Entrepreneurial Opportunities with Refugees (Article 2)

Referring to: Harima, Aki, Freudenberg, Julia (2019): Co-Creation of Social Entrepreneurial Opportunities with Refugees, Journal of Social Entrepreneurship, published online on 04. February 2019, DOI 10.1080/19420676.2018.1561498.

Abstract. *This explorative study examines how local and refugee entrepreneurs team up on social entrepreneurial initiatives and combine their strengths and resources to construct, evaluate, and pursue new opportunities. We interviewed social venture teams including both groups in a social entrepreneurship accelerator in Germany. The findings suggest that such mixed social venture teams can overcome the liabilities of the foreignness of entrepreneurial refugee individuals while gaining legitimacy in both host societies and the refugee community.*

Due to different challenges such as the heterogeneity of refugees (Wauters and Lambrecht 2008) and limited access to their community (Miller 2004), social entrepreneurial initiatives often struggle to accurately address refugees' needs. To build on the strong entrepreneurial orientation of some refugees to exploit business opportunities in their new business environments (Bizri 2017; Kooy 2016; Freiling and Harima 2019), this paper examined the Refugee Innovation Challenge, a 12-week program open to both local and refugee participants and supporting the development of game-changing solutions to problems resulting from mass migration (RIC 2016). In the program, three mixed founder teams and two individuals worked on different projects on challenges of refugees in Germany such as housing, language, and vocational integration.

This paper addressed the following research questions: (1) How do local and refugee entrepreneurs create social entrepreneurial opportunities in a social venture team? (2) Which factors and individuals can facilitate or limit processes in this kind of setting? This article discusses the distinct possibilities of and challenges associated with the co-development of social entrepreneurial opportunities in mixed teams by involving individuals from the target group.

5.1.1 Social Entrepreneurial Opportunities and the Augmented Model of Roberts and Woods

Although research on opportunity recognition has been an established field (Shane & Venkataraman, 2000), this issue has only recently begun to receive critical attention by social entrepreneurship scholars (Roy, Brumagim, and Goll 2014; Henry 2015; Corner and Ho 2010; Haugh 2005). Collective action has been identified as an important dimension of social entrepreneurial opportunities (Corner & Ho 2010), and stakeholders and community involvement likewise play a role in social opportunity recognition. Due to their social mission, entrepreneurs need to be close to their target group (Germak and Robinson 2014). The closest collaboration with the target group is their integration into mixed founder teams as, for example, in the case of the RIC program.

The dynamic nature of opportunity recognition (Ardichvili, Cardozo, and Ray 2003) has also been considered in social entrepreneurial opportunity recognition research. Roberts and Woods (2005) point out that social entrepreneurship requires three steps: (i) opportunity construction; (ii) opportunity evaluation; and (iii) opportunity pursuit. The second article of this dissertation applies this model to analyze co-creation of social entrepreneurial opportunities by refugees and local entrepreneurial individuals in mixed teams and proposes refining this model by also considering internal group dynamics of mixed-teams.

5.1.2 Opportunity Construction, Opportunity Evaluation, and Opportunity Pursuit in mixed teams of local and refugee entrepreneurial individuals

To describe the opportunity development process in social entrepreneurship, we analyzed the three different stages of opportunity construction, opportunity evaluation, and opportunity pursuit. Regarding the first stage, we wanted to understand the influence of the personal background of participants in terms of their contribution to the opportunity development process and the impact of refugees and locals on opportunity construction. As local and refugee participants can tap into different types of knowledge, members of mixed teams create a richer “knowledge corridor” (Hayek, 1945) at the team level through the combination of refugees’ knowledge of their issues and locals’ institutional knowledge. Furthermore, we found that opportunities created by mixed teams of refugees and locals are more likely to address the specific challenges of refugees compared to the opportunities identified and developed only by local entrepreneurs.

Concerning the second stage, that is, opportunity evaluation, feasibility testing involving both internal and external validation plays an important role (McCann and Vroom 2015). As for the external process, feasibility analyses may include user validation through, e.g., design thinking (Beckman and Barry 2007; Glen, Suci, and Baughn 2014), surveys, or qualitative interviews (Bhave 1994). The internal evaluation process takes place in mixed teams.

