

---

## **Unusual entrepreneurs for unusual entrepreneurship**

---

Thierry Burger-Helmchen

BETA,  
University of Strasbourg,  
AgroParisTech, CNRS, INRA,  
67000, Strasbourg, France  
Email: burger@unistra.fr

**Abstract:** This paper proposes a framework that contributes to facilitating understanding of unusual forms of entrepreneurship and their interaction with economics actors and institutions. Particularly, our framework is based on the 5M framework (markets, money, management, macro and meso environment) proposed by Brush et al. (2009). We analyse these factors in the light of unusual entrepreneurship: unusual macro environment, unusual meso environment, unusual management, unusual money, unusual market, and in addition unusual microenvironment. Our contribution is threefold: 1) to enhance knowledge and understanding of unusual forms of entrepreneurship; 2) to advance knowledge and raise awareness of new forms of entrepreneurship and the related benefits and challenges; 3) to provide insights of a range of social, economic and cultural factors that will impact on entrepreneurial activities among indigenous and migrants.

**Keywords:** entrepreneurship; conceptual model; immigrant entrepreneurship; indigenous.

**Reference** to this paper should be made as follows: Burger-Helmchen, T. (2020) 'Unusual entrepreneurs for unusual entrepreneurship', *Int. J. Social Entrepreneurship and Innovation*, Vol. 5, No. 3, pp.241–257.

**Biographical notes:** Thierry Burger-Helmchen is a Full Professor in Management Science. His research and teaching examine innovation management, international entrepreneurship and corporate strategy.

---

### **1 Introduction**

The purpose of this paper is to offer an integrative framework with the aim to provide a holistic understanding of unusual entrepreneurship. In comparison to the more traditional forms of entrepreneurship, unusual entrepreneurs are those who adopt uncommon ways of realising an economic activity. In this paper, the term unusual entrepreneurs refer to those resource-constrained entrepreneurs who operate in environments characterised by new markets, disruptive organisational or market situation and transformational institutional change (Garud et al., 2011). For the purpose of this paper, we analyse forms of unusual entrepreneurs among migrants and indigenous entrepreneurs who harness their socio-economic circumstances to advance their business activities. These two groups share similar cultural positioning and adopt entrepreneurship in different ways but do so through a similarly frugal manner. Indeed, migrants<sup>1</sup> and indigenous entrepreneurs can

encounter complexity due to intertwining of several contexts which make their entrepreneurial practice unusual. For example, migrant can have financial availability, but they may lack knowledge socio-cultural features of the host country. Vice-versa, indigenous entrepreneurs have existed and survived in a particular region or territory for time immemorial, however, they may lack of resources, e.g., knowledge, capital useful to engage in entrepreneurial activities. Thus, both categories are experiencing challenges in a way or another while engaging in an economic activity.

There is a strong economic case for immigration and indigenous entrepreneurs recognising their positive economic impacts. Thus, knowing more about the unusual experiences faced by these entrepreneurs is at the basis of our research. Specifically, we want to better understand how entrepreneurs come into existence deal and learn from environments and settings that are unusual. We believe that those unusual circumstances have a significant impact on whether they can launch a business, develop and sustain their economic activity. Furthermore, we believe that a better understanding of the dynamics among migrant and indigenous entrepreneurs can significantly expand management theory, better enable new entrepreneurs operating in the same geographical, social and economic contexts to start their own business and provide valuable insights for public policies.

To study the Australian indigenous and migrant forms of entrepreneurship, we propose the notions of frugal innovation, effectuation, underpinned by conceptual links to sociology, economics and management. The concept of effectuation was introduced by Sarasvathy (2001). Effectuation describes the cognitive thinking of entrepreneurs in the identification of opportunities and business creation. By contrast with the causation approach where entrepreneurs first determine goals and then seek required resources, the effectuation approach proposes that entrepreneurs determine goals according to the resources and capabilities in their possession. In addition, frugal innovation is a form of resource-constrained innovation which comes with cost advantages (Burger-Helmchen and Hussler, 2020), as well as product/service redesign and in some cases, an entire restructuring of a company's processes and business model (Zeschky et al., 2011). Often, these two approaches (frugal and effectuation) are a praxeology action-based approach (Alvarez and Barney, 2007).

Our contribution in this paper is threefold:

- 1 to enhance knowledge and understanding of unusual forms of entrepreneurship
- 2 to advance knowledge and raise awareness of new forms of entrepreneurship and the related benefits and challenges
- 3 to provide insights of a range of social, economic and cultural factors that will impact on entrepreneurial activities among indigenous and migrants.

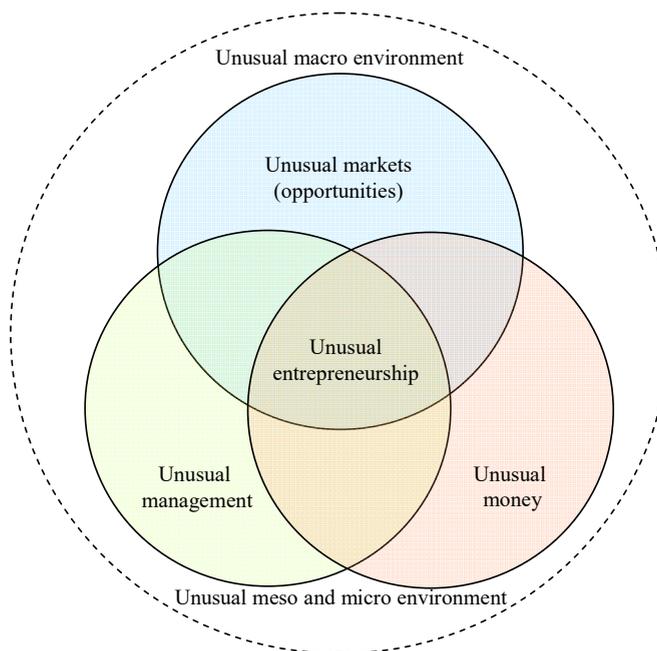
This paper proposes a framework that contributes to facilitating understanding of unusual forms of entrepreneurship and their interaction with economics actors and institutions. Particularly, our framework is based on the 5M framework (markets, money, management, macro and meso environment) proposed by Brush et al. (2009). We analyse these factors in light of unusual entrepreneurship: unusual macro environment, unusual meso environment, unusual management, unusual money, unusual money, unusual market, and in addition unusual microenvironment. We believe that this conceptual work may help to understand the interaction between origins and societal factors on enterprise formation in the context of indigenous and migrant entrepreneurs.

