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# ‘Mumpreneurs: Motivational factors for Swedish mothers to start their own businesses’

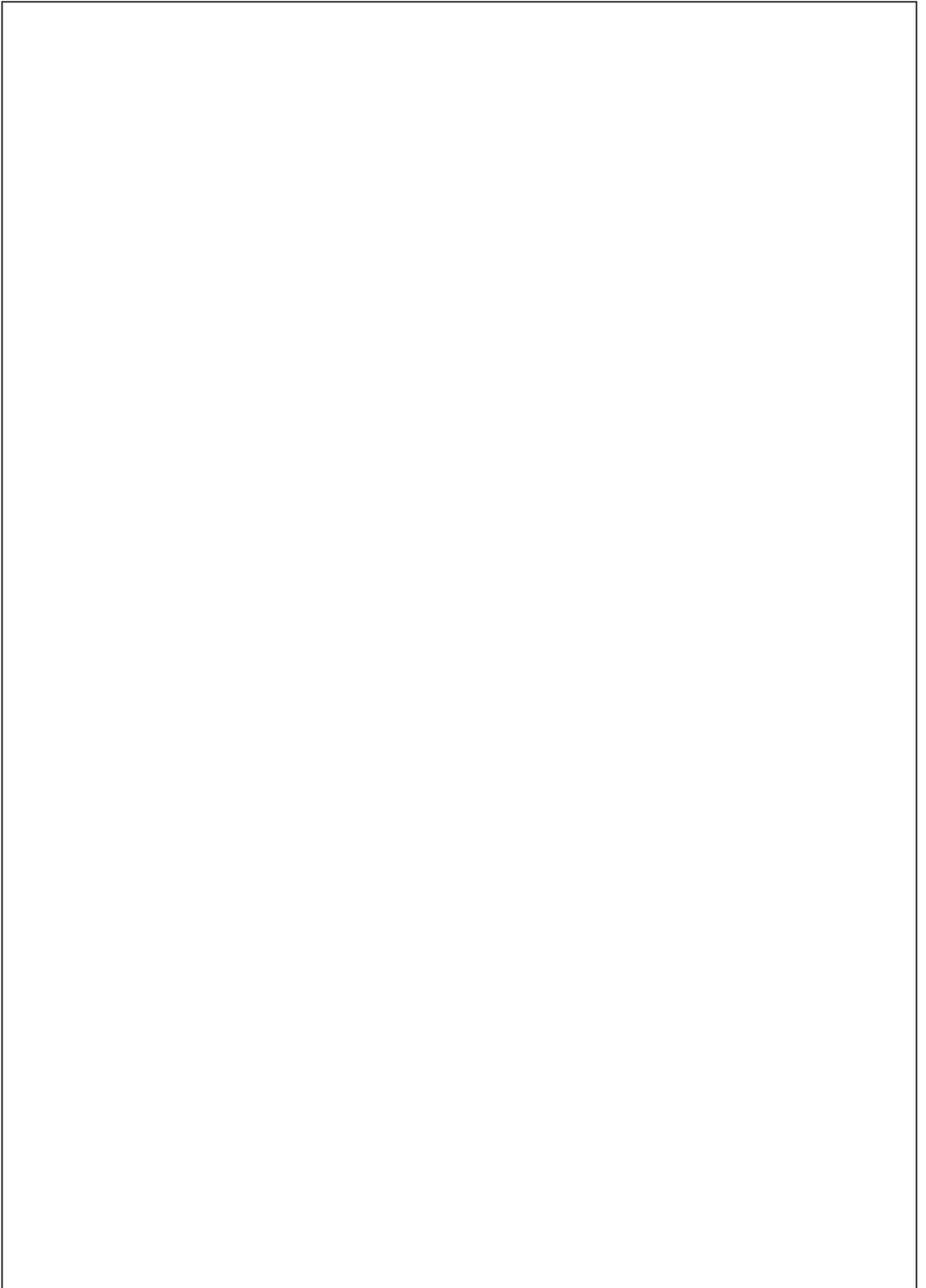
Master’s thesis within Business Administration

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Master's Thesis in Business Administration

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### **Abstract**

The presented master thesis is an exploratory study on the motivational factors of the Swedish Mumpreneurs to start a business. Providing a nuanced and detailed review of the evolution of the literature on female entrepreneurship, the phenomenon of 'Mumpreneurship' is being introduced as a new, internationally widespread concept. Following a close look at this particular contestable subject, the study shows how different internal and external factors can influence the motivation of the Swedish mothers with small children to enter self-employment. *Purpose:* The purpose of this study is to investigate the motivational factors of Swedish female entrepreneurs with children, so-called 'Mumpreneurs', to establish a business. *Design/methodology/approach:* A small sample of businesses with mothers as founders in the boundaries of Sweden were surveyed, with a prepared interview guide, focusing on the factors of motivation, marital status, children, family and challenges. *Findings:* The empirical findings of the study draw conclusions on the basis of 8 in-depth interviews conducted with Swedish Mumpreneurs. The findings of the exploratory research indicate that various internal and external factors motivate Swedish mothers with small children to replace previous employment with entrepreneurial activities. It can be argued from the results of the presented paper, that the need for independence and self-achievement, high levels of stress and lack of job opportunities, flexibility and happiness, are all instrumental in the investigation of the motivational factors. *Research limitations/implications:* The study has been conducted using a relatively small sample of women entrepreneurs with children in Sweden. Therefore, the findings are not representative and cannot be generalized for the whole population. The topic of interest would benefit if a research were conducted in a longer time span and replicate in range of different industries in order to further test the results.

Keywords: motivation, female entrepreneurship, mumpreneurship

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# 1 Introduction

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*The introductory chapter of this research paper aims to present the background to the subject at hand, whereupon the problem is specific. This is then followed by the purpose and the corresponding research questions. Lastly, a small chapter on definitions crucial for the clear understanding of the research is presented.*

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## 1.1 Background to the topic

The emergence of the phenomenon of female's entrepreneurship as an academic inquiry has often been traced back to the 1980s, triggering considerable interest from both, policy makers and academic researchers around the world (Achtenhagen and Tillmar, 2013). According to Akehurst, Simarro and Mas-Tur (2012) a significant amount of studies has appeared from this point onwards, analyzing issues connected to women entrepreneurs that draw the differences among business owners in regards to various contexts as the characteristics of the firm, motivational factors for undertaking business establishment, personal traits and ways of managing companies. The previously mentioned authors argue that the differences being highlighted have an influence on the justification of the female entrepreneur as an independent field of research.

The phenomenon of female entrepreneurship in the boundaries of Sweden is receiving considerable attention in the last years. In order to popularize and prioritize women entrepreneurship, the Swedish government has implemented various measures and policies. Those are orientated to the restructuring of the national budget, considerable amount of investments in education and research and trade policy (Women's Entrepreneurship and Innovation Country Report Sweden, UNCTAD, 2011).

Orhan and Scott (2001) argue that the purpose of the government to research and support female entrepreneurship can be found in the attempt of encouragement new venture creation within the economy. Thus, women-owned businesses play a vital role in our societies far beyond contributing to job creation and economic growth.

According to Powell & Eddleston (2008) the creation of business start-ups by female entrepreneurs is growing among many advanced market economies where women own 25% of all businesses. However, worldwide the proportion of women-owned business is steadily increasing. McClelland (2005) estimates that one in ten women is self-employed internationally and, those women own or manage about 30 per cent of all small businesses worldwide (Farr-Wharton and Brunetto, 2009).

A survey done by the Swedish Agency for Economic and Regional Growth (2012) informs that women run almost a quarter (23%) of all companies in Sweden and are accountable for one third of all new created ventures (32%) in the country with a growing tendency. Within these numbers of Swedish female entrepreneurs are female entrepreneurs with children, so called 'Mumpreneurs'.

This particular subset of female entrepreneurs is provoking a significant amount of interest as they reflect current discussion on lifestyle entrepreneurship (Dubberly & Carrigan, 2015). The term of ‘Mumpreneurs’ is introduced to the academic literature as a mean of tackling the role conflict experienced by working mothers (Houle, Chiochio & Villeneuve, 2009) as they simultaneously take primary responsibility for family and home while pursuing a career path and self-development (Dubberly et al., 2015).

Ekinsmyth (2013) strongly emphasizes that the term of Mumpreneurship does need a separate consideration to distinguish and discuss this form of entrepreneurship as a new emerging phenomenon. Hence, the label of Mumpreneurship is filtering significantly into media, business, academic and policy discourse (Ekinsmyth, 2013). To facilitate the understanding and clarification for the reader, the authors of the presented master thesis will use the term of Mumpreneur under the definition of: any female entrepreneur who at the time of the venture creation had at least one child not older than 8.<sup>1</sup>

## **1.2 Problem Discussion: Mumpreneurship in Sweden**

Kolvereid and Alsos (2005) argue that in the Scandinavian countries, including Sweden, the share of female entrepreneurs is especially low. This fact seems rather contradicting as Scandinavian countries are painted as the leaders in equality between the genders. Achtenhagen et al. (2013) continues the topic by emphasizing on the fact that such contradiction in regards to the general perception of gender equality in Sweden, along with the established gender-based structures and discussions influenced the significant contribution to the increasing interest in the phenomenon of female entrepreneurship.

Despite the growing body of knowledge provided by the academic literature in regards to self-employed women, little is known about the separate group of self-employed female with children, or Mumpreneurs. The term was first spotted in the blogosphere around 2005 (Ekinsmyth, 2013). In 2011 the Collins English Dictionary (October, 2011) was the first to define the term ‘Mumpreneur’ as ‘a mother who combines running a business enterprise with looking after her children’. Another definition provided by Ekinsmyth (2011) argues that the term can be defined as a business owner who has configured a business around the time-space routines of motherhood.

The appearances of the definition in the Collins English dictionary, as well as international evidence from scholars (Richomme-Huet, & Vial, 2014, Jean & Forbes, 2011, Ekinsmyth, 2013) are indicators for the importance of the term and the phenomena itself. With the concept of ‘Mumpreneurs’ a new dimension has been added to the field of entrepreneurship with the clear goal to balance two of the roles of the modern females – being a woman and

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<sup>1</sup> According to the policies from the Swedish Government a child support is valid and available until the child is at the age of 8 years. (Föräldraledighetslagen 1995:584)

being an entrepreneur in order to be created better environment for their families while contributing to society (Richomme-Huet, Vial, 2014).

Nordic scholars claim that research on female entrepreneurs has to be done considering the background of the welfare state (Ahl, et al, 2014).

Swedish employees can count on generously paid parental leave, as well as on access to good quality subsidized public childcare and school systems. Furthermore, the welfare system also comprised cash allowances for children and paid sick leave days for parents caring for sick children. According to Nyberg (2004), in 1947 the Paternal Insurance Act changed the maternity leave into paternal leave, in order to have equal opportunities of men and women in child care leave. Both parents are entitled to a paid 16 weeks paternal leave. In addition, parents may also take a full-time leave up until their child is 18 months old. These benefits may only be allowed if both parents have worked a minimum of 240 day prior to the child's birth.

According to the Finnish scholar Kovalainen (1995) those benefits made it possible to combine duties and responsibilities of being employed and being a parent. The family-friendly policies in Sweden, such as cash allowances and subsidized childcare, support employed women in balancing work and daily family life. Swedish mothers who chose to follow the path to entrepreneurship do only have limited access to those benefits and additionally have no secure income, which would fall away completely in case of illness or other unforeseen cases. Neergaard and Thrane (2011) draw the conclusion that many Nordic women (Sweden inclusive) may neither have the need nor the desire of becoming an entrepreneur.

Orhan et al. (2001) argues that the purpose of the government to research and support self-employed women can be found in the attempt of encouragement new venture creation within the economy. Thus it symbolizes novelty and has a significant positive effect on the growing economy. Social, economic and technological enhancements offer beneficial conditions that empower the transition from traditional employment to entrepreneurship (Richomme-Huet et al., 2014), Mumpreneurs still experience a wide range of challenges and obstacles in creating and developing a business ventures (Nel, 2010). Therefore, a matter of interest would be the investigation of the factors of why female entrepreneurs with children chose to become self-employed and partially loose the benefits a traditional employment has to offer.

### **1.3 Purpose of the research**

The purpose of this research paper is to explore the motivational factors of Swedish female entrepreneurs with children when creating a new venture.

### **1.4 Research Question**

The topic of the presented thesis is to identify the motivational factors of Swedish mumpreneurs to start their own businesses. Therefore, the authors have formulated an overarching research question, which is the following:

*What are the motivational factors of Swedish women with children to become a Mumpreneur?*

## 1.5 Definitions

There are evident profound numbers of definitions and descriptions regarding the different phenomenon of the business world. In order to make the structure of this research paper more coherent the authors present a set of definitions, which will be used in the context of the thesis. To prevent the readers from confusion and duality in perceptions of the terms that are going to be used, the definitions will refer exclusively to the purpose of the study.

### *Entrepreneur:*

There has been a significant amount of attention paid to the academic field of entrepreneurship over the past years, more specifically targeted to the question ‘Who is the entrepreneur?’. According to Johnson, Newby and Watson (2014) entrepreneurs have long been recognized for their role as agents of change and providers of creative and innovative ideas for business enterprises. For the sake of this master thesis, the understanding behind the phenomenon of the person ‘entrepreneur’ is going to be generalized. From now on and forth, the authors will refer to entrepreneur as a person that creates a new venture.