In the RIC, refugees contributed to the internal validation in two ways: They immediately validated ideas for internal opportunity evaluation, and they lowered costs and helped teams to overcome barriers by approaching the target group for external evaluation. Through the setting of mixed teams, refugees facilitated the process and reduced demand uncertainty as a central factor affecting opportunity evaluation (Autio, Dahlander, and Frederiksen 2013). For the external validation, refugee entrepreneurs tapped their social networks, which can not be easily accessed by locals.

The evaluation of the technical feasibility and appropriate management of demands are needed (Perrini, Vurro, and Costanzo 2010). For social enterprises, it is important to take economic value creation into account and to consider a social business model (Seelos and Mair 2005; Yunus, Moingeon, and Lehmann-Ortega 2010). As this is often highly challenging for refugees, local participants have to apply their institutional knowledge for the technical feasibility and use their own network to externally validate business ideas in the local market. So, both groups within the mixed teams contributed to both internal and external validation in a different manner, and yet both kinds of contributions were relevant.

At the third stage, opportunity pursuit, teams begin to turn their ideas into reality. To achieve this goal, institutional legitimacy is needed, and organizational behavior has to match the societal value system (Dowling and Pfeffer 1975). Scott (1995) argues that legitimacy has three dimensions: regulative, normative, and cognitive ones. Social entrepreneurs need to mobilize these dimensions to justify their business (Nicholls 2010). Local entrepreneurs are privileged as citizens, as they do not face legal jeopardy or barriers. The normative dimension of legitimacy is determined by moral and ethical systems. In this dimension, both local and refugee entrepreneurs can play significant roles as social businesses have a moral and social obligation to both the refugee and local communities. Third, for the cognitive dimension, the refugee community needs to recognize them as trustworthy and helpful.

5.1.3 Influencing factors in mixed teams of local and refugee entrepreneurial individuals

While conduction of our study, we found three factors influencing the process of co-creation of opportunities in mixed teams, namely (i) shared social missions, (ii) cultural differences, and (iii) power balance.

Even though mixed teams differed considerably in terms of academic background, vocational training, or the commitment to social entrepreneurship as such, the commitment to their shared social mission allowed members of a given team to bond, an outcome that has also been discussed in other studies (Yitshaki and Kropp 2016).

We found that cultural differences can lead to some conflicts in the mixed teams, mainly due to different styles of communication or misinterpretations of the personal situation. The potential costs

of mixed teams have been examined in different streams of the management literature such as international business or human resource management (e.g. Barsade et al. 2000; Richard et al. 2004; Barak, Findler, and Wind 2007 for diversity management or Earley and Peterson 2004; Matveev and Nelson 2004 on the development of intercultural competencies of managers).

Lopsided power dynamics in mixed teams affected the co-development process of social entrepreneurial opportunities as well. Drivers of the power imbalance included the lack of time available to refugees and proportions of participants. Local entrepreneurs were better concerning decision-making processes since they worked full-time instead of not even half-time working hours of refugees and formed, in most cases, the majority in groups.

5.2 Functional Domains of Business Incubators for Refugee Entrepreneurs (Article 3)

Referring to: Harima, Aki, Freudenberg, Julia, Halberstadt, Jantje (2019): Functional Domains of Business Incubators for Refugee Entrepreneurs, Journal of Enterprising Communities: People and Places in the Global Economy, published online on 22. January 2019, DOI 10.1108/JEC-11-2018-0081

Abstract. *This paper conceptualizes business incubators and their support for entrepreneurial refugees. While there is an increasing number of initiatives supporting refugees' entrepreneurial activities, we still know little about how they are different from other types of business incubators. This study applies a single case study method for investigating a business incubator in Hamburg, Germany, which targets enterprising refugees. The case study consists mainly of 14 in-depth interviews with program participants and incubation managers. We inductively derive five functional domains of refugee business incubators: (1) facilitation of structured entrepreneurial knowledge; (2) getting rid of anxiety related to institutional differences; (3) attendance of their process through continuous motivating participants; (4) facilitation of host-country social capital; and (5) soft support in personal life. The findings show that business incubators address specific needs of refugees but have much room for improvement. Based on the findings, it further discusses what characteristics make refugee business incubators critically different from other types of business incubators. This study's contributions are twofold. First, this paper adds novel argumentations to the on-going discussion on refugee entrepreneurship from the perspective of support institutions. Second, we conceptualize business incubators for enterprising refugees as a distinctive form of business incubators.*