The paper is structured as follows. Firstly, we present our conceptual framework and differentiate the study of unusual entrepreneurship from other more general form of entrepreneurship. Secondly, we elaborate on the specific case of migrant, frugal and indigenous entrepreneurship in light of the proposed 6U framework. Finally, a discussion will be presented before concluding and illustrating implications of the study, limitations and suggested areas of future investigations.

## 2 Toward a 6U framework to analyse unusual entrepreneurship

Entrepreneurship refers to the process by which new goods, services, raw materials, markets and organisation are introduced (Shane and Venkataraman, 2000). This process is generally organised around the assemblage of three factors namely markets, management and money (Bates et al., 2007). These 3Ms factors are central to the foundation of any business, indeed, an entrepreneur needs to have access to markets, money and management (in the form of human and organisational capital) (Aldrich, 1999) in order to begin, maintain and develop entrepreneurial activities. Yet, they are challenging to be assembled when it comes to minority/ unusual entrepreneurship and often they are not prioritised by these forms of unusual entrepreneurship. Thus, other factors associated with the macro and meso environments should be taken into consideration when analysing unusual forms of entrepreneurship.

**Figure 1** The unusual framework (see online version for colours)



*Source:* Adapted from Brush et al. (2009)

The unusual entrepreneurship framework is represented in Figure 1 and is an adaptation of the 5M framework (markets, money, management, macro and meso environment) proposed by Brush et al. (2009) in her study of women's entrepreneurs. The finding suggests that the household and family contexts are important factors which impact on female entrepreneurs.

We view unusual entrepreneurship as the integration of market, financing and management factors which are considered in a different form compared to those emerging in more common form. These three elements strongly interact as well as interconnect with factors such as cultural norms (macro) and intermediate structures and institutions (meso).

We present each dimension here with a brief description.

The *unusual money* refers to financial capital required to undertake the business activities. Migrant and indigenous entrepreneurs are generally the most unlikely candidates to start-up a business. They have no capital, no credit history, no assets to mortgage, and no security, lacking the financial capital necessary for a start-up. Thus, they often seek alternative form of financing specifically developed for minority entrepreneurs such as government grants, loans for minorities (e.g., IBA, <http://www.iba.gov.au/> in Australia). Generally, this alternatively are promoted and managed by government department and they are limited.

*Unusual management* refers to migrant and indigenous entrepreneurial features that demonstrate a unique predisposition in methods and processes, if any, used to achieve their goals (Aldrich and Waldinger, 1990) that poses new ways of understanding how new forms of entrepreneurship among indigenous and migrants entrepreneurs can evolve. These entrepreneurs implement specific managerial strategies that may be considered as 'unusual forms' of entrepreneurship. For example, they adopt uncommon ways of realising an economic activity and innovating it, in comparison to the more traditional forms of innovation.

*Unusual market* refers to the new environment characterised by novelty in which migrants operate and conversely, the native historical environment in which indigenous entrepreneurs operate. These entrepreneurs try to make a living for themselves and their community; they create, invent and develop their ideas into practice in novel ways, often while operating in an aggressive and difficult environment (Prahalad, 2004; Radjou et al., 2015).

*Unusual micro environment* refers to the neighbourhoods and suburbs where unusual entrepreneurs settled and operate. The community context (micro environment) lays an important role among indigenous and migrant entrepreneurs. Community indigenous and migrant entrepreneurs are socially embeddedness within their community through solid norms, values and opinions from stakeholders in a broad sense as well as opportunities and so ability to discover and/or create competitive advantages in factor or market products (Alvarez and Barney, 2014). Social networks within the community can provide financial capital, information, potential employees, or access to clients, but also the emotional understanding, encouragement, and support that family and friends are able to offer. Research shows that social ties are particularly important for ethnic minorities (e.g., Aldrich and Waldinger, 1990), for women entrepreneurs (Caputo and Dolinsky, 1998; Manolova et al., 2007) or for entrepreneurs in hostile and turbulent environments (Smallbone and Welter, 2001). In this context, unusual forms of entrepreneurs move away from their individual perspective and rather see entrepreneurship as a collective action occurring in a specific spatial context, i.e., the local environment. Welter (2011)

refers to community entrepreneurship as a form of entrepreneurship which highlights social commitment, non-profit goals and benefits for the wider community as drivers for entrepreneurship besides calculated and self-interested individual behaviour. Authors such as Thornton and Flynn (2003) enhance the concept of spatial context by indicating the social boundaries of local neighbourhoods and communities that can be bounded by cognitive and culture-based rules and shared meanings. Other scholars such as Frederking (2004) demonstrated the links between location, ethnic culture and the country framework, showing the relevance of the socio-spatial context can either be a liability, an asset or in some case be irrelevant.

*Unusual meso environment* refers to intermediate structures and institutions such as regional, support services, initiatives and organisations, and can include industries (Pitelis, 2005). Sometimes, the meso environment, corresponding to the local organisation of the institution has even stronger impact for unusual entrepreneurs (Audretsch et al., 2010).

At the meso level, the absence of money, helping/equalising institutions explains the differences. Nevertheless, migrants can create non-economic local culture, that can be recognised has positive and create links with the economic actors (Hamilton et al., 2008). The upper-middle-under-ground model of Grandadam et al. (2013) is one way of representing such interaction.

The lack of meso institution can be slowly overcome by such under/middle ground if they are interacting and open enough to catch the attention, of the upper ground. However, this possibility works if the unusual entrepreneur activities have a link with the creative economy even in a remote way, because it implies a taste (a need) for variety that helps the linkage between the different type of grounds (video games, food, music, clothing, movies, arts, artisanal and traditional manufacturing are some of the classic examples).