### *Motivation:*

Researchers and scholars provide a great amount of definitions regarding the concept of motivation. The different descriptions highlight various aspects of the term and do not agree on one general definition. The authors of this research paper chose to refer to the definition presented by Mullins (2007). According to Mullins (2007), the study of motivation is concerned with why people behave in a certain way. Motivation can be defined as the direction and persistence of action. It is concerned with why people choose a particular course of action in preference to others, and why they continue with a chosen action in the face of difficulties and problems. Furthermore, this research regards motivation as internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal.

### *Mumpreneurs:*

Among the academic literature the recent phenomenon of ‘Mumpreneurs’ is defined from various points of view in order to delineate that certain group of individuals from the established term of entrepreneurs. For the sake of this study and clarification for the reader, the term ‘Mumpreneur’ will be used under the definition of: any female entrepreneur that at the time of the venture creation had at least one child not older than 8.

## 2 Frame of reference

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*The following chapter will demonstrate the already existing literature of previous research that has been conducted on the topic that is described in this thesis. Additionally, the underlying theories used for this paper will be presented in depth. The explanation of why a specific theory is important, in which way and also how the theory works will be thoroughly examined in this chapter.*

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### 2.1 Previous Research

There is a significant amount of academic literature that aims at examining the traits and characteristics of the person ‘entrepreneur’ as well as profound body of knowledge concerning the business establishment. An evident trend from 1980 onwards indicates that small business founders and entrepreneurs have received considerable recognition as drivers for economic growth (Akehurst et al., 2012). However, the author argues that long-term growth and success require the participation of females in an organization. As the gender separation evolved over the past decade, increasing numbers of women enter self-employment and undertake entrepreneurial activities. A specific subset of individuals among the female entrepreneurs emerged and touched the ground of women self-employment and the presence of children, the phenomenon of ‘mumpreneurs’. As the concept earned a separate label to distinguish from the entrepreneurship in general, indicated that its aspects should be investigated and considered.

However, the academic literature does not provide significant amount of information in regards to motivational factors that females consider with the decision of business ownership. Still, a certain amount of motivational theories are available from which valuable insights can be gained.

### 2.2 Female Entrepreneurship

For the past 15 to 20 years the term Entrepreneurship has received great attention from scholars as well as practitioners (Carter, Henry O Cinnie and Johnston, 2007). Hisrich (1986) brought forward the argument that there are strong similarities between male and female entrepreneurs when it comes to measuring their personality. An example therefore would be that entrepreneurs tend to be energetic, goal-oriented and independent, regardless of gender.

Nonetheless, according to Ljunggren and Alsos (2007) entrepreneurship in the twenty-first century is still a male-dominated activity. Even though entrepreneurship has been used as a unisex term in literature, it has paid little attention to female entrepreneurs and focused more on the male entrepreneur’s achievements.

According to Brush (1992) it is remarkable that many of the instruments for measuring the personality and entrepreneurial traits are derived from research on samples of male entre-

preneurs. Brush (1992) following argues that therefore these are inappropriate for measuring gender differences.

According to Richomme-Huet and Vial (2014) female entrepreneurship only represents one third of the entire entrepreneurial population, which is heavily dominated by men. A report on female entrepreneurship of the OECD (2004) estimates ten million self-employed women in Europe, with female-owned firms comprising between one quarter and a third of the business population worldwide.

The research on female entrepreneurship per se in the Scandinavian regions began in 1989 with scholars Sundin and Holmquist as the pioneers in this area of research, which had prior to that been neglected. During their early research study, Sundin and Holmquist (1989) discovered a great deal of heterogeneity among female business owners. They found that female entrepreneurs were represented in all private business sectors but especially in the retail and service sectors. Even in female-dominated areas of business, men were overrepresented and it was notable that female entrepreneurs ran less profitable and smaller businesses than men. According to Holmquist et al. (1989), female entrepreneurship in Sweden back then was characterized by invisibility, diversity and adjustment.

Nowadays, despite the impact female entrepreneurs have with regards to the economic activity, as well as new job creation, women account for fewer role models and less research has been carried out on women (Swedish Agency for Economic and Regional Growth, 2012). Additionally, the role of the female entrepreneur is according to Carter, Anderson, and Shaw (2001) oftentimes undervalued. This phenomena changed by the end of the 1990's when the field of female entrepreneurship became established as an area of academic inquiry (Minniti & Naudé, 2010). From this moment on research has been conducted on female entrepreneurs' related issues such as motherhood and family position as well as life style satisfaction (Schindehutte, Morris, & Brennan, 2003). Maysami and Gobi (1999) argue that female entrepreneur oftentimes supply new and innovative solutions for problems within an organization, as they tend to be well educated and experienced. Nonetheless, female entrepreneurship, according to the literature, is both risk and debt averse and usually does not succeed to attract the necessary capital investment for business growth. According to Ahl, Berglund, Petterson, and Tillmar (2014) the Nordic literature on female entrepreneurship in contrast to the mainstream international research, devotes greater focus to contextual factors and expresses a more explicit feminist interest and awareness. In addition, the authors note that Nordic research often extended beyond the individual female entrepreneur and her businesses.

The phenomenon of female entrepreneurship in the boundaries of Sweden is receiving considerable attention in the past recent years. In order to popularize and prioritize women entrepreneurship, the Swedish government has implemented various measures and policies. These are orientated to the restructuring of the national budget, considerable amount of investments in education and research and trade policy (Women's Entrepreneurship and Inno-

vation Country Report Sweden, UNCTAD, 2011). Orhan et al. (2001) argue that the purpose of the government to research and support self-employed women can be found in the attempt of encouragement new venture creation within the economy. Thus it symbolizes novelty and has a significant positive effect on the growing economy. Studies of female entrepreneurs in different contexts have also found that women are present in these contexts, but largely 'invisible' especially in regards to media presence. According to Arenius and Kovalainen 2006 women may well hold important roles, but they are not in the public eye. Other studies have situated female entrepreneurship in the context of a gendered division of labour.

In these studies, female entrepreneurship is seen to bring along a number of different reasons, including according to Hedfeldt (2008) simultaneous securing of personal and financial independence and taking responsibility for home and family.

Stevenson (1990) also emphasize on the importance of examining the concept of female self-employment regarding its considerable differences in motives compared to their male counterparts such as educational and occupational background, future goals and estimated growth. Achtenhagen and Tillmar (2013) point out that Sweden is characterized by relatively small gender gap, it is ranked fourth after Iceland, Norway and Finland.

A survey done by the Swedish Agency for Economic and Regional Growth (Tillväxtverket, 2012) informs that women in Sweden run almost a quarter (23%) of all companies in Sweden. This number has not shifted significantly since the 1940's. In Sweden, 82 % of the women aged 20–64 are in the labour force, and about half of them work for the public sector (Statistics Sweden 2012). Nonetheless, women are accountable for one third of all new created ventures (32%) in the country with a growing tendency. The only two women-dominated industries in Sweden according to Tillväxtverket (2012) are the service sector as well as the care sector. In those two sectors, over 50% of the organisations are owned by women (Tillväxterket, 2012), whereas 'hairdresser' is a named a typical example.

### **2.3 Mumpreneurship**

The new internationally widespread phenomenon of the 'Mumpreneurs' represents a largely contestable subject of identity perceived by scholars and researchers as 'the new feminism' (Ekinsmyth, 2013). Female entrepreneurs with children have introduced the worldwide concept of 'mumpreneurship' movement, which is perceived as a unique part of entrepreneurship with many implications for success. Women entrepreneurs defined the practice of entrepreneurship as allowing for a balance between business and family responsibilities (Richomme-Huet et al., 2014). The defined concept of 'mumpreneurs' dates back more than two decades presented by an 'USA Today' article that described 'a new breed of working mothers who are trading business suits, long commutes, and nine-to-five' jobs for the work-at-home life (Kim, 1991). Due to the considerable attention the phenomenon of 'mumpreneurship' is receiving, the definitions regarding the term presented distinguish with various

standpoints and highlights. A significant amount of scholars and researchers have emphasized the role of the work-life balance as a main driver for the definition of the concept.

According to Ekinsmyth (2011) 'mumpreneurship' is viewed as a 'form of entrepreneurship driven largely by the desire to achieve 'work-life harmony' through an identity orientation that blurs the boundary between the roles of 'mother' and 'businesswoman'. According to Ekinsmyth (2013) the label of 'mumpreneurs' has been promoted by businesswomen who have established businesses around the provision of support possibilities and networking for this so called 'group' of individuals. The importance of the labeling process is perceived as one from profound importance since without the referring to a phenomenon as a concept it is not possible to distinguish and discuss that specific form of entrepreneurship. The specific features of the presented 'group' deserve wide attention, as in theory these females have modified the construction of comprehensive mothering expectations and career expectations. The main goal standing behind is to resolve the issues that imply between being at home for their children while simultaneously having a successful career (Duberley et al., 2013). The essential focus on the phenomenon of 'mumpreneurship' is on the economic and family empowerment of women and its perception of valuable tool for emancipation (Richomme-Huet et al., 2014).

A frequently discussed issue in business, economic and social science disciplines is the concept of self-employment and its implications on female individuals engagement in more flexible ways of practicing both paid employment and childcare (Noseleit, 2014). Female entrepreneurs with children experience work/family constraints to a much greater extent compared to their male counterparts (Arendell, 2000). According to Jennings and McDougald (2007) the concept of 'motherhood' has been perceived as a metaphor representing the family context in general and the different influences this context could have on women compared to man. Being mother in addition to women entrepreneurs implies that Mumpreneurs are in a higher risk to face different norms, values and societal expectations in comparison to other entrepreneurial groups, which could influence the level of their success (Jean, 2012). Oftentimes, the primary responsibility as well as concern for women has been childcare. Given that, mothers face significantly smaller options for facilitating their overall situations (Jacobs and Gerson, 1997).

Over the past decade, more women with family responsibilities leave their traditional employment with the aim of becoming entrepreneurs. A huge impact for the strong desire of change that results in entrepreneurial outcomes is the renouncement one's pre-motherhood lifestyle (Richomme-Huet et al., 2014). Jean (2012) argues that the increasing trend for mothers to create entrepreneurial ventures is to a great extent related to the unrealistic expectations of what a working mother should be able to achieve and the fear and guilt accompanying the strive for those expectations. Undoubtedly, women can represent equality to men and run their own business in various markets and industries however the significant challenge is to enter the self-employment world while being a mother. Although, social, economic and technological enhancements provide beneficial conditions that empower the tran-

sition from traditional employment to entrepreneurship (Richomme-Huet et al., 2014), Mumpreneurs still experience a wide range of challenges and obstacles in creating and developing a business ventures (Nel, 2010). The academic world supports the assumptions that barriers are still hindering the development of new businesses created by women with children. There are still conflicts existing in dual-earner families as women are simultaneously expected to execute large share of home obligations regardless of long working hours. The primary desire for ‘mumpreneurs’ is to create sustainable environment for their family and overall greater community being driven by both push and pull factors (Nel, 2010).

In the academic world entrepreneurs are generally perceived as individuals who habitually establish and develop new ventures with potential value around opportunities that are perceived and carefully evaluated. Hence, the phenomenon of ‘mumpreneurship’ is resulting in the addition of a whole new dimension to the concept of entrepreneurship. That dimension is proved to be motherhood, whereby these female business owners achieve the balance between being an entrepreneur and a mother (Nel, 2010).

The motherhood concept describes the mother as a woman devoted to the care of the others, ‘not a subject of her own needs and interests’ (Arendell, 2000). The strong focus put on the concept is due to the profound importance of the exploring the fact that women engage in ongoing, demanding activities of child rearing and nurture instead of limiting their live spanning to the capacity to only conceive, gestate and give birth (Arendell, 2000). McDowell (2005) argues that these female individuals have certain expectations of negotiation of the motherhood/work boundary under conditions of their own choices. If this is considered of not possible, the women will be forced to manage the painful struggling of how to manage family and paid work. Oberman and Josselson (1996) emphasize on the importance of the dynamic interaction that mothers have with their children, with the constant process of fostering and shaping affectionate relationship.

## **2.4 Motivational Theories**

The question of why an individual chooses to venture into self-employment and is willing to take the personal, social and financial risks is according to Solymossy (1997) in the middle of the entrepreneurial characteristics research.

Deci and Ryan (1985) argue that motivation theories must be built on assumptions about the nature of human agency and the factors that generate action. As mentioned in Jayawarna, Rouse, and Kitching (2013), research has related motivation for business start-ups to psychological (Shaver and Scott, 1991), socio-psychological, cognitive value and economic theories (Block and Koellinger, 2009).

According to Maslow's (1954) motivational theory, human behaviour is controlled through a limited number of developing fundamental needs, which operate in a fixed sequence. Need is defined as a condition of deficit in Maslowian conceptualization.

In his theory, Maslow provides fundamental characteristics of his motivational theory, beginning from the integrated organized wholeness of the individual in which the whole person is motivated, and moving towards an interrelation between the more complex motivational units and finally to the motivation of the human being.

The core of Maslow's motivational theory is the idea that behaviour is controlled through a limited number of developing fundamental needs, which operate in fixed sequence, meaning that an individual is motivated through these various needs. Simon (1976) suggests that motivation is a means to supplement explanations of human behaviour. The human acceptance of a priori set of assumptions, which ease that followed behavioural choices. These assumptions are based on the motivation to act in a in a specific way.