Even though there are success stories of courageous, enterprising refugees who managed to found a business in their host countries (Heilbrunn, Freiling and Harima, 2018), most of the refugees face challenges in their new business environments. Several programs and activities such as business incubators aim to foster refugee entrepreneurship. In Germany, several business incubators have enlarged or adapted their program to appeal to enterprising refugees. While conventional business incubators provide support needed to overcome so-called liabilities of newness (Morse, Fowler and Lawrence, 2007), incubators for refugee entrepreneurs need to address different issues to adequately enable the founding process of refugees through a tailored service offer. Therefore, we took a deeper look into the characteristics and the functional domains of refugee business incubators by asking the following research questions: What demands of refugees do business incubators address? In what

functional areas do refugee business incubators conduct their support activities? To answer these questions, we analyzed, using a single case study approach, the case of a refugee business incubator in Hamburg, Germany.

The setting of my third article is the MoveON project by the non-profit organization, leetHub St.Pauli e.V. The MoveON programs in 2016 and 2017 were six-month programs meant to provide support refugee eager to found a business in Germany. In small groups, the refugees were given a chance to acquire a basic knowledge of economics, society, and founding topics while being offered free workspace and access to an entrepreneurial network.

5.2.1 Demands of Refugee Entrepreneurs

Over the course of this study, we found evidence for three major challenges for entrepreneurial refugees in Germany, namely (1) lack of institutional knowledge, (2) lack of business knowledge, and (3) lack of confidence.

The lack of institutional knowledge became obvious, as most participants stated that they felt vaguely insecure about institutional differences and were very much concerned regarding potentially harmful consequences for themselves. Main sources of insecurity were included the German tax system, the Job Centre, and German culture.

The lack of country-specific business knowledge can prevent the founding of a business, as this type of knowledge often differs substantially from their homeland knowledge. Participants felt also insecure concerning issues such as the German market or German trading regulations.

A lack of confidence is, as participants stressed in interviews the third challenge. The general sense of insecurity about what to know or how to act appropriate participants perceive as challenging for entrepreneurial activity.

5.2.2 Functional Domains of Refugee Business Incubators

Analyzing both refugees' and organizers' views on the incubation support, we identified five functional domains, which have to be part of a successful refugee business incubator: (1) facilitation of structured entrepreneurial knowledge; (2) getting rid of anxiety related to institutional differences; (3) attendance of their process through continuously motivating participants; (4) facilitation of social capital; and (5) providing soft support in personal life.

The **(1) facilitation of structured entrepreneurial knowledge** can also be observed at traditional business incubators. As suggested by Gassmann and Becker (2006), four types of knowledge should be provided by business incubators: (1) entrepreneurial knowledge, (2) organizational knowledge, (3) technological knowledge; and (4) complementary market knowledge. The curriculum at MoveOn were similar to those of conventional business incubators, which also emphasized business plan preparation. Most participants struggled with their business plans, as they lacked German language skills and struggled to embrace the formal structure of the business plan compared to the often more

informal process in their home countries. In light of our findings, it seems likely that in the future, the teaching concept needs to adapt the specific requirements of this particular group by including specific support such as proof reading.

The second functional we identified are **(2) getting rid of anxiety related to institutional differences**. Even though an incubator cannot train refugee entrepreneurs to, e.g. tax expert, it is important to provide an overview and access to experts in case they are needed for support. The cooperation with Job Center is another important means to reduce anxiety. Specific challenges regarding recognition of refugees' qualification and acceptance of refugee business plans may not only emerge from a lack of language proficiency among refugees but also from the Job Center's priority to funnel refugees into paid for jobs better than self-employment. Furthermore, refugees stated that they felt to feel insecure about institutional environments through to the lack of understanding the German culture, customers, and market.