*Unusual macro environment* refers to the national level policies, culture, laws and economy. The macro environment regrouping distinct features like public policies, cultural characteristics, e.g., response to uncertainty related to innovation and/or readiness to change, social repartition of the population, capital distribution, value scales, etc. have an overreaching impact on all entrepreneurs including the unusual ones. For example, the national context relates to politics and procedures that facilitate and assist both indigenous and entrepreneurs in their entrepreneurial activities. For example, in Australia, the Victorian Government has seen the value of migrant and refugee entrepreneurship and is funding a series of education and acceleration programs across the state. While in Europe, the European Commission has established the €3 billion Asylum, Migration and Integration Fund which has dedicated funding for labour market integration programs, including entrepreneurship development projects.

There is a general agreement amongst scholars that factors of the external environment are exogenous factors and thus out of entrepreneurs' control. For example, reforms on the education systems can make it difficult for minority groups, language barriers, public policies then help more the industries where the unusual entrepreneurs are not represented, laws in favour of some diplomas or years of qualification than are more difficult to obtain for the unusual entrepreneur, etc. Those environments determine what is seen as fit for surviving or not. Not only ex-post (actual failure or success of the firms) but also from an ex-ante point of view. Thereby, the limiting access to finance, network,

etc. is reducing the chances creating and developing a firm (Bhide, 1996; Peng and Heath, 1996).

This has also been demonstrated in a variety of contexts, developed or developing countries, where resources holders are reluctant to give access to unusual entrepreneurs. The notion of gatekeepers is illustrative here because on those specific entrepreneurship conditions, the access to the market depends on the network position. In addition, the absence of boundary spanners, people or institutions creating the relations between the unusual entrepreneurs and the resources holders are particularly limited (Alam and Dornberger, 2019). Public policies at macro level and focused institutions at meso level should play that role. A form of gatekeeper that are particularly frequent in entrepreneurship coming from communitarian perspective are the patriarch gatekeeper. Patriarchal gatekeepers have tremendous influence on the behaviour of individuals and the way economics life and entrepreneurship can be organised. They can promote and ease the work of some and block efforts from other members of the group. In some situation, this form of gatekeeping does not only limit the access to financial markets but to all sorts of information including education, laws or individual rights (Zhao and Wry, 2016).

Boundary spanner tries to put together individuals, or firms and markets who do not have the necessary networking capacities. The boundary spanner activity can be formal or informal. It can occur in low tech or high-tech markets, therefore the notion is used for all kinds of economic activities including knowledge intensive activities (Muller et al., 2015). Especially for entrepreneurs with unusual backgrounds, the boundary spanner activities are relevant to cross the gap between formal and informal worlds. Studies show that successful boundary spanner do three things, they act on:

- 1 norms
- 2 values
- 3 understandings that underpinned the practices required by the formal market (Sutter et al., 2017).

This is especially difficult when in some communities the norm of what is more or less taken for granted are in conflict with the social norms of a specific market. The activity of the boundary spanner becomes the activity of a teacher or a coach on several occasions, acting with the legal institution do develop the awareness of an entrepreneurial opportunity to the unusual entrepreneur but also the capacity of the entrepreneur to exploit the opportunity.

It has also been shown that when those resources are in the possession of the unusual entrepreneurs (other migrants, sharing common origins, or fellow indigenous inhabitants) the situation is not always better because they use the relation between the demanding entrepreneur and themselves to strengthen their own position in the community, producing a kind of entrenchment effect (Williams and Gurtoo, 2016).

From the overall description, we indicated that all standard economic relations are still existing within unusual entrepreneurs, the entry and exit of a market will depend on the money and the marginal decision of entering one or several markets; the treasury and its evolution will depend overall the managerial strategy, on the chosen markets and therefore the market and cost situation will need specific managerial competences. However, non-market factors such as relationship with local communities play a relevant role among unusual entrepreneurs who often lack of resources such as skills including

managerial, economic/financial and market. Thus, factors of the environment such as cultural, legal, political inherited over a large period (what makes it difficult to change with some lock-in effects or at least a strong past dependency) are becoming important for unusual entrepreneurs. Furthermore, factors of the meso environment such as regional support policies, services and initiatives provide the social 'life' and background to the entrepreneur (Dopfer et al., 2004; Sarasvathy and Dew, 2005).

Thus, we proposed that to understand unusual forms of entrepreneurship, those which particularly form among migrant and indigenous entrepreneurs an approach that looks at the micro, meso and macro level is required for an unusual ecosystem where indigenous and migrant operate.

In the next section, we will present some example of unusual entrepreneurship.

### **3 Some unusual entrepreneurship cases**

A possible usage of the 6U model would be to perform a comparative study which aims to investigate entrepreneurship and innovation within by, e.g., indigenous and migrant entrepreneurs. To date, no comparative research has been conducted into the experiences of resource-constrained immigrant and indigenous entrepreneurs who harness their socio-economic circumstances to advance their business activities.

#### *3.1 Some facts about indigenous entrepreneurs*

By, e.g., in Australia indigenous-owned businesses are generating more than \$1 billion each year, with revenues increasing on average of more than 12% a year. Furthermore, it is estimated that in the next ten years more than 2,000 indigenous will start a business, and a strategic plan to facilitate the initiation of these potential new businesses has been undertaken. Similarly, migrant businesses, largely identified in small firms, generate a significant contribution in terms of economic growth, employment opportunities and activity across a broad range of industries in Australia and many western countries (Collins, 2003; Collins et al., 2017). For instance, in Europe, the large influx of refugees and migrants has called for the development of policy frameworks and supporting measures for entrepreneurship to foster innovation, remove obstacles and improve the culture of entrepreneurship among European countries (see European Commission, 2012; previously OECD, 2010).

The literature on migrant entrepreneurs who operate in a new environment and indigenous entrepreneurs who, conversely, largely run their business in their native historical environment with the aim to enhance understanding of the relationship between frugal/effectual provides a good ground for the 6U framework. The model takes into account the cultural dimension while theorising on entrepreneurship (Hayton and Cacciotti, 2013; Zelekha, 2013). The role and characteristics of entrepreneurship in different cultures is complex. Culture characteristics can be indicators of the community's entrepreneurial role, even if only for the ways in which a particular cultural community responds to the uncertainty related to innovation, or experiences an individualism-collectivism relationship (Thomas, 2000).