The performance of the individual is influenced by its intrinsic nature, according Naffziger, Hornsby, and Kuratko (1994), and at the same time, it is a reflection of their attitudes, needs, and values. The intrinsic nature of an individual is dependant on his or her perceptions and subjective view of the world, abilities, and personality. Naffziger et al. (1994) identify variables such as effort, ability, previous experience, age, education, family history, and environment influencing the behaviour, such as the decision of becoming an entrepreneur.

According to Plehn-Dujowich (2010) the decision to create a new venture is composed of two levels, being the rational and the motivational level. The rational level has its focus on objective reasons to adopt the task. Here the environmental conditions that reinforce or penalize certain behaviours are also included (Skinner 1987). In contrast to this, the motivational level relates to the subjective reasons that reflect the decision maker's expectations. According to Garcia-Villaverde, Saez-Martinez and Barba-Sanchez (1999), every analysis of the entrepreneurial behaviour must consider the 'why', or the reasons for the decision-making, as they are an important element that enables the explanation of the entrepreneurial process.

Even though only little literature regarding the influence of the psychological dimensions on decision-making is available (Barba-Sanchez and Atienza-Sahuquillo, 2012) authors such as Herron and Robinson (1993) agree on three distinctive needs or motives that mark an entrepreneur. These needs or motives mark entrepreneurs: for achievement, for independence, and for competition. Additionally, Barba-Sanchez and Atienza-Sahuquillo (2012) consider more factors for new venture creation such as the need for power or a willingness to take risks.

The need for achievement is associated with entrepreneurial behaviour (McClelland, 1961) and displays a strong desire and willingness to perform very good or even better than others. Empirical studies recognize the need for achievement in the form of the entrepreneurial intentions, as well as of the attitudes and characteristics of existing entrepreneurs. In addition, numerous studies highlight the importance of a need for achievement as a characteristic of entrepreneurs and an influence on business success.

The need for competition, according to White (1959) proposes the notion of competence or the ability to handle the surrounding environment effectively. Here, an individual's desire is the understanding of the physical and social environment and thereby learn how to obtain desired outcomes from it. Most literature also notes the importance of an internal locus of control, which implies that the person believes his or her actions, rather than random elements, luck, or chance, lead to outcomes. Therefore, the need for competition is consistent with a high achievement orientation, because an internal locus of control, implying that an individual strongly believes in her/his actions, rather than just in luck, causes the entrepreneur to believe her/his actions will influence the results. The third need as mentioned by Herron and Robinson (1993) is the need for independence, which can be defined as a psychological trait. Many empirical studies suggest that this trait is a characteristic of an entrepreneur or also a driver that enhances entrepreneurship (Barba-Sanchez and Atienza-Sahuquillo, 2011).

Furthermore, the identification of motivational factors to create a new venture have been suggested by many scholars and practitioners, also including Carter et al. (2003), and Birley and Westhead (1994). Those overall and not gender specific entrepreneurial motivations, according to Jayawarna, Rouse, and Kitching (2011) include:

- Economic gain
- The desire for achievement
- Independence and control
- Personal Development
- Improved Social Status
- Opportunity for innovation and creation of new products

When looking at non-economic motivations Block and Koellinger (2009) argue that these are often the most powerful motivations. According to Cassar (2007) a start-up's motivation is influenced by environmental factors, which are often simplified as 'opportunity' and 'necessity' entrepreneurship. Segal, Borgia and Schoenfeld (2005) define the 'Opportunity' to be a market opportunity and also the expectation of material gain. The 'necessity' on the other hand refers to a lack of employment opportunities according.

Jayawarna et al., (2011) argue that the literature on entrepreneurial motivations is inadequately in several aspects. The authors argue that some start-up studies solely focus on one motivation (Wu, Matthews, and Dagher 2007) or identify a list of motivations through factor analysis (Carter et al., 2003). Thereby examining motivation types and their antecedents in isolation. Segal et al. (2005) argues that individuals have multiple motivations for an action and therefore it is simplistic to conceptualize motivations as singular. Therefore it is of importance to explore how motivations combine into distinctive profiles.

Additionally, Jayawarna et al. (2011) find the relatively small number of studies proposing motivation clusters to demonstrate methodological weaknesses, and suggest multi-step clus-

tering, as it applies multiple methods of cluster analysis. Moreover, Jayawarna et al. (2011) argue that studies have failed to subject cluster homogeneity to extensive validation testing. This led to doubt on the existence of distinct motivation profiles (Jayawarna et al., 2011). Another critique point on entrepreneurial motivation is that studies do not link motivation clusters to an individual's career path or to her/his social structure, including i.e. age and gender.

In addition, Jayawarna et al. (2011) argue that motivations should be related to business experience in terms of mobilizing resources and achieving outcomes. Shane, Kolvereid and Westhead (2003) bring forward the argument that motivation for personal achievement may generate different actions than other forms of motivation.

## **2.5 Motivational Theories on Female Entrepreneurship**

Over the past decades, various conceptual frameworks have been proposed by the academic literature in regards to entrepreneurship that aim at investigating the factors underlying the female's motivations to engage in entrepreneurial activities (Kariv, 2011). Early studies from Hisrich and Brush (1987), Carter and Rosa (1998), as well as Stevenson (1990) already studied the differences between male and female entrepreneurship, also focusing on the differences in motives for becoming an entrepreneur. According to Robinson (2001) different factors may motivate a female to take the path of becoming an entrepreneur.

The author here referred to push and pull factors which according to Kariv (2011) have become increasingly dominant classification in the entrepreneurship literature, also perceived as necessity-driven and opportunity-driven circumstances. Such classification facilitates the distinguishing between necessity-driven entrepreneurs who are being pushed into entrepreneurship due to no other alternatives for employment, and opportunity-driven entrepreneurs being pulled into this field out of choice and personal desire (Kariv, 2011). Moreover, Brush (1990) as well as Buttner and Moore (1997) state that when it comes to female entrepreneur, it seems that only a small part of the entrepreneurial motivation are being acknowledged as gender based. Additionally these authors also argued that instead, push and pull factors are a common way to explain different motivation for female entrepreneurs to start a business. Brush (1990) argues that a particular situation or circumstances are rarely a clear-cut selection of pull or push factors and therefore these factors are often mixed.

### **2.5.1 Push Factors**

The first part of the classification of motives for venture creation referred to the push factors, which are being associated with negative conditions. Push factors are regarded as element of necessity that may have resulted from low wages, job dissatisfaction and a need for a more flexible work schedule. A large portion of those so-called 'necessity' entrepreneurs tend to be pushed into self-employment due to negative external forces often related to lay-off and a subsequent lack of paid employment (Dawson et al., 2012). Orhan and Scott (2001) argue that push factors may be a more important influence for women than for men.

The Global Entrepreneurship Monitor regards the individuals' choice of becoming an entrepreneur, out of a need to be push-factors, or necessity-driven factors. Necessity-driven entrepreneurship typifies those individuals who embark upon entrepreneurship because it is the best option available even though it is not the preferred one among the alternatives in the labour market. Kariv (2011) stresses the fact that the necessity-driven orientation to entrepreneurship is largely associated with lower levels of business succession and higher rates of business failure compared to the opportunity-driven circumstances where business growth is enhanced.

A factor that can be perceived to 'push' females to business creation is related to work and is considered to be a key factor that can impact the preparation of entrepreneurial career (Kirkwood, 2009). The author suggests that this can include issues mostly related to unemployment, redundancy. Orhan and Scott (2001) argue that one female-specific push factor motivation is identified to be the dissatisfaction with salaried job. At first sight this might seem as a gender-neutral characteristic, nevertheless the authors argue that most research regarding women links dissatisfaction with the 'glass ceiling' that impedes executive women from reaching more senior executive positions (Orhan and Scott, 2001). According to Kirkwood (2009) the glass ceiling can have a profound importance on women entering entrepreneurship since females typically have less managerial experience. In addition, Clain women have personal traits, which tend to be less valued in the workplace (Clain, 2000) which inevitably has the 'push' effect towards self-employment. Kirkwood (2009), in relation to that, emphasize that such "push" factor is significant for the female business ownership since women to a large extent lack efficient networks and social capital which is proved to be of great importance for business establishment. Additionally, another female entrepreneur-specific push factor motivation is a woman's discomfort with a dominant male business culture, which is characterized by hierarchy and the use of directive power.

Hisrich and Brush (1985) identified a further push factor motivation for female entrepreneurs. These authors argue that the development of women entrepreneurship was predominantly due to push factors, and identify those to be frustration and boredom. According to Kariv (2011), push factors are often associated with macro-level factors that consists necessity-driven circumstances and are perceived as the invisible barriers which females face in regards to their career advancement prospects in the corporate world. Furthermore, a push factor for women business owners is also considered to be the discrimination in the labour market or in a current job and unrewarding relationships with colleagues. By that, Kariv (2011) argues that those factors, being opportunity hindering, push females to engage in actions which involves higher risk levels, meaning to establish a new business which have the implications to eliminate the experienced discrimination or discomfort.

The push-pull concept shows most of the entrepreneurial motivations, and one female specific feature according to Orhan and Scott (2001) is the push factor of a flexible schedule, as this is still a role expected from a woman in the family.

### 2.5.2 Pull Factors

The second stream that has emerged from the presented theory is the pull factors that initiate the creation of a new business. The pull factors on the other side attribute to positive developments, these may result from the urge for self-accomplishment and the desire to help others (Robinson, 2001). Alternatively, the category of the pull factors is the one that draw people to start a business (Kirkwood, 2009) whether by seeing an opportunity, urge for self-accomplishment, and desire to help others (Robinson, 2001). The intrinsic factors that drive individuals to business establishment are resulting into the so called 'pull' theories, with considerations such as need for achievement, internal sense of control, intentionality, the strong beliefs that the outcome of certain situations will be to a great extent impacted by the individual's efforts and risk-taking propensities (Solymossy, 1997).

Certain authors believe that females are largely driven into entrepreneurship by the aspects of the internal factors such the strong desire of independence (Hisrich & Brush, 1986), strive for self-realization and control over career path, expressing in decision-making processes, perseverance and the interest in undertaking challenges which the creation of a new business poses, the opportunity to develop certain skills and experiences, and the chance to build their own destinies (Akehurst, 2012).

The concept of the challenge is considered to be a largely motivating factor for running a business. It is perceived to be a strong pull factor for women because there is a significant positive attraction to self-achievement when there will be a challenge to be completed (Hughes, 2003). Furthermore, along with the importance of independence and flexibility, Malon (1998) stressed the influence that the urge for freedom can have on the decision of entering self-employment, related to the creativity to express one's own ideas and vision. Akehurst (2012) continues with the analysis of the internal drivers by emphasizing on the fact that they also include the demographic characteristics of marital states, existing children, age and investigate the influence that the family have on their decision-making processes.

Kariv (2012) argues that novice ventures are proved to emerge either from the 'necessity-driven' circumstances and motives, being perceived as push factors or those drivers could arise from 'opportunity-driven' circumstances, which consist of the nature of the pull factors. The researcher stressed that those are typically reflecting opportunities that are perceived to be attached to the 'next' market alternative, or the entrepreneurial business.

Furthermore, pull factors are largely perceived as positive factors that emerge from a valuable business idea by the individual (Solymossy, 1997). Such business opportunity could draw the female into pursuing their dreams of creating a future business. These ideas can appear from different sources, by accident, handed over, by inspiration, or by opportunity-seeing (Shapero and Sokol, 1982).

Pull factors are often perceived as a way of achieving upward mobility and of increasing socioeconomic status, being expressed at monetary rewards, independence and tracking the work related activities towards the interest of the individual (Kariv, 2011).

Opportunity-driven entrepreneurs are often perceived as those who initiate a business because they are largely motivated or enthusiastic to create and launch a venture in order to take advantage of the benefits that the field of entrepreneurship can provide them with in terms of personal and economic independence (Kirzner, 1973). Kariv (2011) stressed that the opportunity entrepreneurs are still in possession of other employment alternatives, which are different in nature than the entrepreneurial activities, being less risky and more stable. Hence, the categories of pull factors are perceived in regards to the opportunity-driven orientation and are considered as factors that prompt the need and the desire to obtain more from the entrepreneurial field.

The provision of independence, the opportunity to 'make a difference' in regards to societal aspects (Kariv, 2011), along with personal autonomy and flexibility to manage family commitment are perceived as the strongest motivational factors for nascent women entrepreneurs, particularly those with marital status and dependent children (Dawson et al., 2015). However, some authors investigate the motivation of women founders in isolation, identifying and stressing on the importance of work-life balance (Scott et al., 2001; Hughes, 2003). The traditional female role being culturally dictated has positioned women in unfavourable position of combating the internal conflict between their roles as mothers and simultaneously as working people. In this sense, the demands of work and family roles are incompatible in some respect (Edralin, 2012).

However, while previous body of knowledge prove that women experience more noticeable battle between work and family roles than men (Frone, et al, 1992; Noor, 2004), less is known about the strategies that can be implied in order to mitigate the work-family conflict. Shelton (2006) argues that most of the previous research on integrating work and family concentrates on methods of handling the resulting negative emotions. Greenhaus and Parasuraman (2000) along with Edwards and Rothbard (2000) suggest psychological tactics such as segmentation meaning suppression of behaviour, thoughts and feelings from one field while participating in another) and compensation (intensive involvement into one domain).