The **(3) attendance of their process through continuously motivating participants** is the third functional domain we explored. Through individual coaching, organizers encourage participants to set milestones for a structured approach toward setting up a business. This guided structure is particularly helpful for refugees from countries with more informal approaches towards business. This setting helped to set milestones even after the program and supported the focus on a feasible idea. Through motivation and opportunities for self-reflection, the first 'dream' to become entrepreneurs had been guided to concrete exploitation of specific entrepreneurial opportunities (Vogel, 2016).

In addition to the three dimensions discussed above, a refugee business incubator has the function of **(4) facilitation of social capital**. As shown above, providing networks is generally an important function of business incubators (Rothschild and Darr, 2005; Honig and Karlsson, 2007; Sá and Lee, 2012; Soetanto and Jack, 2013; Ebbers, 2014). Through co-working spaces, informal meetings, event organization, and connection to regional actors, MoveOn engages in different kinds of networking opportunities. Furthermore, MoveOn arranged meetings between participants and regional actors such as the Chamber of Commerce to support participants on their way to identify important partners while building their own networks.

The fifth functional domain is the **(5) soft support in personal life**. Refugees' situation is unstable, and they are often insecure or traumatized (Hollifield et al., 2002; Weine et al., 2004), as they continuously face uncertainty with regard to, e.g., their possible length of their stay or the well-being of their family, often still in their home countries. Facing a new language and new institutional environments, refugees often feel mistreated and suffer immense psychological stress. Therefore, it is important that organizers are not just professional mentors, but also play emotional and informal roles to support refugees' entrepreneurial activities. This includes as well to accept and support probable amendments and alternatives towards the former goal of becoming an entrepreneur, in case there are more suitable

ways for the vocational integration of refugees in the next step, e.g., through changed situation regarding permission to stay.

6 Key Findings

In the following chapter, I summarize the key finding of the three articles of my dissertation and discuss them vis-à-vis the literature.

6.1 What are Relevant (Social) Entrepreneurial Concepts to Foster the Vocational Integration of Refugees?

We found that studies on (social) entrepreneurship by and for refugees are scarce. Even though we identified a few important studies examining different dimensions of refugee (social) entrepreneurship, there is, however, the potential for improvement in terms of both quality and quantity. Analyzing entrepreneurial activities in Germany and other countries, we found different approaches to the vocational integration of refugees. Proposing a typology of refugee and refugee-related (social) entrepreneurship presented in 3.1.3, we identified the following research areas: three types of entrepreneurship for refugees and two by refugees, namely social intrapreneurship, intermediary concepts and job creation for refugees as well as refugee entrepreneurship and refugee social entrepreneurship by refugees.

6.2 What are the Special Refugee-Related Contributions of and Challenges by Refugees to their own Vocational Integration through (Social) Entrepreneurial Activities?

6.2.1 Key Findings: Co-Creation of Social Entrepreneurial Opportunities with Refugees

Integrating the augmented model of Roberts and Woods (2005) and applying it to mixed teams of local and refugee entrepreneurial individuals and the influencing factors, we developed a conceptual model of the co-development process of social entrepreneurial opportunities.

During the phase of social opportunity construction, refugees contribute with their knowledge about their real needs, while local entrepreneurs provide knowledge about local institutions. In the next phase of social opportunity evaluation, refugees contribute again through their detailed insights into the issues of refugees but as well through their direct access to refugee community for both internal and external validation of the business idea evaluation. Local entrepreneurs contribute as well in this phase with their knowledge about local institutions but as well with their access towards the local community. In the last phase, the social opportunity pursuit, the main additional contribution of the refugee entrepreneurs is their target group legitimacy while the local entrepreneurs contribute through their local legitimacy. The facilitating and limiting factors are to be found within the internal group dynamics. Sharing the social mission can be seen as an important factor to reach a tight bound

and to overcome minor difficulties such as differences in education or time capabilities. Cultural differences can be seen as potential costs as they bind time and energy to overcome differences, e.g. in communication. The power balance can affect the results at different times through potential overruling of majorities referring both to available time and amount of people. In the case of the RIC program, Germans invested more time compared to refugees, and they provide the majority within the founder teams. Combined with their straight forward way of communication, they tended to intensively influence the results. In the following model, the discussed research propositions (RP) are presented as augmentation of the original model of Roberts and Woods (2005) at the different stages of the model. Furthermore, the internal group dynamics are shown in figure 3 by research proposition 4.