Australian indigenous and migrant entrepreneurs, despite distinct cultural and historical differences, experience business start-up and development realities common to

each. While the former has existed and survived in a particular region or territory for time immemorial, and the latter are new arrivals to a country, both must operate their enterprises within the context of a larger dominant economic mainstream society – one that tends to favour individual initiative and achievement over collective, ethnic, and social contribution approaches or motivations more prevalent in the culture and background of migrant and indigenous entrepreneurs. Furthermore, these unique and unusual entrepreneurship groups typically face resource constraints and numerous barriers to business creation. Despite such challenges, through innovative strategising, thinking and decision-making, indigenous and migrant entrepreneurs are increasingly successful, and their impact on and contribution to the Australian economy is projected to realise significant growth. These creative business strategies and evident economic successes raise the call for comparative research, policy development, and supportive measures to remove extant barriers and support the successful development of small business start-ups for both forms of unusual entrepreneurship.

Australian indigenous people are one of many aboriginal or indigenous people worldwide (the terms aboriginal and indigenous are used interchangeably, but for the purposes of this paper indigenous will be used). Examples of other indigenous people include First Nations of Canada, Native American People of the USA, Māori, and many others; there are often numerous subcategories within each of the largest worldwide peoples. Common to most of these groups, including Australian indigenous people, are significant socio-economic issues including poverty and limited financial resources in the communities.

For the Australian indigenous entrepreneur, like most other indigenous peoples throughout the world, the conditions, context and surrounding factors for business start-ups are particularly challenging. These relatively fixed conditions, referred to as ‘new venture creation environment’ (Gartner, 1985; Gartner et al., 2004), for most indigenous start-ups including the Australian indigenous entrepreneur, include: limited financial access, attitudinal and cultural challenges, human capital and educational issues, market and remoteness concerns; economically challenged living conditions, lower overall community wealth (Miller et al., 2012). Despite these challenges, in Australia indigenous-owned businesses generate more than \$1 billion each year, with revenues increase on average more than 12% annually. Furthermore, it is estimated over the next ten years that more than 2,000 indigenous-owned businesses will start-up. For an indigenous comparison, similar growth predictions exist in Canada with 8 out of 10 self-employed First Nation entrepreneurs anticipating annual revenue increases, and new business start-ups climbing 16% in five years.

Like indigenous entrepreneurship, migrant entrepreneurship, also sometimes referred to as ethnic or minority entrepreneurship (Chiswick and Miller, 2015), is not just an Australian phenomenon but is worldwide with some striking economic impacts. In Australia, as well as many western countries, migrant entrepreneurs’ effect on economic growth, largely identified in small businesses, generated significant contributions to employment and activity across a broad range of industries (Collins et al., 2017). In the USA, 1 in 9 immigrants own a business, and together account for a total business income of \$121 billion. Migrant entrepreneurs often come from economically disadvantaged regions and circumstances, and starting a business is a rational survival strategy for many of them (Sahin et al., 2012). Barriers that impinge entry into the regular labour market such as language deficiency in the host country or lack of qualifications (either non-recognised or not available) encourage self-employment. Challenges to migrant

entrepreneurs wanting to create new ventures include limited financial resources, locating/residing in very competitive or limited markets, and attitudinal and cultural differences from the mainstream society. Conversely, the strength of migrant entrepreneurs includes their own cultural and human capital, and an innovative and creative approach to opportunities in new venture creation.

Unique but successful strategies are used by both types of entrepreneurs. Australian indigenous entrepreneurs' social and economic conditions define who they are and alter their forms of entrepreneurial behaviour to include the use of existing resources for self-determination and economic sustainability (Foley, 2003). They have an increased focus on social networking and cultural capital versus primarily financial gain (Collins et al., 2016; Dockery, 2010; Foley and O'Connor, 2013), and in supporting extended family and being a good community role model over profit-based motives (Shoebridge et al., 2012). Migrant entrepreneurs' unique strategies included determining and meeting the specific preferences and needs of their own ethnic communities and other available clientele, as well as expanding into innovative 'breakout strategies' in creative industries (Brunow et al., 2015). An example of policy development to enable migrant entrepreneurship is the European Commission Entrepreneurship 2020 Action Plan which was developed to create jobs, growth and a more competitive economy through increasing entrepreneurs. The strategy includes reducing the time it takes to start a business, as well as support for migrant entrepreneurship through mentoring, advice and support schemes.

### *3.2 Interpretation with the 6U framework*

We see that the situations that are apart from standard entrepreneurship are numerous. For the sake of simplicity, we will simply use one example based on Canadian First Nation entrepreneurship to illustrate the six items of our framework.

They have access to few financial help, but some are quite unusual money based on regular grants they obtain to survive on reserve and also depends on the presence of casinos in the local area that attracts specific money lenders (Flanagan and Beauregard, 2013; Raybould, 2006). Their management is quite unusual, based on a mix of tradition, local hiring and an urge to obtain growth for survival. The market is unusual and quite limited because many endeavours are oriented to maintain existing traditional works and aim tourism around the idea of community development (Champagne, 2015). There is a strong unusual meso environment based on elderly people who dispatch knowledge and specific rights (Skeena Native Development Society, 2003). Finally, the micro environment is very specific with a strong community spirit, that is growing ever stronger in the younger people including the development of universities with specific first nation training (Yonk et al., 2017).

Those elements, quickly put together advocate the need for further research based on the specific environments, far away from the classical models of entrepreneurship. Therefore, this model is close to institutional analysis where the context explains the possible evolution of the entrepreneur.

## 4 Future research agenda

With the framework in mind, we discuss future research on that topic, especially how this general approach can blend in with existing theories.

### 4.1 *How to do research on unusual entrepreneurship*

Reasons for possible policies and academics to get involved in those forms of entrepreneurship research are linked to poverty alleviation. Entrepreneurs that we qualify as unusual do all have very specific backgrounds with a fair chance of not being employed by usual economic activities, or to fall in poverty if they are not taken in charge.

Like many studies on specific forms of entrepreneurship (women entrepreneurship, frugal entrepreneurship, etc.), the phenomenon is only partially captured by qualitative approaches. For instance, Sieber (1973) noted very early that the qualitative dimension, adds value to a constructivist interpretative representation. The macro-meso distinction is used in several evolutionary oriented works to capture the dynamics of entrepreneurship and the social embeddedness in which all entrepreneurs act (Groh, 2018). This approach allows catching the colourful unusual entrepreneur.