On the other hand, Edralin (2012) introduces three strategies that women entrepreneurs with children can apply to integrate the work-life demands. The first one touches on engaging in activities to manage stress, followed by a possibility of the business being located at home or near residence and last opportunity would be to plan work and household chores ahead of time.

Kirkwood (2009) suggests that the vast majority of female entrepreneurs enter in self-employment are largely 'pulled' into entrepreneurial paths by the desire of being independ-

ent, while the authors believe that factors such as limited economic opportunities and barriers in the labour market are not perceived as strong drivers for women founders. Buttner and Moore (1997) argue that 'push' factors are not marked with such importance compared to the 'pull' factors since the National Foundation for Women Business Owners stated that a large portion of females entered self-employed in order to satisfy entrepreneurial desires, with a minority stating downsizing and labour market as initial motivational factors.

### **2.5.3 Environmental Influence Factors**

In addition to the previously mentioned motivational factors, Orhan et al. (2001) identified the environment of the yet to become female entrepreneur as a factor that can trigger the motivation to become an entrepreneur. In other words, the motivation can be driven by a woman's environmental influence. The mentioned authors categorise the said environmental influence factors into three categories. The first of them is the case of succession in a family business. Orhan et al. (2001) found that a considerable proportion of women were influenced by their family environment due to of direct succession into a family business.

The second environmental influence factor for women is through the existence of a role model. The mentioned authors argue that having a person from your direct environment being self-employed could trigger female motivation. A role model can provoke admiration for accomplishments and the wish to do something similar. Additionally, Singh, Reynoldes and Muhammad (2001) reinforce that statement by arguing that the influence of family can affect business creation on the part of women. Support from the family towards the business owner is a fundamental element for success the mentioned author's state.

The third factor Orhan et al. (2001) mentioned is the reliance on a partner's or husband's expertise and support. Having the back up from their partner, also in some cases financially speaking, women might be more willing to take the step into self-employment. Moreover, having the support and the faith of the partner or husband may trigger the women's motivation. Moreover, Bruce (1999) indicates that women are twice as likely to start their own business if the spouse is already a business owner, while Sexton and Kent (1981), Mescon and Stevens (1982) and Hisrich and Brush (1983) observe that almost 50% of women entrepreneurs have parents who had run businesses. Waddell (1983) claims this percentage to be closer to 64%.

### **2.5.4 Financial Factors**

The push and pull theories are with significant importance when it comes to motivational drivers into self-employment, however there are strong discourses that the economic factors influence to a great extent the decision for undertaking entrepreneurial activities. Moreover, Solymossy (1997) argues that the financial factors have also significant role in both push and pull implications hence, economic drivers also need to be considered as potential motivational factor or an obstacle.

Kirkwood (2009) argues that individuals are not always motivated to start a venture by monetary rewards however a gender differences are observable with regards to money as a motivational factor. Dawson et al. (2012) suggest that there are evident significant differences in the pattern of reported motivational factors between women and men when it comes to monetary rewards. Economic motivational factors are considered to be a paramount to a larger extent for male entrepreneurs rather than the female ones which would rather report personal and family concerns as an initial motivation instead of money-making (Akehurst, 2012; Dawson et al, 2012).

Clain (2000) continues the discussion by stating that women place significantly less emphasis on financial motivations and more on non-wage elements of self-employment. Along with those findings, Kirkwood (2009) confirm that apparent trend for women entrepreneurs to consider money as a factor with little influence when making entrepreneurial decisions, and state that women are less likely to seek for external financing for their ventures in comparison to men, also considering the financial barriers that is in front of female entrepreneurs.

Financing is in strong correlation with family economy, which is with considerable importance for businesses at a start-up phase since the lack of capital can affect to a great extent a potential success (Akehurst et al, 2012). Such considerable importance of the family financing is expressed by the fact that smaller amount of seed funding for start-up businesses will affect entrepreneur's possibility to obtain money from banking institutions (Akehurst et al, 2012). Furthermore, the author argues that women entrepreneurs are less likely to obtain financial investments under favourable conditions compared to their male counterparts. Hisrich and Brush (1984) concludes that female entrepreneurs experience differences to a much larger extent when it comes to accessing financial resources to initiate a chosen entrepreneurial activity, also facing troubles for credibility assurance when dealing with financial institutions.

### 3 Methodology

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*The third chapter, discusses the choice of methodology; where after the specific approaches/ techniques for collecting primary and secondary data is determined. Subsequently, the data collection process is presented as well as how the data will be analysed. Lastly, the trustworthiness and credibility of the paper are presented.*

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#### 3.1 Research Philosophy

The research design commences with the appropriate choice of a research philosophy, which can support and underpin the decision about the research strategy used as well as the methods the authors will chose as a part of the strategy. According to Lin (1998) there two main philosophical stands identified, positivism and interpretivism. The different goals that are pursued when asking a question of the data and the types of conclusions one wishes to draw are the main implications for differentiation between the two philosophical stances. Positivist work, however, seeks to identify those details with propositions that then can be tested or identified in other cases, while interpretive work seeks to combine these details into systems of beliefs whose manifestations are specific to a case (Lin, 1998). By contrast, interpretivism approach has as its core ideology the necessity for the researcher to understand and embrace the differences between humans as the role of social actors – the main difference that is emphasized here is related to the nature of the researched subjects.

Taking into consideration the deep analysis of the two philosophical approaches, as well as the main purpose of the research paper being to understand the subjective meanings motivating human actions, the thesis will build upon the interpretivism approach. Due to this choice of research philosophy, the researchers will be a part of the matter being researched. This will increase the researchers understanding of the investigated subjects.

#### 3.2 Research Approach

There are two different research approaches that can be distinguished when a research is conducted. They are defined as deductive approach an inductive approach. The researchers should examine in deep manner the differences between the both stands as well as the implications of those differences. This will enable the researchers to build a stable foundation and rich understanding of the researched problem. Deductive reasoning consists of developing a theory out of a hypothesis. The hypothesis is tested and as a result the findings may modify the initial theory. The main goal of the deduction is to generalize the results using statistical quantities (Saunders et al, 2012).

By contrast, inductive approach aims at the developing of a theory taking into consideration the help of the results from the analyzed data. The initial goal of such approach is to reach a better understanding of the nature of the problem. Evidently, this may imply a smaller sample of respondents as well as better compatibility with qualitative data (Saunders et al, 2012).

Besides these two mentioned approaches, there is the abductive approach. This approach moves back and forth, instead of from theory to data, as in deduction, or data to theory, as in induction. Abduction in effect combines the before mentioned approaches. Applying an abductive research approach, the data collection is used to explore a phenomenon, to identify themes and explain patterns as well as to locate these in a conceptual framework and test that with the help of data collection (Saunders et al. 2012).

The purpose of the presented master thesis is to identify the motivational factors of Swedish 'Mumpreneurs' for creating a new venture and enter the world of self-employment. The focus of this research paper is not on generalizing the findings in regards to the whole population but rather to draw conclusions about the individual's personal implications of choices related to specific situations. As a result of careful examination this research will be conducted into an abductive approach. The researchers will identify a frame of reference of the already existing literature regarding this field, as it is done with the deductive approach. Even though a literature review is executed, the aim of the research is not to reject or confirm any statement. The literature review will be beneficial for the researchers, as through the obtained knowledge the ability to formulate the research questions is enhanced.

In the field of business and management research two types of research strategies have been discussed widely, respectively quantitative and qualitative (Saunders et al, 2012). A quantitative research refers to such data collection techniques and analysis procedures that use numerical data and it is defined as objective using, for instance, statistical comparisons and percentages as common numerical metrics. This methods aim at generalizing the findings to the whole population (Saunders et al, 2012). On the other hand, qualitative research is referred to non-numerical data and tends to be more subjective in its nature. It focuses on achieving a deeper understanding of the people's perceptions, choices as well as the consequences of their actions. As this thesis aims to discover the motivational factors behind the decision of Swedish 'Mumpreneurs' for creating a new venture, the qualitative approach is chosen to serve the needs of the research paper best.

### **3.3 Exploratory Research Design**

The goal of a research as well as the way of presenting the research questions determines the purpose. According to Saunders et al. (2012) the way in which a research is approached can lead to three possible ways. There are exploratory, descriptive or explanatory ways to answer the research question. An exploratory study is, according to Saunders et al. (2012) a valuable means of discovering what is happening, also seeking new insights, and assesses phenomena in a new light. An exploratory research design is of particular use when trying to clarify ones understanding of a problem. Saunders et al. (2012) provide three ways of conducting an exploratory research, being a literature search, interviewing experts in the field or conducting focus group interviews. The great advantage of exploratory research is that it is flexible and adaptable to change. With regards to the descriptive research, it can be defined as an extension of the exploratory research. The object here is to portray an accurate profile of person, situations or events. The third to mention is the explanatory research, which establishes

casual relationships between variables. The object here is to study a situation or problem in order to explain the relationship between the two variables.

The presented research aims at investigating motivational factors that led to the business creation of Swedish female entrepreneurs with children. The exploratory design allows the authors of the thesis to perpetuate certain flexibility in terms of direction of the research (Adams & Schvaneveldt, 1991). As previously mentioned, an exploratory design allows the authors to start with a broad perspective and narrow down the aim of the research as more knowledge and information is gathered. Furthermore, exploratory research is according to Saunders et al. (2012) characterized by the search of the literature and conducting interviews with experts in their field. Those form a major tool of gathering information for the presented thesis.

### **3.4 Method**

A major tool when conducting a research is considered to be the theory that was presented in the first section. However, the second tool of profound importance is the method used. It refers to techniques and procedures that are chosen and evaluated in order to serve the needs of the researches' data collection.

### **3.5 Data Collection**

The data collection consisted of both primary and secondary data. The primary data are the data that are collected for a specific research problem at hand, using procedures that fit the research problem best. On every occasion that primary data are collected, new data are added to the existing store of social knowledge (Hox and Boeije, 2005). On the contrary, secondary data illustrates published data as sources for data collection such as journals, scientific literature, etc. However, the usage of the two types of sources may be distinguished from theoretical perspective, but the practical implications insist on their combination in a research design, as it will complement a research paper.

#### **3.5.1 Primary Data Collection**

The qualitative method recognizes three types of data collection techniques. The first of those types is concerned with in-depth, open-end interviews, which in their nature are qualitative research technique. That involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation. In-depth interviews are useful when detailed information is required about a person's thoughts and behaviours or wants to explore new issues in depth (Boyce, Neale, 2006). The second type of data collection is direct observation, which is referring to the description of individual's actions, behaviours, activities in detail rather than the understanding. It can also include various organizational processes in the boundaries of the investigated problem that can be observable. The third type is using written documents which could be from different kind of organizational records, quotations or reports and official publications as well as written responses to previous conducted interviews (Patton, 1990).

The knowledge about the different techniques of gathering qualitative data enables the authors to come to a conclusion that the in-depth interview works in the most sufficient way when it comes to research of the individual perceptions and thoughts about the motivations and decisions. The research method involves and prioritizes detailed conversations with the selected respondents. This enabled the researchers to gain deep and rich understanding of the motives behind the decision of entering the entrepreneurial field. Hence, 8 in-depth interviews with Swedish Mumpreneurs were conducted. The authors believe that more sufficient data would be gained when examining larger amount of viewpoints, perceptions and stories related to motivations of entering the self-employment world. To draw differences and similarities between the respondents the authors will not exclude any specific industry of new venture creation or have any preferences related to the succession of the creation in monetary turnover when approaching the Mumpreneurs.

However, to establish a structure and coherent flow of the presentation of the findings and conclusions, the authors rely on preliminary prepared profile of the potential respondents, which is also illustrated by the definition provided by the researchers regarding Mumpreneurs. Thus, 8 Mumpreneurs the authors will draw conclusions from, will be female entrepreneurs that at the start of the venture creation that had at least one child at the moment of establishing the venture. The in-depth interviews provided the authors with valuable and detailed qualitative data that allows finding similarities and differences among the researched Mumpreneurs related to the motives behind a decision to start their own business.

### **3.6 Designing the interview**

There are various modes of interview design that can be developed in order to obtain thick, rich data utilizing a qualitative investigational perspective, namely informal conversational interview, general interview guide approach, and standardized open-ended interview (Turner, 2010). In general, not everything can be observed and, hence, this implies the usage of interviews, which could be a foundation of rich understanding of feelings, thoughts, behaviours and intensions that have already occurred. For the purpose of this master thesis, special attention would be paid to the approach referred to the standardized open-ended interviews. They are in a significant manner structured in terms of wording and arrangement of the questions being asked.

According to Gall, Gall & Borg (2003) respondents are asked identical questions, however, the responses are open-ended since the questions are worded. The 'open-end' feature of this approach enables the participants to provide as much detailed information as they wish and it also allows the researcher to include probing questions as a means of follow up (Turner, 2010). Furthermore, the creation of same setting with the same questions being asked using the exact same words is the main purpose of the open-ended standardized interviews. By that, it is avoided a significant problem related to the gathering of the data meaning the possibility of obtaining less information from certain respondents and more complex and comprehensive one from other participants. Therefore, with the standardizing of the interviews the data will be systematic and consistent (Patton, 1990).

Bailey (2007) emphasize on the importance of the interview courtesy, which is defined as respectful and appreciative tone during the interactions since the participants are not obligated to take part in the interviews. The interview could have as a starting point usual greetings, small talk and providing an overview of purpose of the interview before the actual conversation. Furthermore, the authors should convey to the respondents their interest in having them as participants (Bailey, 2007).