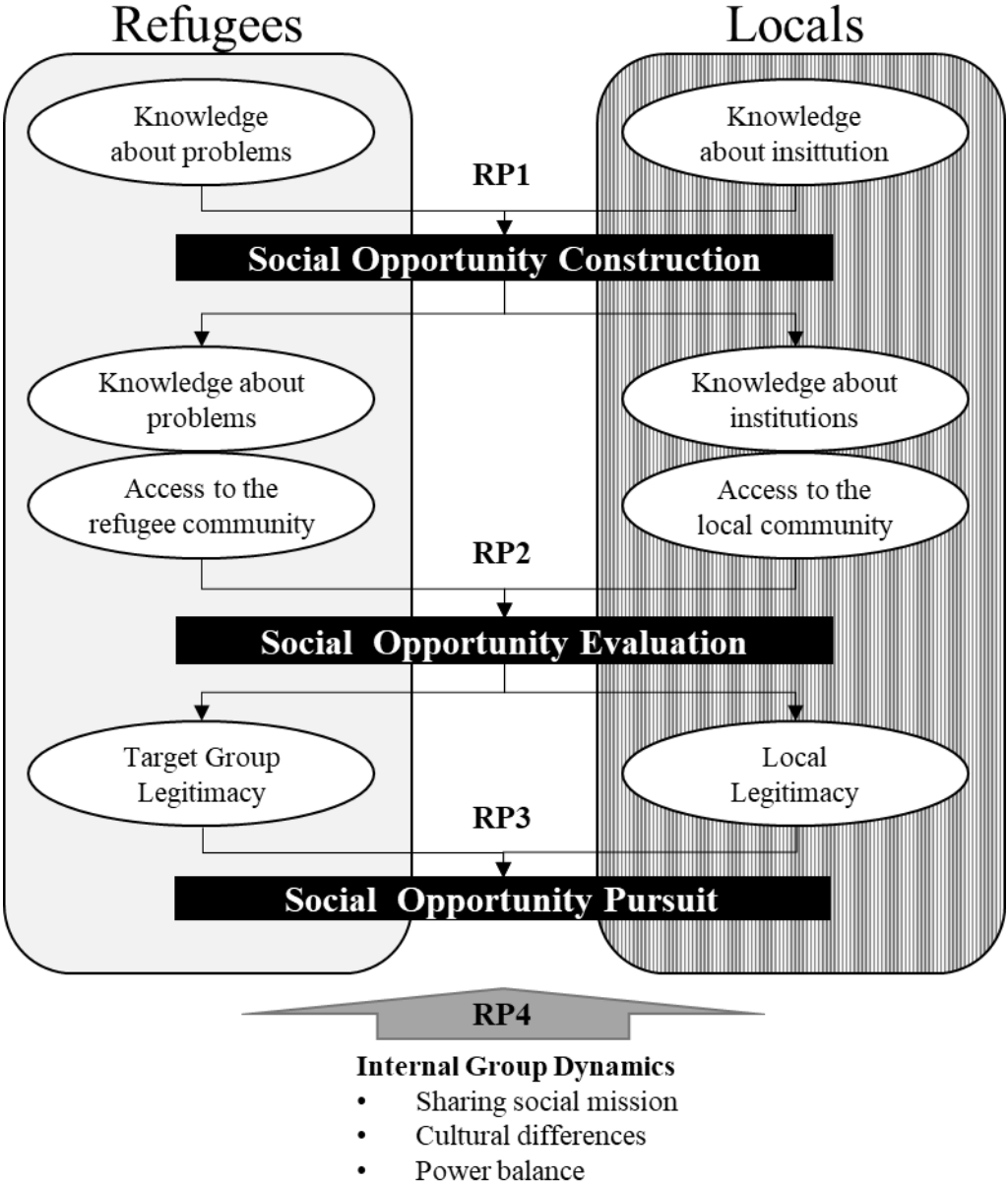


Figure 3: Co-Development of Social Opportunities with Refugees (Compiled by the Authors)

6.2.2 Key Findings: Functional Domains of Business Incubators for Refugee Entrepreneurs

The refugee entrepreneurship incubator adapts its support to address the needs of the refugee participants. We identified three main characteristics in which the support of a refugee business incubators differs from conventional business incubators.