Some authors advocated in favour of a separate, stand alone, theory of migrants or indigenous entrepreneurship (Chilisa, 2011; Peredo et al., 2004) such as institutional theory. We do not think this would be a good idea because it could lead to neglect some important difference in all the forms of entrepreneurship we used under the umbrella 'unusual' (examples). A general framework where all those specific forms can be part is necessary to avoid that policy makers address small groups and do 'clientelism' decision. There is a fine line between recognising the differences between groups of entrepreneurs and addressing specifically each need with a public policy (no creating discrimination for one group when trying to reduce discrimination for another). Therefore, we are more in favour of a composition of existing theories, approaches and concepts, to share strength. The effectuation and frugal literature address the wide majority of the firms created by the unusual entrepreneur, recognising that both effectuation and frugal entrepreneurship cover different and broader phenomenon, that are not encapsulated entirely in unusual entrepreneurship and that unusual entrepreneur can, for part of it be on different forms of value creation. Nevertheless, as the opportunity recognition, and transformation of the existing limited resources into an opportunity is environment depended, that the migrants and indigenous have environment characterised by frugality, the optic of effectuation fit many of them. In addition, those frugal environments influence the ambition of the unusual entrepreneurs, their selection of opportunities and their creation of ideas limiting success if the entrepreneurial task is not made in an effectual way.

A direct consequence of research is that only studies investigating the success (or failure) of entrepreneurs should take into account the ethnic, family, cultural, background of the entrepreneur, the variety of those forms, rather the comparing gross average numbers. This has been expressed in work on quantitative analysis of specific forms of entrepreneurship. A fixed quantitative qualitative approach is required (Walter and Andersen, 2013).

Shane (2004) takes an information-based approach to discuss this point. Success of a venture comes from exploitation of information that others do not possess. This argument coupled with social network theory explains why unusual entrepreneurs have difficulties

to develop economically in the general macro-environment. In opposition, they are able to dwell locally in their community (what limits the growth possibilities. This is why public policies in several countries include information diffusion as a first step to integrate migrants into the economic life). Here again, one can draw a comparison with women entrepreneurs, it has been shown that the more they socialisation with existing economic milieu, their opportunity perception changes and they improve the likelihood of creating a successful firm (Mathias and Williams, 2014). Alternatively, some researchers advocate that opportunities are nested in the history and social life of migrants by, e.g., and that the opportunities that can see and the strengths to follow them come from those precise experiences.

Cutting in with this discussion, the unusual entrepreneur in Figure 1 related to the macro environment get some more considerations. Those entrepreneurs, given their social network position, are excluded or at least put in a disadvantaged position. They will be less alert, less able to recognise opportunities because they will lack precious information (Al-Dajani et al., 2015; Shaw et al., 2010). Research shows that entrepreneurs of these types have less heterogeneous networks and networks of smaller size, therefore the information received through this network are often redundant and very limited in scope. The only opportunities that are noticed are those linked to the needs of this network.

To summarise, we do not think that a separate theory on unusual entrepreneurs is necessary. A kaleidoscope approach of existing concepts maybe more useful. It is the intention of the 6U framework to allow combining, in a playbook manner, social, institutional, market, and financial approaches to mediate and adopt the mainstream concepts and theories of entrepreneurship. It is a puzzle, where some pieces need to be 'stretched' to get a whole picture [to use Brush et al. (2009) expression]. This 6U framework is a step stone for studies of entrepreneurship that do not fit easily in existing models and theories. The straightforward step is now to operationalise this framework and test its integration capacity. Research can use it as a starting point to formulate their own hypothesis for the specific unusual entrepreneur's cases they like to study.

## 4.2 Discussion

Often, developed countries pinpoint that the efforts to develop entrepreneurship in less developed countries are obstructed by the local difficulties due to bad institutions, local power struggles, few and unenforced laws, etc. (Acemoglu and Robinson, 2013). However, entrepreneurs from those less favoured economies are confronted to difficulties also when they arrive to developed countries, difficulties of different nature but with some common roots due to institutional and markets systems that they do not understand enough (Peredo and Chrisman, 2006). These negative effects affect all types of unusual entrepreneurs (people of colours, immigrants, indigenous, woman). The 6U model, like previously the 5M tries to incorporate all those forms. Advantage of loosely coupled framework like 6Us that they can represent all form of entrepreneurship. Calás et al. (2009) noted that to precise, and rigid framework may discourage the analyses of specific forms of entrepreneurship. Ramadani et al. (2015) give an example of all the difficulties female entrepreneurs can encounter in transition economies. All the difficulties can be placed inside the 6U framework also supporting the conclusion made about self-employment by several scholars.

A study investigated entrepreneurship in Alentejo region in southern Portugal. They show that there is a strong link between the regional specificities, institutional strategies and the kind of entrepreneurship that can develop. In the case of the Alentejo region, sustainable entrepreneurship is firstly done in sectors like agribusiness and tourism business. The research shows that those activities help to build entrepreneurship commons to the entire region and thereby facilitate entrepreneurship in other sectors (Fragoso, 2015). The notion of commons would be a very interesting way of using the 6U model, as it would be to use it to investigate culture and acculturation.

Culture has been highlighted as one of the major factors making entrepreneurship development difficult far from the home country of unusual entrepreneurs or when they want to establish business activities in another community than their own.

In the case of migrant entrepreneurs, not only can the environment be different from cultural stand point (and therefore impacting at a psychological level) but the change in weather conditions can also imply some more physical and biological impacts.

Researchers find that the unusual entrepreneurs show different acculturation possibilities depending of their origin group:

- 1 immigrants
- 2 refugees
- 3 native (local) peoples
- 4 ethnic groups
- 5 sojourners (non-permanent immigrants) (Grigoryev and Berry, 2017).