To meet the purpose of the present master thesis, open-ended interviews are selected because of the need to be asked same questions to all respondents. This will enable the researchers to compare the individual answers with those from other respondents because they can be easily organized. The interviews will be constructed in a way that they will not exceed 60 minutes each.

### **3.7 Interview Guide and Selection of Questions**

According to Turner (2010) the most crucial part of the interview process is that of the preparation. The realized importance of the preparation stage will be helpful for the researchers to maintain an unambiguous focus as to how the interviews will be conducted to provide as much beneficial contributions as possible to the proposed research study (McNamara, 2009). McNamara (2009) suggests eight principles to the preparation stage, which the authors of the presented thesis chose to follow in order to achieve great success and obtain rich understanding from the interviews about to be conducted.

Furthermore, the proposed steps will enable the researchers to provide more comfortable setting for the potential respondents, which will directly influence the quality of the data provided. Those principles include the following steps: (1) choose a setting with little distraction; (2) explain the purpose of the interview; (3) address terms of confidentiality; (4) explain the format of the interview; (5) indicate how long the interview usually takes; (6) tell them how to get in touch with you later if they want to; (7) ask them if they have any questions before you both get started with the interview; and (8) don't count on your memory to recall their answers (McNamara, 2009).

The nature of the questions that are going to be asked could have significant implications to the answers that are going to be obtained. For example, Becker (1998) argues that posing 'why' question could make the interviewee more defensive and tensed, therefore, the questions of 'how' nature should be asked instead to obtain the needed information. Further, it can also lead to confrontations since the participants may feel unsure about their own motivations (Bailey, 2007). In order to prevent such situations and challenges, the authors of the research paper considered the existing literature on the interview formulation and chose to formulate the open-ended questions removing 'why' questions and replacing them with 'how' questions as well as 'what' questions. Bailey (2007) argues that good interview ques-

tions are supposed to be short and understandable and should not contain multiple parts. Bailey (2007) believes that shorter questions lead to longer answers.

When developing open-ended questions for the potential interviews, the authors of the research paper took as a foundation a proposed typology of questions suggested by Patton (1990). It includes six types of questions that can be asked in order to obtain appropriate and rich information. The authors of the thesis strongly believe that for the purpose of the paper those questions would be of particular help when developing the interview. The first type of question is related to the experience and behaviour of the respondent with the aim to answer what the person does, or has been doing in the past that could be useful for the proposed topic. Secondly, information for opinions and values is proposed aiming to explore what people think, what their intentions are and decision-making routine. Continuing, the third are the 'feeling' questions, which include emotional behaviour towards thoughts and experiences. The next type of questions is in regards to factual information that a person adopts and the fifth type concerns the senses of a person. The last type of question is related to the demographical characteristics and the background of the respondents.

The developed interview questions by the authors may be found in appendix 1. They have been written with the specific purpose to gain qualitative data for interpretations in order to meet the research questions of the presented thesis.

### **3.8 Selection of respondents**

The recruitment of participants to a qualitative interview study will to a great extent depend on the study's goals and purpose, and on its theoretical, epistemological and methodological position (Cassell, 2004). Creswell (2007) strongly emphasize on the importance of selecting the appropriate candidates for an interview. The author states that the researcher should utilize one of the various types of sampling strategies, namely criterion based sampling or critical case sampling meaning among many others. This should be done with a particular goal to adopt qualified participants that will provide the researchers with the most credible and reliable information to the study. Creswell (2007) believes that there is a crucial importance when it comes to acquire respondents who will be willing to honestly and freely share information or 'their story'. Hence, it might be more sufficient to conduct the interviews with respondents in a comfortable setting where they do not feel limited or uncomfortable to share information about their experience, emotions, motivations, decisions, thoughts, etc.

Cassell (2004) argues that as in any type of social scientific research, potential respondents must be assured that the research will remain in confidentiality, and it is necessary to be said clearly who the research is being carried out for and what are its goals set to be achieved. These points should be covered at the start of the interview and it should be received a permission to tape-record the interview.

As it has been established, the authors of the research paper set criteria that potential respondents should meet in order to participate in the interview. According to that established criteria, there have been identified 8 potential respondents who match the following criteria

1. *Being a Swedish female entrepreneur*
2. *A the time of starting the new venture had at least one child*
3. *The child should not have been older than 8 years of age.*

In order to find and establish those contacts the authors used their personal as well as their professional network, such as the online platform LinkedIn, that provided them with information in regards to the status of the women with the implications of whether the potential participants meet the established criteria. Once identified, the potential interview candidates where send an email with an introduction to the researchers, the topic and the request to participate in the research, notifying them that the interview would not take more than one hour. Moreover, the dates for potential interview time slot was send along in order for the researchers to plan the interviews for the research and to not fall behind in the planning. The initial email that had been sent to the interviewees may be found in appendix 2. The next step was to await the interviewee's replies to confirm a date and time for the interview and provide the researchers either with a telephone number or a Skype account name. For each of the set interviews, the researchers booked a project room within the premises of the University building, in order to have privacy and silence for the interviews. The duration of the interviews varied slightly, but never exceeded one hour.

### **3.9 Data Processing**

When conducting interviews with potential respondents, everyone was asked for permission to state their name and company's name in the present thesis. The authors included the names of all respondents as all of them agreed on having their names and company names published.

In order to obtain a quality information from the interview and to avoid misinterpretation, missing or forgetting any facts from crucial importance to the research, the authors are going to record the sound of the interview to get a better flow in the interview that probably would not be feasible if the researchers write the interview down by hand. The recording of the data will happen only with the consent of the interviewees. The authors strongly believe that if a tape recorder is available the possibility of it being unfocused or inaccurate is minor. This will enable the researchers to be more careful and insightful when the data is being processed than if the interview is written down manually. The interviews are going to be held in English since both the authors of the presented thesis are fluent in English.

### **3.10 Secondary Data Collection – Literature Review**

As it was already established, secondary data is data that has been gathered by others for a purpose different from the one of the research paper. This type of data could be obtained from the usage of articles, reviews, newspapers and surveys. According to Saunders et al.

(2012) it can benefit the research by providing a possibility of comparison between primary data and secondary data that will allow triangulation of the findings.

In this research paper, the authors used secondary data as guidance in the entrepreneurial field and it specifics regarding to female entrepreneurship, the recent phenomenon of Mumpreneurs and motivational theories. It was also used for conducting the frame of reference and illustration of previous researches on the topic and their implications for the current paper.

### **3.11 Data Analysis**

Blaxter, Hughes & Tight (2001) argue that the data analysis is an ongoing process, which may occur throughout the research, with earlier analysis informing later data collection depending on the type of the data. Nevertheless, the issue of data analysis and organization should be considered during the design stage of the process because of its crucial importance to the outcome of the research (Berg, 2009).

Data analysis concerns the constant movement from chaos to order, and from order to chaos, often simultaneously (Blaxter, et al, 2001). Building on this, the authors of the presented thesis chose to follow the analysis approach of Huberman and Miles (1994) cited by Berg (2009) where they suggest that the storage and retrieve of data is the heart of the data management. It is from profound importance to ensure flexibility access use of the data, and to assure systematic analysis and documentation of the data (Berg, 2009). Following Huberman and Miles (1994) data analysis can be defined as consisting of three flows of action. The first one is referred to data reduction, which draws attention to the need for focusing, simplifying and transforming raw data into a more manageable form.

This flow of action argues that the qualitative data requires reducing and transforming in order to become more accessible, understandable and to enable the researchers to draw wide range of patterns and themes. The process of data reduction and transformation often appears throughout the span of the research (Berg, 2009). Further, is the data display, which has the intention to convey the idea that data are presented as an organized, compressed assembly of information that allows conclusions to be drawn. This process enables the researcher to understand and observe certain patterns of the data or to give valuable implications of what additional analysis would be needed. It may involve tables, summaries or proportions of various statements, groupings of data, etc. The third analysis activity is the conclusions and verifications. The standardized open-ended interviews are easier to analyze in comparison with other qualitative interview techniques because of their nature that has been discussed. The questions as well as the obtained answers show similarity, which makes the organization of the data more straightforward (Patton, 1990).

The nature of the standardized open-ended interviews allows making a differentiation between the motivations given by the responders regarding the creation of a new venture. This

would enable the researchers to draw similarities of differences and to make the categories more useful and relevant for the study.

In order to facilitate the data analysis process, the researchers of the presented paper provided transcriptions of the interviews, which may be found in appendix 3.

### **3.12 Trustworthiness And Credibility**

Cope (2004) believes that the most common criteria that are used widely to evaluate qualitative research are the one proposed by Lincoln and Guba (1985). To develop trustworthiness, Lincoln et al (1985) introduce four criteria to be taken into consideration when discussing trustworthiness. Credibility is related to the truth of the data or the respondent views and interpretation and representation of the data by the researcher (Cope, 2004). A second criterion is referred to dependability. It deals with the potential change of the data during the span of the research and how the decisions of the researcher are adapted through the process of analysis (Graneheim & Lundman 2004). Transferability refers to the degree to which the findings can be applied to other groups or settings (Cope, 2004).

According to Polit & Beck (2013) specific strategies can be employed in order to address the multiple criteria. Starting with the credibility, a long-term contact and relations with the researched phenomenon are required in order to be drawn up conclusions related to distortion. Given the purpose of the present thesis, there is no possibility to research the phenomenon long-term since the paper aims at identifying motivations for a historical event. As Saunders et al. (2012) proposed the method of triangulation would ensure the accuracy of the data being gathered. Since the two researchers of the thesis will be at the place of the interviews and the data analysis as well, this will provide the research with avoidance of subjectivity or biased interpretations, which could be considered as triangulation.

According to Cope (2014) a major challenge for researchers is to strive for the highest possible quality when a research has been conducted and reported. The qualitative method used in the presented thesis provides a big amount of information from a small sample that is to a great extent detailed. As it was stated before, in contrast to the quantitative method, the researchers do not search to generalize the study.

## 4 Empirical Data

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*The following section of this master thesis provides the findings made through interviewing 8 Swedish mumpreneurs that started their business at the time they had at least one child. The interviews were mainly held via Skype and telephone but also face-to-face and the duration of each interview did not exceed the one-hour mark. At the beginning of each interview the interviewee was made familiar with the topic of the thesis once more, as well as asked permission to record the interview.*

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### 4.1 Reporting Of Qualitative Data Outcome

The researchers have accomplished to conduct a total of 8 in-depth interviews with mumpreneurs in Sweden who all started their businesses after having had their first child.

The main focus of these interviews was to identify the motivational factors of Swedish mumpreneurs to start their own venture. Nevertheless, it was also of great importance to gain a deep understanding of the circumstances of the individual interviewee in order to have a clear picture and answer to the research question. All of the interviewees agreed to have their name as well as their company's name mentioned in this thesis. The interview questions may be found in appendix 1, as well as the fully transcribed interviews in appendix 3. The following mumpreneurs were interviewed.

Interviewee Anna Kreissl - Kompetenstillväxt Sverige, Vaxholm

Interviewee Linda Linnskog Rudh – Linnskog Rudh & Partner, Hägersten

Interviewee Karin Söderlind – House of Dagmar, Stockholm

Interviewee Anna Tebelius Bodin – Hjärna Utbildning, Djursholm

Interviewee Angela Hafström – Mormor Magdas Därproducerade Glass, Taberg

Interviewee Angeli Sjöström – ProcessRum, Åkerbsberga

Interviewee Lena Creutz - Creutz Coaching & Consulting, Stockholm

Interviewee Kristina Kallur – EnaGo, Falun

The following findings are presented in the shape of summaries of each conducted interview, including quotations of the interviewees where the researcher believed them to have the greatest value to the information. The summaries provide a general profile of each interviewee, whereas at the end of this chapter a table with the identified motivational factors is presented. This table will contain solely the identified motivational factors as they are the main objective of this research.

#### 4.1.1 Interview with Anna Kreissl

The first interviewee for this research was Anna Kreissl. Anna is married and a mother of three children, which are 2, 4, and 7 years old. When she heard the authors of this thesis were master students at JIBS she was happy and willing to participate. She studied at

Jönköpings International Business School (JIBS) herself, from which she holds a Master Degree in Business Administration. In addition to that Anna obtained a degree in Personnel, Work and Organisation from Stockholm University. After having had her third child she started her company called Kompetenstillväxt Sverige of which she is founder and CEO in 2013. She was on her maternity leave of her third child, when she decided that she wanted to start her own business. The office is located just outside of Stockholm and close to Anna's home. Her company is dedicated to sales and it especially focuses on media sales. Additionally, her company provides advertisements for professional magazines in the educational sector as well as for webpages in form of banners and newsletters. Exhibition fairs for the educational sector are also on her customer list, but primarily her company focuses on media sales. Anna employs one person.

Prior to found her own company Anna had collected 10 years of experience in a complex B2B sales service both in Sweden and internationally. Anna worked as a sales manager and CEO of a sales company before starting her own business. Therefore, she mentions to already have gained valuable knowledge in the area she is now operating in.

When asking Anna about the motivational factors that drove her to take the decision to start her own business, she mentioned that since having studied her masters' degree at JIBS she had the dream to do so. Nevertheless, she also mentioned that she never thought that she would start her own business while still having small children. Another factor Anna mentioned was that in her previous employment as a sales manager she often felt stressed. In addition to that stress, Anna had the feeling that she was not able to control all the responsibilities in a way she wanted them to be. Her main motivation she mentioned during the interview was a combination of having control of her own time, and to be flexible especially when it comes to her children.