The first characteristic of refugee business incubators is their strategic focus. As they did not choose specific selection criteria such as, e.g. origin of ideas or phase of intervention as suggested by Grimaldi and Grandi (2005), refugee business incubators have to deal with high heterogeneity of their participants. Their strategic focus seems to be closer to non-profit business incubators with a focus on empowering a specific population (Martin, 1997; Vanderstraeten, Matthyssens and Witteloostuijn, 2014). Their primary aim is not necessarily to support only entrepreneurship but to foster the socio-economic integration of refugees in their host countries. Therefore, refugee business incubators may as well support incubatees' decision for different types of vocational integration in host countries.

Secondly, the content of refugee business incubators differs from the one of conventional incubation programs. To overcome institutional barriers in host countries is prior to the common core structural element of preparing the business plan. This focus mirrors the fact that refugees often already provide both entrepreneurial potentials and strong entrepreneurial intentions (Obschonka, Hahn and Bajwa, 2018), but struggle to start their business due to vague anxiety caused by institutional differences in host countries.

The offer of strong "soft support" for participants is the third characteristic of the refugee business incubator. Refugees face trauma (Hollifield *et al.*, 2002; Weine *et al.*, 2004) and further challenges after their arrival in their host country. Taking their situation into account, managers of business incubators are both formal and private supporters for their business but also for their personal life as they have a close understanding of participants' situation and support both emotionally and practically.

The findings of this paper are summarized in the following figure 4:

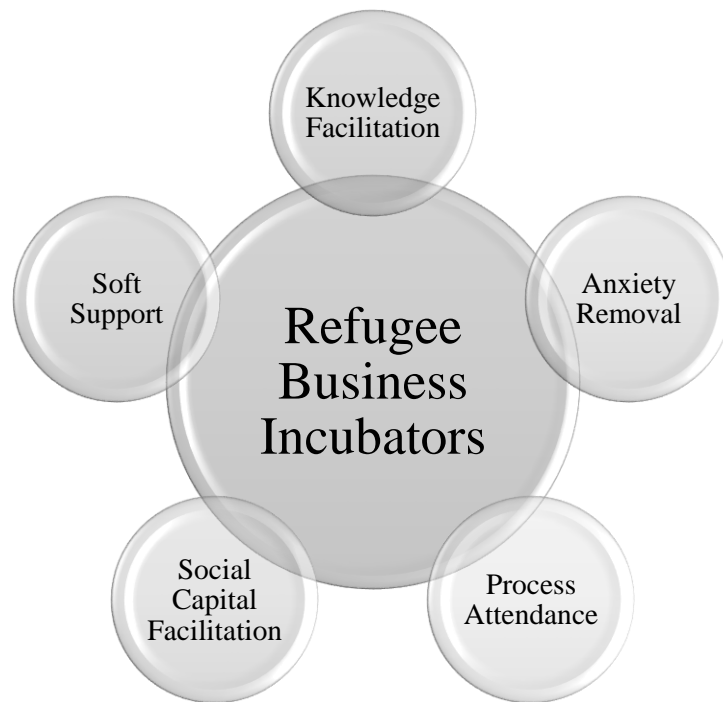


Figure 4: Five Functional Domains of Refugee Business Incubators (Compiled by the Authors)

7 Conclusion

7.1. Summary

In this dissertation, I examine the potential of refugee (social) entrepreneurship for the vocational integration of refugees and consider related challenges. Each of the three articles collected here address different dimensions of this complex issue. The first article provides a typology that can be used to relate the limited number of empirical studies and practical examples and to identify different areas for future research. The second and the third article seek to assess the contributions of and challenges experienced by refugees concerning their vocational integration through (social) entrepreneurial activities.

7.2. Critical Reflection and Limitations

Even though the articles included in this dissertation present several important findings regarding the vocational integration of refugees through approaches of refugee (social) entrepreneurship, these have to be critically reviewed. There are several limitations. The development of a typology for future research areas was based on a limited number of empirical studies and a few cases, many of whom are unique and often not ready to be scalable. In addition, our research focused on mainly German or European practical examples, i.e., special setting of a highly restricted market without the official allowance of many informal activities.