Immigration leads to the presence in the same territory of different cultures of entrepreneurship that can generate a process of acculturation. This acculturation process influences both the migrants and the natives, especially when there is a close relationship between the migration and the spread of entrepreneurship among migrants. For Guercini et al. (2017), a classification can be done based on the voluntariness of contact and the degree of mobility. The first dimension accounts for how open the unusual entrepreneurs are to exchange information and communicate with others. The second dimension corresponds to the possibility to travel to find jobs or establish a new firm. For, e.g., in such a framework indigenous people are both not open to other cultures and communication, and not mobile. Depending on the meso and macro environment those unusual entrepreneurs will be confronted with different barriers (racism, discrimination, competition threat, etc.). The authors note that the possibility for those entrepreneurs to build a profitable venture and grow it outside their starting community will depend merely on the value the unusual entrepreneur attributed to building a relationship with other communities, with maintaining a strong link with his original community, but also in reverse how the members of the other communities see the value of including him. In that case, four classic situations can emerge:

- 1 separation
- 2 integration
- 3 marginalisation
- 4 assimilation.

The 6U framework authorises the study of all four situations, based on the relation between the different U and the description between the market, money and environments the researcher provides.

Finally, the framework could be put to use to study the many disadvantages of unusual entrepreneurs. It is clear that in many situations unusual entrepreneurs because of their specificities have disadvantages (Johanson and Vahlne, 2009). Those disadvantages are materialised by additional costs, access to smaller markets, lower competitiveness leading to an increase in the probability of failure. Those economic differences need to be overcome by the unusual entrepreneur whether he deals only inside its community or not. But, if he wants to go outside of its community, he also needs to put in place a process of communication to be accepted and to legitimise his position in the market and the meso and macro environments.

## Acknowledgements

This research was carried out as part of the Entrepreneurship Research and Expertise Network, which is supported by the Grand-Est Region of France and the ERDF.

## References

- Acemoglu, D. and Robinson, J.A. (2013) *Why Nations Fail: The Origins of Power, Prosperity and Poverty*, main ed., Profile Books Ltd., London.
- Alam, N. and Dornberger, U. (2019) 'Does institutional inefficiency encourage entrepreneurs to adopt effectuation logic in strategic business decision?', *World Review of Entrepreneurship, Management and Sustainable Development*, forthcoming.
- Al-Dajani, H., Carter, S., Shaw, E. and Marlow, S. (2015) 'Entrepreneurship among the displaced and dispossessed: exploring the limits of emancipatory entrepreneuring', *British Journal of Management*, Vol. 26, pp.713–730 [online] <https://doi.org/10.1111/1467-8551.12119>.
- Aldrich, H. (1999) *Organizations Evolving*, 1st ed., Sage Publications Ltd., London.
- Aldrich, H.E. and Waldinger, R. (1990) 'Ethnicity and entrepreneurship', *Annual Review of Sociology*, Vol. 16, No. 1, pp.111–135.
- Alvarez, S.A. and Barney, J.B. (2007) 'Discovery and creation: alternative theories of entrepreneurial action', *Strategic Entrepreneurship Journal*, Vol. 1, pp.11–26 [online] <https://doi.org/10.1002/sej.4>.
- Alvarez, S.A. and Barney, J.B. (2014) 'Entrepreneurial opportunities and poverty alleviation', *Entrepreneurship Theory and Practice*, Vol. 38, pp.159–184 [online] <https://doi.org/10.1111/etap.12078>.
- Audretsch, D.B., Grimm, H. and Wessner, C.W. (2010) *Local Heroes in the Global Village: Globalization and the New Entrepreneurship Policies*, Springer-Verlag New York Inc., New York, NY.
- Bates, T., Jackson, W.E. and Johnson, J.H. (2007) 'Advancing research on minority entrepreneurship', *The Annals of the American Academy of Political and Social Science*, Vol. 613, pp.10–17 [online] <https://doi.org/10.1177/0002716207303405>.
- Bhide, A. (1996) 'The questions every entrepreneur must answer', *Harvard Business Review*, Vol. 74, pp.120–130 [online] <https://doi.org/Article>.
- Brunow, S., Nijkamp, P., Poot, J., Chiswick, B. and Miller, P. (2015) 'The impact of international migration on economic growth in the global economy', in *Handbook of the Economics of International Migration*, pp.1027–1075, North Holland.

- Brush, C.G., Welter, F. and de Bruin, A. (2009) 'A gender-aware framework for women's entrepreneurship', *International Journal of Gender and Entrepreneurship*, Vol. 1, pp.8–24 [online] <https://doi.org/10.1108/17566260910942318>.
- Burger-Helmchen, T. and Hussler, C. (2020) 'Opening the reverse innovation black box to pinpoint its drivers and barriers in western MNCs', *European Journal of International Management*, Vol. 14, No. 5, pp.941–954.
- Calás, M.B., Smircich, L. and Bourne, K.A. (2009) 'Extending the boundaries: reframing "entrepreneurship as social change" through feminist perspectives', *Academy of Management Review*, Vol. 34, pp.552–569 [online] <https://doi.org/10.5465/amr.2009.40633597>.
- Caputo, R.K. and Dolinsky, A. (1998) 'Women's choice to pursue self-employment: the role of financial and human capital of household members', *Journal of Small Business Management*, Vol. 36, No. 3, pp.8–17.
- Champagne, D. (2015) *Indigenous Nations within Modern Nation States*, Charlton Publishing Ltd., Vernon, BC.
- Chilisa, B. (2011) *Indigenous Research Methodologies*, Sage Publications, Inc., Thousand Oaks, Calif.
- Chiswick, B. and Miller, P.W. (Eds.) (2015) *Handbook of the Economics of International Migration, Volume 1A: The Immigrants*, 1st ed., North Holland, Amsterdam.
- Collins, J. (2003) 'Cultural diversity and entrepreneurship: policy responses to immigrant entrepreneurs in Australia', *Entrepreneurship & Regional Development*, Vol. 15, pp.137–149 [online] <https://doi.org/10.1080/0898562032000075168>.
- Collins, J., Morrison, M., Basu, P.K. and Krivokapic-Skoko, B. (2017) 'Indigenous culture and entrepreneurship in small businesses in Australia', *Small Enterprise Research*, Vol. 24, pp.36–48 [online] <https://doi.org/10.1080/13215906.2017.1289855>.
- Collins, J., Morrison, M., Krivokapic-Skoko, B., Butler, R. and Basu, P. (2016) 'Indigenous small businesses in the Australian indigenous economy', in Sanders, W. (Ed.): *Engaging Indigenous Economy: Debating Diverse Approaches*, pp.265–274, ANU Press, Canberra, Australia.
- Dockery, A. (2010) 'Culture and wellbeing: the case of indigenous Australians', *Social Indicators Research*, Vol. 99, pp.315–332 [online] <https://doi.org/10.1007/s11205-010-9582-y>.
- Dopfer, K., Foster, J. and Potts, J. (2004) 'Micro-meso-macro', *Journal of Evolutionary Economics*, Vol. 14, No. 2, pp.263–279.
- European Commission (2012) *The Entrepreneurship 2020 Action Plan – Growth*, European Commission.
- Flanagan, T. and Beauregard, K. (2013) *The Wealth of First Nations: An Exploratory Study*, Fraser Institute.
- Foley, D. (2003) 'An examination of indigenous Australian entrepreneurs', *Journal of Developmental Entrepreneurship*, Vol. 8, No. 1, pp.133–151.
- Foley, D. and O'Connor, A.J. (2013) 'Social capital and the networking practices of indigenous entrepreneurs', *Journal of Small Business Management*, Vol. 51, pp.276–296 [online] <https://doi.org/10.1111/jsbm.12017>.
- Fragoso, R.M.d.S. (2015) 'Sustainable development and guidance for entrepreneurship in unfavoured regions: the case of the Alentejo region', *World Review of Entrepreneurship, Management and Sustainable Development*, Vol. 11, pp.358–376 [online] <https://doi.org/10.1504/WREMSD.2015.072048>.
- Frederking, L.C. (2004) 'A cross-national study of culture, organization and entrepreneurship in three neighbourhoods', *Entrepreneurship & Regional Development*, Vol. 16, pp.197–215 [online] <https://doi.org/10.1080/0898562042000197126>.
- Gartner, W.B. (1985) 'A conceptual framework for describing the phenomenon of new venture creation', *Academy of Management Review*, Vol. 10, No. 4, pp.696–706.
- Gartner, W.B., Shaver, K.G., Carter, N.M. and Reynolds, P.D. (2004) *Handbook of Entrepreneurial Dynamics the Process of Business Creation*, 1st ed., Sage Publications, Inc., London.