*'It is a combination of you get to control your own time, as a motivational factor, and flexibility, I mean if I need to pick up my children I can leave without bad conscious to anyone. That is very important.'*

Besides the having this flexibility and a better time management, a further motivational factor for Anna to have started her own business was that she had a vision she wanted to bring to life. Her vision is really to create something that will help in the combination with being flexible and having more time with her family. Therefore, she also not only wants to be able to survive economically speaking, but also creating and achieving something for herself.

*'[...] also the possibility to create something for myself, not like I need to survive but to achieve something.'*

During the process of starting her business and in the very beginning her greatest challenge was with regards to the question of ownership. Anna's original plan was to part own a company with her former employer. Nevertheless, both parties were not able to agree on certain terms and therefore the partnership did not happen. Through this, Anna decided to start her

business by herself also in order to be able to decide freely and not having to make compromises.

The support to execute her business idea really came from her husband, who has an entrepreneurial family background. She inherited the business form 'Aktiebolag' from her in-laws. There was a financial security as her husband had a secure job when she started her business. At the moment when Anna's business was running, her husband left his employment to also become an entrepreneur together with a partner.

*'[...]he said 'you have been talking about this for so long now you should not stop, just do it, just do it.' He had a permanent job at that time and therefore we knew we had an income in the family.'*

#### **4.1.2 Interview with Linda Linnskog Rudh**

The second interviewee for this research was Linda Linnskog Rudh. Linda is the mother of a 5 and a 7 year old and married. Having always had a passion for archaeology, marine life and history, Linda studied to become a marine archaeologist. After having obtained her bachelor (magister examen) she worked at the Vaasa Ship as well as a guide for a Viking village, but found it very hard to get a permanent position within her field of interest as well as study. Due to the fact that she was not able to obtain a permanent position, she decided to start a second career path and started to study journalism in the evenings.

Together with her husband she co-founded Linnskog Rudh & Partner in 2001. She and her husband are editors and dedicated to write articles for all sort of websites or instruction manuals. The ownership of the company is split equally among the spouses. Prior to founding the company Linda worked as an editor in several magazines, starting as an editor at the teen-magazine OK! in 2001. Later on she changed to a boat magazine where she was employed until 2007 when her first child came. In 2011 she worked for a car magazine when she got pregnant with her second child. During that maternity leave, Linda decided to finally start her own business, which she had already set up in 2008 but up until then she had not had any jobs with this company.

*'[...]many of us start when we are on maternity leave, the planning of it start at that phase. We quit our jobs and start something new.'*

The first motivational factor to create her own business that Linda mentioned during the interview was the fact that during her employment she had to commute for two hours everyday. Secondly, she did not want to leave her children in kindergarten for too long, as she hated the idea only thinking about it. For her commuting such a long time everyday also implied for her not being able to pick her children up at a certain time. Additionally, she mentioned that the fact of being a mother was her biggest motivation for creating her own business. Furthermore, she stated that it motivated her to be her own boss and have a freedom of decision-making.

*'[...]being a mother was my biggest motivation, yes!'*

Regarding the challenges Linda faced, she mentioned the lack of time having at the beginning of the venture creation. Furthermore, she argued to have had a lack of confidence with regards to the value of her work. She was not confident about her work being seen as good enough by her customers.

*‘[...] confidence was really a big challenge at the beginning.’*

For the question from where the biggest support came, Linda said that her husband and her parents were the biggest support during the time she took the decision as well as during the whole process. Especially, her mother-in law, who still assists Linda and her husband with the bookkeeping of the company was mentioned to be of great support.

#### **4.1.3 Interview with Karin Söderlind**

The third mumpreneur and interviewee to this research is Karin Söderlind, who is married and has three children. She studied economics at the University of Gothenburg, from which she graduated with a bachelor’s degree. After having had her three children Karin started her first own business, which was a PR company where she was founder and CEO. Previous to that, Karin had worked in the PR business as well as in the fashion industry as a purchaser. Her second business, which she started together with her two sisters in 2005, is a fashion label called House Of Dagmar. Her PR agency as well as House Of Dagmar she run parallel until her husband suggested she should make a choice for one business only. Today, Karin is the CEO of House Of Dagmar, which she owns together with her two younger sisters.

*‘Dagmar was growing and doing Dagmar we had to have another job because we needed a salary and at that point we could not take out a salary from Dagmar’*

One of her motivation to start her own business in the first place, while still being employed in the PR agency, was that she experienced a management that in her eyes was bad. Karin saw an opportunity in creating her own business and this motivated her to do a better job in her own PR company. Furthermore, she mentioned flexibility to be a motivational factor, and the fact of deciding over your own schedule.

*‘I saw an opportunity and a vision that I could really do it better. That’s why I started my own business.’*

With regards to her children she said there was no specific motivational factor related to her family that drove her to take the decision of starting her own venture. Nonetheless, she states that of course she, being her own boss has more flexibility. Therefore, if she needs a week of she can take that week to be with her children.

Regarding the challenges in the beginning and early phase of the business Karin mentioned that there were challenges with children and family life, as well as in working life. She stated that it is important to her to have her family-life clearly structured. Karin also stated that she does not see a connection or interrelation between the both, family, children and work. Additionally she mentioned that another challenge was or is the logistics problem, to have your family life structured as well as your work life in order for it to work.

*'Of course it is always a logistics problem. You always have to be quite structured, if your not you will get problems because you have to have a structure if you have kids and to have a company.'*

Karin stated that her husband was very supportive when she started her first business, which was the PR agency. Later when she started House of Dagmar together with her sisters in 2005, her husband stated his concern about running two companies. Her husband is employed and it was him who suggested to solely focus on one company and she took this advice.

*'In the beginning my husband was very supportive with my PR firm and he helped me a lot I have to say he was really supportive'*

#### **4.1.4 Interview with Anna Tebelius Bodin**

Interviewee number six was Anna Tebelius Bodin. She entered the world of self-employment in 2013 in Stockholm, where she is from. Anna has a husband and was a mother of two children at the moment of the venture creation. Her children are now at the age of 7 and 3. Anna holds a Master's Degree on Cognitive Research from Lund University. In addition to that, she has one more Master Degree on Cognition and Neurology from Harvard University.

Anna is a founder and CEO of Hjärna Utbildning AB and the core of her business is giving lectures in different school all over Sweden. Anna is involved in teaching students, teachers, school leaders and other professionals about the cognitive perspective of thinking and learning. Her work consists of giving lectures three times a week in different towns and schools in Sweden. Anna is at the same time a writer with two published books and now working on the third one, expecting to be on the market this year.

After finishing her Master degree in Harvard University, Anna returned to Sweden and decided to take an employment as a teacher. In 2004 she started working as a Special Education Teacher where she taught 100 students in grades 4-9. After that she had an experience as lecturer and educator where she worked with students with dyslexia. By the time of her employments, she started writing her two books, first being released in 2007, and the second one in 2007. The business of Anna came as a parallel to her employment as she started giving lectures outside the school she was working in as a teacher. The experience Anna has collected through the years is closely connected with the business she has today. The initial idea of her leaving the secure employment she already had come in 2012 while she was on maternity leave with her second baby. By that time she realized that going back to being employed, with strict working schedule is not something that attracts her anymore.

The passion for Anna is working with people and giving lectures in different schools where she can reach more audience. This by itself was a strong motivational factor for her at the start-up phase of her venture. The feeling that she was too bonded to her previous employment was a driver for her to enter self-employment.

*I was quite dependent on my employer to expect the fact that I could take a day off once and a while to go out and give lectures. ‘*

Alike the other respondents, the flexibility was stated as an element with significant importance to Anna. She mentioned that even being self-employed the amount of work she has to do is still considerable but the fact that she can manage her time according to her children's needs is irreplaceable. Anna pointed out that she has a lot of tasks around the company, including administrative work, etc., however, when it comes to her family, she manages her time efficiently. Besides flexibility, the motivational factor with greater influence on Anna was a combination of striving for freedom and doing things differently from the others. She perceives herself as an entrepreneur with a vision and style who do not need to be under the strict rules of employment. She values high the sense of accomplishment and achievement, as well as the independence that the self-employment gives her. In regards to other influences, to love your job is with a profound importance to Anna as it also has implications of her role as a mother.

*I need freedom. I have hard time people telling me what to do and how to do it, I want to do it the way I want to do it. The freedom got more important when it comes to spending time with my kids [...] ‘*

The challenge Anna was facing the most, from the beginning of her venture and currently, is related to the loneliness of not having any employees. Her home and work place are both the same and the lack of employees makes her feel alone and not as a part of a team. Anna comes from a family with solid entrepreneurial background. However, having her own business was never something to be achieved at any price to her. Her husband values highly the sense of security and is not fond of the concept of risk taking but he showed full support to her business idea since it was sustainable and financially sufficient.

#### **4.1.5 Interview with Angela Hafström**

The next mumpreneur that took part in the presented research is Angela Hafström. She started her business in 2011 at Jonkoping where she is originally from. She is married and at the moment of the venture creation Angela was a mother of three children and got her fourth one after the business was established. Her children are at the age of 10, 8, 6 and a three months old baby. She started her education at the age of 26 till the age of 29 and holds a Bachelor degree from Stockholm University in ‘Media Communication’.

The company Angela founded is a well-known ice cream brand on the Swedish market, Mormor Magas Glass. The company produces a premium ice cream, which is completely natural, additives free on local ingredients, which complemented the demand of the Swedish market for ecological products. In July 2011 the ice cream was available in the food stores in Jonkoping and a year later they also went on the external market of Stockholm.

Since her youth Angela experienced difficulties of finding an employment. Before starting her education, she had an experience as an administrator and as a management secretary. After having her first child at the age of 30, she got a job as a project manager which she kept

until she got pregnant with her second child. Being pregnant with her third child, Angela was laid off from the company she worked for. This was the starting point for her and the moment when the idea of her own business was born. During the maternity leave with her third child, Angela started to think about entering the world of self-employment with a business on her own since she realized that for her from greater importance is to be in control of her career and destiny. None of her previous employments are related to the business she runs presently.

When it comes to motivation for starting a venture, Angela stated that the difficulties, related to finding and keeping an employment were a significant driver for her to come up with the idea of being self-employed. To a great extent, the frequent change of work places led to high levels of stress, which caused less quality time with her children. Furthermore, she realized that working during the evenings and weekends is not going to be beneficial; for the relationship with her family and children. As a motivational factor with biggest meaning to Angela was the flexibility and the numerous benefits it provides especially in regards to her children. The control over her own time and hours and acting fast towards her responsibilities as a mother drove Angela to the decision of becoming an entrepreneur.

*Being able to choose my own hours kind of thing, I can be a lot more flexible than if I would have been employed by someone else [...] I could potentially leave work at 2 at the afternoon, be with my kids and then start working again at 8 when they go to bed and work till 12. ‘*

Besides flexibility, Angela found her motivations being related to decision-making, independence and sense of self-accomplishment and satisfaction. Angela mentioned that the financial gain was never a motivational factor for her since even now the financial rewards of her business are not significant. Being a mother of four children, Angela emphasized more on the importance of the motivational factor of being happy. She believes that doing what can contribute happiness and self-fulfilment to her life, instantly influences the relationship with her children. For her a big motivational factor is the opportunity to do what she really loves and where she can put all her passion and dedication into.

*I think that I am a different person than I was when I did this[...] I think there are quite a lot of benefits of me being a different person that my children leap off. So I think from that perspective I am definitely a happier mom. ‘*

The financial issue were the biggest obstacle that the business faced along the way of its creation. Angela explained that banks in Sweden are to a great extent risk averse and at the beginning of the venture creation no bank was willing to support her idea with a loan. Besides that, Angela and her husband already had an upper mortgage on their house, which made the venture execution a struggle. Nevertheless, her husband supported her through the rough times. At the beginning of the idea formation, Angela's husband was not over supportive and enthusiastic which came as a balance with him being more reasonable and logic and Angela being more of a dreamer with less experience. She stated that her husband has a lot of credit for the business success. Except for her husband, she got support and advices from her closest environment.

*‘He was not over excited about it. He was so aware of the things I could not see.[...] He was in a sense negative, trying to bring me down because I was like ‘Oh, my God, this is going to be the best ice cream company’. I mean not bring me down, but bringing me to a more normal level [...] ‘*

#### **4.1.6 Interview with Angeli Sjöström**

The fourth interviewee was Angeli Sjöström, who is married and has one child. She studied her bachelor at Stockholm University and holds a bachelors degree in human resources and organisation. She started her business ProcessRum in 2006. She regards herself as a social entrepreneur who mainly works with the civil society and political organisations. Her company is dedicated on organisational leadership and business development. Prior to starting her own business, she worked as a project leader in a trade union for several years. Currently, Angeli is writing a book that touches upon the topic of being a parent and and entrepreneur.

*‘I started my business in 2006[...] What I do is I’m a social entrepreneur working mainly with the civil society and also political organizations [...]’*

During the interview, Angeli mentioned that her parents were farmers and that her family itself is very entrepreneurial. Through this she stated that she always knew she would want to be an entrepreneur but she was at that point not sure in what area. After working for the trade union and having difficulties finding a job she decided to start her own business.