The second and third article face the same limitations as other qualitative studies with small datasets: Both the findings and the conceptual model are closely related to the specific conditions examined in

this research. Therefore, our conceptual model needs to be retested in different national and cultural contexts. Another limitation of this study is the cross-cultural empirical setting, with refugee participants mostly hailing from countries such as Syria or Iran, whereas investigators are from Germany and Japan. Cross-cultural settings require high sensitivity of investigators to the intercultural contexts (Miller, 2014; Pelzang and Hutchinson, 2018). Furthermore, due to language barriers, the quality of interviews with refugees did not match the quality and the level of details of the local ones, which may have affected the quality of the data.

Finally, for the second article, the rather spontaneous setting of the investigated program RIC did not leave the organizers with an adequate timeframe for profound preparation, especially regarding the choice of participants, which might have affected outcomes of our research.

7.3 Research contributions

The studies of this dissertation contribute to three different research fields: social entrepreneurship, refugee entrepreneurship, and research on business incubators. Shedding light on the opportunities and challenges of integrating refugees into co-creation processes, this study extends investigations about collaborative actions in social entrepreneurship such as stakeholder involvements (Smeets 2017; Bruin, Shaw, and Lewis 2017; Huybrechts and Nicholls 2013). Surprisingly, target group involvement during the early founding process had not been considered as such until fairly recently in the social entrepreneurship literature, even though especially social entrepreneurs need a deep understanding of their target group to develop feasible solutions. Our conceptual model of the co-development process contributes to social entrepreneurship research with the benefits and constraints of target group involvement at all three stages of opportunity recognition.

This study also contributes to the literature on refugee entrepreneurship at different levels. As researchers have already begun to investigate refugees' entrepreneurial potential (Bizri 2017; Lyon, Sepulveda, and Syrett 2007; Wauters and Lambrecht 2008; Heilbrunn, Freiling, and Harima 2018), the dissertation contributes to the current state of research by presenting first findings how entrepreneurial refugees could collaborate with local entrepreneurs to overcome institutional barriers and develop innovative and socially accepted approaches for the refugee community. Furthermore, this dissertation contributes by identifying the specific needs and demands of refugee entrepreneurs and how refugee business incubators can support this particular target group. While previous studies focused on often institutional barriers (Wauters and Lambrecht, 2008; Markley, Lyons and Macke, 2015) and potential socio-economic results of their entrepreneurial activities to host countries (Grey, Rodríguez and Conrad, 2004; Betts et al., 2014; Betts, Omata and Sterck, 2018; Brown et al., 2018), there is little understanding of concrete needs of refugee entrepreneurs and mechanisms for business

incubators to support this special setting. This study bridges the gap between these two research fields by exploring potentials and challenges of business incubators to support entrepreneurial refugees.

Therefore, the third contribution of this dissertation is to shed light on the novel type of refugee business incubator, which is currently not found in current typologies for this research field (von Zedtwitz, 2003; Aernoudt, 2004; Clarysse et al., 2005; Grimaldi and Grandi, 2005; Barbero et al., 2014). This study calls on researchers to understand if and to what extent previous findings on business incubators can be applied to the context of refugee business incubators.

7.4 Practical implications

Our studies has several important practical implications for social entrepreneurs, policy makers, and incubators. For social entrepreneurs who intend to integrate refugees in mixed teams for co-creation of tailor-made solutions, the second study provides insights regarding potential benefits and costs of this setting.

For policymakers who aim to develop measures for the vocational integration of refugees through entrepreneurial activities and for business incubators, we can provide hands-on solutions and information on how business incubators can offer target-specific supports to entrepreneurial refugees during their founding process and what kind of amendments should be considered.

7.5 Future research perspectives

Using the typology, we provide five categories to call for further research to support practical initiative with insights to address the vocational integration of refugees through entrepreneurial activities in a more effective and efficient way to learn “[...] how to translate research findings into solutions” (Rousseau 2006, p. 267).