- Garud, R., Dunbar, R.L.M. and Bartel, C.A. (2011) 'Dealing with unusual experiences: a narrative perspective on organizational learning', *Organization Science*, Vol. 22, pp.587–601 [online] <https://doi.org/10.1287/orsc.1100.0536>.
- Grandadam, D., Cohendet, P. and Simon, L. (2013) 'Places, spaces and the dynamics of creativity: the video game industry in Montreal', *Regional Studies*, Vol. 47, pp.1701–1714 [online] <https://doi.org/10.1080/00343404.2012.699191>.
- Grigoryev, D. and Berry, J.W. (2017) 'Acculturation preferences, ethnic and religious identification and the socio-economic adaptation of Russian-speaking immigrants in Belgium', *Journal of Intercultural Communication Research*, Vol. 46, pp.537–557 [online] <https://doi.org/10.1080/17475759.2017.1386122>.
- Groh, A. (2018) *Research Methods in Indigenous Contexts*, Springer, New York, NY.
- Guercini, S., Ottati, G., Baldassar, L. and Johanson, G. (2017) *Native and Immigrant Entrepreneurship: Lessons for Local Liabilities in Globalization from the Prato Case Study*, Springer, New York, NY.
- Hamilton, R., Dana, L-P. and Benfell, C. (2008) 'Changing cultures: an international study of migrant entrepreneurs', *Journal of Enterprising Culture*, Vol. 16, No. 1, pp.89–105.
- Hayton, J.C. and Cacciotti, G. (2013) 'Is there an entrepreneurial culture? A review of empirical research', *Entrepreneurship & Regional Development*, Vol. 25, pp.708–731 [online] <https://doi.org/10.1080/08985626.2013.862962>.
- Johanson, J. and Vahlne, J-E. (2009) 'The Uppsala internationalization process model revisited: from liability of foreignness to liability of outsidership', *Journal of International Business Studies*, Vol. 40, pp.1411–1431 [online] <https://doi.org/10.1057/jibs.2009.24>.
- Manolova, T.S., Carter, N.M., Manev, I.M. and Gyoshev, B.S. (2007) 'The differential effect of men and women entrepreneurs' human capital and networking on growth expectancies in Bulgaria', *Entrepreneurship Theory and Practice*, Vol. 31, pp.407–426 [online] <https://doi.org/10.1111/j.1540-6520.2007.00180.x>.
- Mathias, B.D. and Williams, D.W. (2014) 'The impact of role identities on entrepreneurs' evaluation and selection of opportunities', *Journal of Management*, Vol. 43, pp.892–918 [online] <https://doi.org/10.1177/0149206314544747>.
- Miller, T.L., Grimes, M.G., McMullen, J.S. and Vogus, T.J. (2012) 'Venturing for others with heart and head: how compassion encourages social entrepreneurship', *Academy of Management Review*, Vol. 37, pp.616–640 [online] <https://doi.org/10.5465/amr.2010.0456>.
- Muller, E., Zenker, A. and Héraud, J-A. (2015) 'Knowledge angels: creative individuals fostering innovation in KIBS. Observations from Canada, China, France, Germany and Spain', *Management International*, Vol. 19, No. 2, pp.201–218.
- OECD (2010) *Open for Business: Migrant Entrepreneurship in OECD Countries*, OECD Publishing.
- Peng, M.W. and Heath, P.S. (1996) 'The growth of the firm in planned economies in transition: institutions, organizations, and strategic choice', *Academy of Management Review*, Vol. 21, pp.492–528 [online] <https://doi.org/10.5465/AMR.1996.9605060220>.
- Peredo, A.M. and Chrisman, J.J. (2006) 'Toward a theory of community-based enterprise', *Academy of Management Review*, Vol. 31, pp.309–328 [online] <https://doi.org/Article>.
- Peredo, A.M., Anderson, R.B., Galbraith, C.S., Honig, B. and Dana, L.P. (2004) 'Towards a theory of indigenous entrepreneurship', *International Journal of Entrepreneurship and Small Business*, Vol. 1, pp.1–20 [online] <https://doi.org/10.1504/IJESB.2004.005374>.
- Pitelis, C.N. (2005) 'On globalisation and governance; some issues', *Contributions to Political Economy*, Vol. 24, pp.1–12 [online] <https://doi.org/10.1093/cpe/bzi008>.
- Prahalad, C.K. (2004) *The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits*, Financial Times/ Prentice Hall, Upper Saddle River, NJ.
- Radjou, N., Prabhu, J., Economist, T. and Polman, P. (2015) 'Frugal innovation: how to do more with less', *The Economist*, New York.