One motivation for Angeli to start her own business was that she could not find a job that in her eyes would be suitable. Coming from an entrepreneurial family, as she stated, it never felt scary to her to start her own business. Nonetheless, she argued that would she have found a suitable job at that point she would probably not have started her own business. Angeli having experienced both sides, states that being self-employed is much easier, than being employed in terms of being a parent to a small child. Additionally she argued that she could now decide about her time-management, which was also one reason why self-employment was easier for her.

*‘[...]I looked for a different job for but I could not find anything suitable for me. This is why I decided to start my own business and talk about entrepreneurship and organisational development.’*

The challenges Angeli faced at the beginning were with her on image of an entrepreneur, which did not match the way she was. For her an entrepreneur was more a middle-aged man with a nice suit than someone like her. She stated that she had to build her business upon this challenge of how she thought an entrepreneur had to be. Through this she wanted to proof that someone not being a middle-aged male, in a nice suit, but rather a young female with little work experience could be successful. Furthermore, she mentioned that having a child and being an entrepreneur challenges one to come up with new ideas and simply work smarter and more efficient in order to have more time for the family.

*“[...]my kid made me also to come up with new ideas and new products and services and simply work smarter.’*

Angeli is married and stated that her husband was supportive. Nonetheless, she mentioned that he was scared of the idea of her starting her own business. She mentioned that her husband understood her need to start her own business. Her husband is employed as a judge. Moreover, her former employer was supportive of her business as he bought the products at an early stage of the business. Describing herself as someone who takes initiative, Angeli sought support for her undertaking in other like-minded female entrepreneur. She did that by going to meetings of female entrepreneur networks, lunches and lectures. Through this engagement she was able to find herself a mentor.

#### 4.1.7 Interview with Lena Creutz

Lena Creutz is the next mumpreneur who took part in the research. She founded her company in 2013 in Stockholm. Lena is married and before starting her own business, she was already a mother of one child and during the venture creation being pregnant with her second one. Lena has a Master Degree of Accounting – Organization and Leadership from the Stockholm School of Economics. In addition, she is a certified ICF Coach from the Akademi Coachingstjärnan.

She started her business in 2013 with the creation of ‘Creutz Coaching & Consulting’. Her occupation now as a self-employed is being partly an individual coach, mainly for leading or for people that prefer not to be coached in their workplace but rather would feel more comfortable using a private coach. She is coaching mainly on the topics related to what people want to do in their lives.

Lena collected considerable experience through her previous employment, which facilitated the creation of her business. She has years of experience in the fields of sales, finances, analysis, and product management. However, the biggest passion for Lena was working with people on a daily basis and contributes to their lives and careers. The initial idea for the business came to Lena when she visited a coach herself. After that meeting, she realized that this is something she is really interested in. The idea was born while she was on her previous employment. She had some concerns in relation to the feasibility of such decision, which pushed her to take a course on coaching while being on maternity leave. Such a step strengthened the decision for her to become an entrepreneur and to start working with people as a coach and consultant.

The biggest motivational factor for Lena to enter self-employment was the need for independence and being ‘her own boss’. For Lena having her own company means to have the freedom to make her own decisions and to manage her time according to the responsibilities she has as a working-woman and a mother. She realized that employment is not suitable for her anymore as she is extremely creative and independent person. To develop her own concepts, plan and do everything on her own terms, she describes as ‘wonderful’.

*‘I think I haven’t really been completely satisfied with my job because I am very independent, I like to work independent, I have a lot of ideas.’*

Being an entrepreneur was a dream for her since her school years, which also contributed to a great extent to the business establishment. Lena considers herself as a person with a lot of ideas and vision who will not be able to follow strict rules and schedules of employment. With many years of experience in various fields from her previous employment, the knowledge Lena gained profoundly influenced her business success. The experience she had from before was a strong driver for her to apply what she had already acknowledged.

*I do not think that I would have been this successful in my business if I did not have that baggage with me. All the knowledge and experience were great foundation. The people I know today are people who did similar things years ago, they advise me what is good or bad [...]*

Besides the need for independence and decision-making, the level of stress of being an employer was another motivational factor for her. She is not denying all the benefits that come with the security of being employed however she stated that following a strict schedule and travel to work every day was a factor that stresses her a lot and influenced her work and time with her family and children. Being a 'happy mother' is a driver with special importance for Lena.

Her greatest challenge at the beginning until now is to build the brand and to survive among the competitors since the market for consultants in Sweden is quite dense. As another significant obstacle Lena pointed out the necessity to 'being an expert on everything'. She has no employees and doing all the administrative work and other duties on her own, which she admitted, is quite challenging. During the execution of the business idea, the biggest support for Lena was her husband. Even though, he was aware of the fact that at the beginning financial problems are possible, he stood behind the idea and to a greater extent has determined the creation of the venture.

#### **4.1.8 Interview with Kristina Kallur**

Kristina Kallur is married and a mother of four children, which are 20, 18, 14 and 9 years old. She is by her words 'self-taught' as she does not hold a bachelor degree. After having her third child, she established her company called 'EnaGo' (2001) where she was both a founder and a CEO. Kristina was on maternity leave with her third child when the decision of entering self-employment emerged. Her company is dedicated to the production of dairy free baby food that can be found on the Swedish market in every food store in the country.

For several years Kristina worked for a large nutrition company, from where she also gathered experience and knowledge that to a certain extent she was able to implement in her own business. She shared that being an entrepreneur has never been a dream for her or a career path that she considered before.

Due to the allergic issues of her baby, an initial motivational factor for her was coming out of necessity to provide her baby with food, which will be suitable for its needs. Kristina mentioned that at the beginning she thought from the perspective of a customer, trying to find and persuade existing companies to produce non-dairy baby foods. When this was not

successful attempt, she decided to start on her own by first leaving her previous employment while being on maternity leave. Another factor that Kristina mentioned was in regards to the flexibility that being an entrepreneur gives her. For her this appears to be one of the biggest benefits she obtained from being self-employed in regards to both: motherhood and work related responsibilities, especially because she has no employees.

*It is deciding my own hours, it is one of the strongest motivational factors for me. When it is sunny outside, like it is now, I decide that I am not going to work till evening because I want to go out. ‘*

Furthermore, she stated that she always have wanted to help others, to create something that society can benefit from. When at first she experienced the difficulties in regards to feeding her baby, she thought that if she has such problem probably a lot of mothers out there experience the same. This was a motivation for her to contribute and ease the everyday life of the mothers in her position.

*I was really annoyed that I cannot find something that I wanted for my own son and I thought you know, I wanted this also for myself, something to ease my everyday life. If I wanted something to make it easier I was sure that someone is also having the need of making it easier for them. ‘*

Kristina mentioned that at the start-up phase of her venture there were challenges of any kind. The most significant one refers to the lack of contacts. The area of business she entered was completely new to her so finding valuable information and contacts was a struggle. The financial risk was the other big challenge on her way in relation to costs for factories outside of Sweden, first production costs, etc.

The biggest support for Kristina was her husband, whom has his own company and therefore has an entrepreneurial background. She stated that some people from her closer environment were more reluctant and risk averse to the idea of her starting her own business.

## 4.2 Summary of Empirical Findings

The following table provides all the motivational factors extracted from the interviewees with the 8 mumpreneurs.

Interviewee	Motivational Factors
Anna Kreissl	<ul style="list-style-type: none"> <li>○ The entrepreneurial dream</li> <li>○ High level of stress in previous employment</li> <li>○ Having control of responsibilities</li> <li>○ Flexibility (in regards to children)</li> </ul>
Linda Linnskog Rudh	<ul style="list-style-type: none"> <li>○ Long commute to previous workplace</li> <li>○ Not enough time for children</li> <li>○ Being a mother</li> <li>○ Being her own boss</li> <li>○ Freedom of decision-making</li> </ul>
Karin Söderlind	<ul style="list-style-type: none"> <li>○ Bad management at previous employment</li> <li>○ Opportunity-seeing for ‘doing a better job’</li> </ul>

	<ul style="list-style-type: none"> <li>○ Flexibility</li> <li>○ Being her own boss</li> <li>○ Work-life balance</li> </ul>
Angeli Sjöström	<ul style="list-style-type: none"> <li>○ Lack of suitable job opportunity</li> <li>○ Entrepreneurial family background</li> <li>○ Breaking stereotype of Entrepreneur image</li> </ul>
Angela Hafström	<ul style="list-style-type: none"> <li>○ Lack of suitable job opportunity</li> <li>○ High level of stress</li> <li>○ Flexibility</li> <li>○ Decision-making</li> <li>○ Independence</li> <li>○ Sense of self-accomplishment and satisfaction</li> <li>○ Being a happy mother</li> </ul>
Anna Tebelius Bodin	<ul style="list-style-type: none"> <li>○ Working with people</li> <li>○ More independence</li> <li>○ Flexibility</li> <li>○ Time-management</li> <li>○ Freedom</li> <li>○ Doing things differently</li> <li>○ Sense of accomplishment and achievement</li> </ul>
Lena Creutz	<ul style="list-style-type: none"> <li>○ Need for independence</li> <li>○ Being her own boss</li> <li>○ Dissatisfaction with previous employment</li> <li>○ High level of stress at previous employment</li> <li>○ The entrepreneurial dream</li> <li>○ Decision-making</li> <li>○ Long commute to previous workplace</li> <li>○ Being a happy mother</li> </ul>
Kristina Kallur	<ul style="list-style-type: none"> <li>○ Flexibility</li> <li>○ Necessity driven</li> <li>○ Doing something that benefits society</li> <li>○ Freedom of decision-making</li> </ul>

## 5 Discussion

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*The following chapter presents the analysis, in which the theory part together with the empirical data will be implemented in a focused way. The main focus of this chapter is to answer the research questions together with the main purpose of the present thesis.*

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### 5.1 Introduction to Discussion

In order to systematically analyse the obtained results and therefore answer the research question the analysis part has been divided into three parts, namely into push, pull, environmental and financial factors. Those are the overarching factors identified for the outcome of this research. The aim of the researchers was to relate the previously established theoretical framework to the collected empirical data. This was done to support the presented discussion chapter, containing the empirical data with already established knowledge.

The previously named interviewees in chapter 4.1, will in this part be referred to as interviewee 1, 2, 3... and so forth accordingly as well as their name abbreviation in brackets. This was done to facilitate the reading as well as to provide a clearer and better understanding of the analysis.

- |                                    |                       |
|------------------------------------|-----------------------|
| 1. Interviewee Anna Kreissl        | = Interviewee 1 (AK)  |
| 2. Interviewee Linda Linnskog Rudh | = Interviewee 2 (LLK) |
| 3. Interviewee Karin Söderlind     | = Interviewee 3 (KS)  |
| 4. Interviewee Anna Tebelius Bodin | = Interviewee 4 (ATB) |
| 5. Interviewee Angela Hafström     | = Interviewee 5 (AH)  |
| 6. Interviewee Angeli Sjöström     | = Interviewee 6 (AS)  |
| 7. Interviewee Lena Creutz         | = Interviewee 7 (LC)  |
| 8. Interviewee Kristina Kallur     | = Interviewee 8 (KK)  |

### 5.2 Push Factors

As defined in the theoretical framework chapter under 2.5.1, the push factors according to Robinson (2001) are associated with negative conditions that triggered in this case the motivation for the creation of a new business.

#### 5.2.1 Previous dissatisfactory work experience

At the beginning of her professional live, interviewee 3 (KS) worked for a PR agency where she experienced bad management as she stated. As a result from this, interviewee 3 (KS) decided to start her own PR agency and was determined to do it better. Through this negative experience in her workplace she saw an opportunity for herself and a business. According to Wu et al. (2007) a positive relationship between the need for achievement and the entrepreneurial determination of women does exist, which in the case of interviewee 3 (KS) showed to be true. Furthermore, Hisrich et al. (1985) argued that the development of female entrepreneurship was predominately a consequence of frustration and boredom. This can be said to be true in the case of interviewee 3 (KS), as she felt a certain degree of frustration towards the management, which in her eyes was bad.

This was a similar case for interviewee 1 (AK) who at her employment oftentimes felt stressed out about the fact that she was not in control of developing things according to her gusto. The experience of being stressed out about not being able to control certain things at work leads to a dissatisfied person. Such a negative experience was one motivational driver for her to decide to start her own company. According to Orhan and Scott (2001) these factors are concurrent with the entrepreneurial push factors.

### **5.2.2 Unemployment**

For interviewee 6 (AS), one motivational factor characterised to be a push factor was that at the time she was searching for an employment she could not identify one that would suit her. This was one reason why she took the decision of starting her own business. Nevertheless, she mentioned that if she at that time had found a suitable job, she would probably not have started her own business. From this we can derive that the need of having a satisfactory employment and not attaining it in the case of interviewee 6 (AS) led to the creation of a new business. A similar situation where a negative condition triggered the motivation for a new venture creation was the case of interviewee 5 (AH). When launching into work life, interviewee 5 (AH) had difficulties getting an employment. In her case, the main issue was that at the time she was looking for a job, the only thing she attained was short-term employments. This form of employment also comprised that interviewee 5 (AH) got laid off after a certain amount of time. This led to stress and a decrease in self-consciousness and at a point interviewee 5 (AH) became tired of the situation of being unemployed. According to Solysmossy (1997) this is a major entrepreneurial push factor. Interviewee 5 (AH) started looking for an alternative solution for work, which resulted in her own business. According to Cassar (2007) the motivation to create one's own business is influenced by environmental factors, which are often simplified as 'opportunity' and 'necessity' entrepreneurship. In interviewee 5 (AH) case she had the necessity to work and therefore started her own business.