Due to the explorative nature of the second and third article, all findings of this Ph.D. thesis are tentative and context-specific. Future investigations of the co-development process of social entrepreneurial opportunities with other vulnerable groups are recommended to confirm the findings of our study. To investigate refugee entrepreneurial integration in other countries may confirm the validity of the underlying conceptual model we developed. Further investigations on the potential of collaborations within mixed teams to overcome institutional barriers are recommended. As refugee entrepreneurship is a highly complex phenomenon (Wauters and Lambrecht, 2008), refugee entrepreneurial activities differ to a large extent (Heilbrunn, Freiling and Harima, 2018). Therefore, further research about essential amendments for business incubators is essential to building on our findings in the third paper. The potential reduction of language and cultural barriers during the interviews might enhance the quality of data.

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Part 2: The Paperwork

Authors' contributions to the articles and articles publication status (according to §16 of the guideline):

The following tables list the papers included in this cumulative doctoral thesis and provide information on authors' contributions to the articles as well as their publication status.

Article #	Short title	Authors	Author status	Weighting factor	Publication status	Conference contributions
[1]	How to Integrate Refugees Into the Workforce – Different Opportunities for (Social) Entrepreneurship	JF JH	co-author with equal contribution	1.0	Published in: Management Issues - Problemy ZarzĘdzania, vol. 16, no. 1(73) part 2: 40 –60 ISSN 1644-9584, DOI 10.7172/1644-9584.73.3 (ICV = 80,33 (coverage 2003 - ongoing))	P21 2017, Warschau
[2]	Co-Creation of Social Entrepreneurial Opportunities with Refugees	JF AH	co-author with equal contribution	1.0	Published online: Journal of Social Entrepreneurship on 04.02.2019, DOI:10.1080/19420676.2018.1561498 (SJR= 0.61 (coverage 2010-ongoing))	MDE 2017, Bremen
[3]	Functional Domains of Business Incubators for Refugee Entrepreneurs	JF AH JH	co-author with equal contribution	1.0	Published online: Journal of Enterprising Communities: People and Places in the Global Economy on 22.01.2019 (SJR = 0.28 (coverage 2007 - ongoing))	Babson 2018, Waterford
Sum:				3,0		

SJR =SCImago Journal Rank, ICV = Index Copernicus Value

Authors' contributions to the articles

Contribution	Paper 1	Paper 2	Paper 3
Concept of the research approach	JF, JH	JF, AH	JF, AH
Literature research and review	JF, JH	AH	JF, AH
Development of the model approach	JF, JH	JF, AH	JF, AH
Elaboration of the set of criteria	JH	JF, AH	JF, AH
Application and evaluation of the criteria	JF	JF	JF, AH
Development of the case studies	JF	JF, AH	JF, AH
Writing of the manuscript	JF, JH	JF, AH	JF, AH, JH
Revision of the manuscript	JF, JH	JF, AH	JF, AH, JH

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Conferences:

P21 2017: IV. International Scientific Conference Entrepreneurship for the XXI. Century. Images and Perspectives, 16.-17.11.2017, Warsaw (Poland), <http://www.centrum.wz.uw.edu.pl/>

MDE 2017: MDE 2017 - 3rd International Conference on Migration and Diaspora Entrepreneurship, 30.11.-1.12.2017, Bremen (Germany), <http://mde-conference.com/>

BABSON 2018: Babson College Entrepreneurship Research Conference (BCERC), 6.-9.6.2018, Waterford (Ireland), <http://www.bcerc.com>

Part 3: Papers included in this cumulative doctoral thesis

Papers included:

- [1] Freudenberg, Julia, Halberstadt, Jantje (2018): How to Integrate Refugees Into the Workforce – Different Opportunities for (Social) Entrepreneurship, Management Issues – Problemy ZarzÈdzania, vol. 16, no. 1(73) part 2: 40 –60 ISSN 1644-9584, DOI 10.7172/1644-9584.73.3
- [2] Harima, Aki, Freudenberg, Julia (2019): Co-Creation of Social Entrepreneurial Opportunities with Refugees, Journal of Social Entrepreneurship, published online on 04. February 2019, DOI 10.1080/19420676.2018.1561498
- [3] Harima, Aki, Freudenberg, Julia, Halberstadt, Jantje (2019): Functional Domains of Business Incubators for Refugee Entrepreneurs, Journal of Enterprising Communities: People and Places in the Global Economy, published online on 22. January 2019, DOI 10.1108/JEC-11-2018-0081