- Ramadani, V., Hisrich, R.D. and Gërguri-Rashiti, S. (2015) 'Female entrepreneurs in transition economies: insights from Albania, Macedonia and Kosovo', *World Review of Entrepreneurship, Management and Sustainable Development*, Vol. 11, pp.391–413 [online] <https://doi.org/10.1504/WREMSD.2015.072066>.
- Raybould, T. (2006) *The Economies of First Nations Governance Investment Capital, Money and Wealth Accumulation*, National Centre for First Nation Governance.
- Sahin, M., Todiras, A., Nijkamp, P. and Suzuki, S. (2012) 'Bright stars in the urban galaxy – the efficiency of ethnic entrepreneurs in the urban economy', *Innovation: The European Journal of Social Sciences*, Vol. 25, pp.209–227 [online] <https://doi.org/10.1080/13511610.2012.660329>.
- Sarasvathy, S.D. (2001) 'Causation and effectuation: toward a theoretical shift from economic inevitability to entrepreneurial contingency', *Academy of Management Review*, Vol. 26, pp.243–263 [online] <https://doi.org/Article>.
- Sarasvathy, S.D. and Dew, N. (2005) 'New market creation through transformation', *Journal of Evolutionary Economics*, Vol. 15, pp.533–565 [online] <https://doi.org/10.1007/s00191-005-0264-x>.
- Shane, S. (2004) *A General Theory of Entrepreneurship: The Individual-opportunity Nexus*, Edward Elgar Publishing Ltd., Northampton, UK.
- Shane, S. and Venkataraman, S. (2000) 'The promise of entrepreneurship as a field of research', *Academy of Management Review*, Vol. 25, pp.217–226 [online] <https://doi.org/Article>.
- Shaw, E., Carter, S. and Lam, W. (2010) 'An integrated view of gender, finance and entrepreneurial capital: theory, practice and policy', in Brush, C.G., de Bruin, A., Gatewood, E.J. and Henry, C. (Eds.): *Women Entrepreneurs and the Global Environment for Growth: A Research Perspective*, pp.187–205, Edward Elgar Pub., Cheltenham.
- Shoebri, A., Buultjens, J. and Peterson, L.S. (2012) 'Indigenous Entrepreneurship in Northern NSW, Australia', *Journal of Developmental Entrepreneurship*, Vol. 17, p.1 [online] <https://doi.org/10.1142/S1084946712500173>.
- Sieber, S.D. (1973) 'The integration of fieldwork and survey methods', *American Journal of Sociology*, Vol. 78, No. 6, pp.1335–1359.
- Skeena Native Development Society (2003) *Masters in Our Own House: Report of the Think Tank on First Nations Wealth Creation*, West Coast Reproduction Centre, Vancouver, BC.
- Smallbone, D. and Welter, F. (2001) 'The distinctiveness of entrepreneurship in transition economies', *Small Business Economics*, Vol. 16, pp.249–262 [online] <https://doi.org/10.1023/A:1011159216578>.
- Sutter, C., Webb, J., Kistruck, G., Ketchen, D.J. and Ireland, R.D. (2017) 'Transitioning entrepreneurs from informal to formal markets', *Journal of Business Venturing*, Vol. 32, pp.420–442 [online] <https://doi.org/10.1016/j.jbusvent.2017.03.002>.
- Thomas, A.S. (2000) 'A case for comparative entrepreneurship: assessing the relevance of culture', *Journal of International Business Studies*, Vol. 31, No. 2, pp.287–301.
- Thornton, P.H. and Flynn, K.H. (2003) 'Entrepreneurship, networks, and geographies', in Acs, Z.J. and Audretsch, D.B. (Eds.): *Handbook of Entrepreneurship – An Interdisciplinary Survey and Introduction*, pp.401–433, Kluwer, Boston, Dordrecht, London.
- Walter, M. and Andersen, C. (2013) *Indigenous Statistics: A Quantitative Research Methodology*, Left Coast Press Inc., Walnut Creek, CA.
- Welter, F. (2011) 'Contextualizing entrepreneurship – conceptual challenges and ways forward', *Entrepreneurship Theory and Practice*, Vol. 35, pp.165–184 [online] <https://doi.org/10.1111/j.1540-6520.2010.00427.x>.
- Williams, C.C. and Gurtoo, A. (Eds.) (2016) *Routledge Handbook of Entrepreneurship in Developing Economies*, Routledge, London, New York.
- Yonk, R., Hoffer, S. and Stein, D. (2017) 'Disincentives to business development on the Navajo nation', *J. Dev. Entrepreneurship*, Vol. 22, p.1750012 [online] <https://doi.org/10.1142/S1084946717500121>.

- Zelekha, Y. (2013) 'The effect of immigration on entrepreneurship', *Kyklos*, Vol. 66, pp.438–465 [online] <https://doi.org/10.1111/kykl.12031>.
- Zeschky, M., Widenmayer, B. and Gassmann, O. (2011) 'Frugal innovation in emerging markets: the case of Mettler Toledo', *Research Technology Management*, Vol. 54, pp.38–45 [online] <https://doi.org/10.5437/08956308X5404007>.
- Zhao, E.Y. and Wry, T. (2016) 'Not all inequality is equal: deconstructing the societal logic of patriarchy to understand microfinance lending to women', *AMJ*, Vol. 59, pp.1994–2020 [online] <https://doi.org/10.5465/amj.2015.0476>.

## Notes

- 1 Migrants may have different degrees of knowledge of the economic environment. A migrant can be someone who makes a conscious choice to leave their country to seek a better life/option somewhere else. Migrants collect information and explore job opportunities, before leaving their country. They seek info about their new home, familiarise with socio-cultural factors, study the language, etc. They plan their trip, take their belongings with them. They can have the option to go back home at any time if they wish to visit their family and friends. On the other hand, some migrants (extreme case is refugees) are forced to leave their country because they are at risk of or have experienced persecution. The concerns of refugees are human rights and safety, not economic advantage. In this paper, we only take the first category into account.