## **5.3 Pull Factors**

In contrast to the push factors, the pull factors do not associate with negative connotations and they are most likely to attribute to positive developments. Alternatively, the category of the pull factors is the one that draw people to start a business (Kirkwood, 2009) whether by seeing an opportunity, urge for self-accomplishment, and desire to help others (Robinson, 2001).

### **5.3.1 Entrepreneurial Dream**

The entrepreneurial pull for Interviewee 1 (AK) was evident and constant through her career development since it was a dream for her to start her own business. The urge to enter self-employment was paused a few times during the years since she was afraid that running a business with small children could be problematic. Interviewee 7 (LC) also had a strong entrepreneurial spirit all of her life making her an entrepreneur by heart. She knew that sooner or later she would build her own business and fulfil her dream of becoming self-employed.

The final decision emerged while she was on maternity leave and felt that her passion for life is working with people. This was the beginning of a dream come true.

### **5.3.2 Decision-making freedom and Independence**

In the case of interviewee 3 (LLR) another pull factor to mention, is the need to be independent and have the freedom to make one's own decisions. Being told what to do, when the one being asked to do so believes otherwise can lead, as it did in the case of interviewee 3 (LLR), to think about having their own business. The need for independence according to Herron et al. (1993) can be defined as a psychological trait, and in the studies of Barba-Sanchez et al. (2011) defined as a driver that enhances entrepreneurship. Additionally, according to Jayawarna et al. (2011) independence and control have been identified as an entrepreneurial motivation. Moreover, AH (5) also stated to have found her motivation in decision-making freedom as well as the prospect of being independent. She stated that due to troubles of finding suitable employment, she found that all she ever wanted was to be 'her own boss' and being involved in decision-making on her own.

Interviewee 6 (ATB) also stated the prospect of being independent as a motivational factor, which relates to working hours and the ability to be home with her family whenever she needs or wants. Furthermore, when it comes to self-dependence and achievement oriented personality, interviewee 2 (LLR) argues that having the possibility to set responsibilities and priorities straight is the most beneficial outcome from entrepreneurial activities.

Moreover, Maron (1998) suggests that an indication for strong entrepreneurial-pull is the need for creativity and freedom in decision-making processes. This portrays the case of Interviewee 7 (LC) who highly values the opportunity to apply her creativity and ideas according to her own terms being self-dependent. To distinguish from the others by doing things from a different angle is what an entrepreneur is consisted of. For Interviewee 6 (ATB), the combination between the freedom entrepreneurship provides and the opportunity to be different from the crowd is the most significant motivational factor.

### **5.3.3 Social Aspect**

According to Kariv (2012) a strong pull factor for entrepreneurial orientation is considered to be a need to 'make a difference'. Most of the interviewees for this research showed that the start of a venture from societal perspective is a matter of passion and interest. Interviewee 6 (ATB) mentioned that giving lectures and having the opportunity to enrich young people with her knowledge, is a factor that motivates her every day. Due to her decision to enter self-employment, she is able to give lectures in many schools on her own terms. For Interviewee 8 (KK) the opportunity for the brand creation came out of necessity that no company on the Swedish market could provide solution for. Since her baby needed a dairy-free food, she assumed that a lot of mothers are also experiencing this problem with significant importance. This was strong motivation for her, to help the others with the same problems. Interviewee 7 (LC) stated that coaching people about their lives and careers is a job

with huge responsibility but this is what her passion is about, working with people every day. Furthermore, interviewee 7 (LC) regards herself as a social entrepreneur.

#### **5.3.4 Work-life Balance**

Flexibility was stated as one of the strongest motivational factor for all the 8 interviewees for this research work. The time management and flexible working hours is perceived to be the benefit with highest weight especially in regards to children. All of the interviewees mentioned that being able to pick up their children from school, kindergarten or simply spend a sunny day with them is the most valuable trait that self-employment is providing. Edralin (2012) introduced three strategies that mumpreneurs can apply to integrate the work-life demands. The first one touches on engaging in activities to manage stress, followed by a possibility of the business being located at home or near residence and last opportunity would be to plan work and household chores ahead of time. Especially the second strategy, to have the business located close or at home was mentioned by interviewee 2 (LLR) and 4 (ATB).

#### **5.3.5 Happiness**

Being a 'happy mom' has been stated a lot as a strong motivational factor during the interviews with our respondents. Interviewee 5 (AH) argues that happiness is what she is pursuing in every aspect of life, self-employment not making any difference. Furthermore, she believes that being an entrepreneur changed her personality and the relationship with her children being happier, more risk oriented which turns her into a role model for her children. This was also the case for Interviewee 7 (LC) who suggests that a 'stubborn' and 'goal-oriented person like her would be happy only involved in entrepreneurial activities which inevitably influence her children as well.

#### **5.3.6 Challenge**

Interviewee 6 (AS) said that she had this picture in her mind about how an entrepreneur in her opinion looked like. This picture was of an older successful man with a good suit and not at all herself. Therefore, she wanted to prove to herself and anyone who had this picture of a stereotype entrepreneur wrong. According to Hughes (2003) this is considered to be a pull factor, as interviewee 6 (AS) looked upon it as a challenge to become an entrepreneur she wanted to be and change the perception she and others had about entrepreneur.

### **5.4 Environmental Factors**

According Orhan and Scott (2001) there are three different 3 environmental factors that influence the female venture creation. The first factor is the case of succession in a family business. The second factor mentioned by the authors is the introduction of a mentor or role model. The third factor presented by Orhan et al. (2001) states that having a partner or husband who is being supportive with the idea of starting a business, helps to positively affect the choice of the woman to enter self-employment.

With regards to the first environmental factor, only interviewee 1 (AK) has a relation to this, as she inherited the business form AB from her in-laws. Nevertheless, the company itself after interviewee 1 (AK) started her business was not the same and can therefore not directly be seen as a succession, but the fact that she had gotten the company form as a gift spared her from paperwork and costs. Furthermore, interviewee 4 (ATB) comes from a strong entrepreneurial background, where both of her parents were entrepreneurs and had their own businesses. She did not take over any of those businesses but growing up in such an environment clearly relates to the first environmental factor mentioned by Orhan et al. (2001).

The second environmental factor mentioned by Orhan et al. (2001) looks upon the introduction of a mentor or role model. This was true in the case of interviewee 6 (AS) who actively sought for a mentor and like-minded women in order to obtain guidance and counsel. Interviewee 6 (AS) also mentioned her father to be her biggest role model at that time, nonetheless he did not encourage her to start the business, much rather did he scrutinise the potential of the idea. Nonetheless, this had no direct impact on the decision making of interviewee 6 (AS) to start her own business.

For five interviewees (AK, LLR, AS, ATB, KK) out of 8 interviewees an immediate family member such as mother, father or husband is or was an entrepreneur. The proximity to someone owning her or his own business had made an impact on the interviewees.

Moreover, having the support and the faith of the partner or husband may trigger the women's motivation. Sexton and Kent (1981), Mescon and Stevens (1982) and Hisrich and Brush (1983) observed that almost 50% of women entrepreneurs have parents who had run businesses. As stated before, 5 out of 8 interviewees had an immediate family member who is an entrepreneur, and 3 out of 8 have a husband who either started the business together with the interviewee (LLR, 2) or simply were entrepreneurs before their wives started.

Regarding the third factor, which according to Orhan et al. (2001) refers to having a supportive husband or partner, this can be said to be true for all 8 interviewees. Singh et al. (2001) argued that the influence of the direct family could affect business creation on the part of women. Support from the family towards the business owner is a fundamental element for success the mentioned authors state.

In the case of interviewee 1 (AK), it was her husband who supported her to actually execute her business idea. For interviewee 2 (LLR) her husband actually started the company together with her, sharing the wish for owning a company. Interviewee 3 (KS) also stated that her husband was very supportive when she decided to start her first company, was however reluctant when she decided to launch her second business together with her siblings. The husband of interviewee 6 (AS) supported her in the idea of starting her own business but expressed however his fears in regards to this undertaking. The same scenario was true for interviewee 7 (LC), whose husband was supportive but also expresses his fear regarding the financial risks. Nevertheless, he helped her in many ways especially in the beginning, as he is a consultant. Interviewee 7 (KK) husband being an entrepreneur himself supported her wish

to start her own business out of experience from his entrepreneurial journey. For interviewee 5 (AH) it was a different scenario, as she did not have the full support of her husband right from the beginning.

### 5.5 Financial factors

Financial aspects in regards to venture creation are an issue that has to be considered when examining experience and motivations. According to Akehurst, Simarro and Mas-Tur (2012) financial gain is one of the external factors that motivate entrepreneurship. By contrast, Dawson and Henley (2012) argue that financial expected gains are less important for women compared to man.

All the interviewees explicitly stated that economic factors played little or no role in the decision of undertaking entrepreneurial activities. The reward was for them as individuals to have the opportunity to enjoy their everyday work. Although, monetary expectations are perceived as the engine behind any business initiative, Interviewee 5 (AH) stated that financial rewards were never a motive for her to enter self-employment. Kirkwood (2009) supports this finding by stating that individuals are not always motivated to start a venture by monetary rewards however gender differences are observable with regards to money as a motivational factors.

Furthermore, Clain (2000) argues that women place significantly less emphasis on financial motivations and more on non-wage elements of self-employment. Experiencing lots of difficulties finding and sustaining employment that should make her feel accomplished as a person, she realized that freedom is what she needs instead. Interviewee 5 (AH) mentioned that money was never a priority when it came to entrepreneurship, given the fact that even years after company establishment, profits are not significant. Financial determinants compared to the joy of being a 'happy mom' and flexible towards her children are not even comparable, in her opinion: *'But the flexibility is really huge benefit, because it is not like I am earning a lot of money, because I do not, maybe one day.'* This contradicts to Storey's theory (1991) in which he argues that the expectations for significant monetary reward accompany the decision for entering self-employment. Furthermore, Interviewee 8 (KK) was driven into self-employment not out of financial reasoning but rather of desire to help her baby and other troubled mothers. She explicitly stated that finances were never the motivation behind her entering self-employment:

*'The motivational factor has never been money, not even when I made a lot of money. I know that everyone is saying 'You are going to get to that part where you will be thinking that it is a really motivating factor to make a budget' and I do not, not even today when I am starting a new business.'*

Financial return may not be a motivational factor for the investigated Swedish Mumpreneurs, however, financing is related to the family economy (Akehurst et al, 2012). Almost half of the interviewed Mumpreneurs stated that the financial situation at the beginning of the venture was one of the biggest challenges. Interviewee 5 (AH) mentioned that Swedish banks are not fond of insecurity and uncertainty and taking a loan for a business idea could be problematic. Moreover, for some of the ventures a manufacturing plant was needed, which was costly and hardly affordable for them at the initial stage. Mumpreneurs also argue

that they risked their houses with one or more mortgages to lift the business off the ground. However, there is not evident an interdependence between the needed financial risk and expected financial profit. Although, financially, the Mumpreneurs and their families risked a lot, still it was not with financial agenda. Furthermore, Akehurst, et al (2012) suggests that female entrepreneurs are less likely to obtain financial resources under unfavorable conditions compared to their male counterparts.

## **5.6 Conclusion of Discussion**

The business venture or at least the idea for it, for all the interviewed Mumpreneurs occurred while being on maternity leave. For more than half of them, this was the time when they left their previous employment to start their own businesses.

More than half of the interviewed respondents said that the previous employment they were involved in did not provide them with an opportunity for future development in many aspects, mostly personal.

All of the interviewed Mumpreneurs had their spouses support with the decision of self-employment, either with experience and knowledge or just by support.

The motivational factors of being flexible and independent were stated as the strongest determinants from all the interviewees. Time management and 'being a mother' were crucial to all of our respondents when deciding on entrepreneurship.

A challenge stated by all of the respondents was the financial risk a new venture creation brought along. However, none of them had the goal of becoming rich with the start of the business. When deciding on entering self-employment, push factors were crucial for all of our interviewees – bad management, inflexible working hours, being laid off, etc.

While a part of the respondents stated that being self-employed provides more time for mother responsibilities, some of them mentioned the opposite. Being an entrepreneur, in their view, is more time-consuming, however, rewarding and convenient because of the flexibility. Most of the 'Mumpreneurs' had an entrepreneurial background either from their partners or families. Still, some of the interviewees stated that none of their family members was an entrepreneur, nor did they have any experience with entrepreneurial activities before.

As for some of the interviewees being an entrepreneur was a dream, for the others it was a matter of careful consideration or decision derived from necessity.

While some of the Mumpreneur had employees to ease their everyday work responsibilities, the others were in charge of every aspect of the business environment. Therefore, lack of employees was stated as a considerable challenge for them.

## 6 Conclusion

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*The following conclusion of the presented research paper, provides a step by step guidance of what has been undertaken in order to answer the research question, starting at the purpose and research question and then moving on to the data collection and discussion.*

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The purpose of the presented research was as stated in the introductory chapter, to explore the motivational factors of Swedish mumpreneurs for starting their own businesses. The research question the authors sought to answer with this work was ‘What are the motivational factors of Swedish women with children to become mumpreneurs?’.

The presented master thesis is a small-scale exploratory study, which aimed to shed light on the motivational factors of the Swedish Mumpreneurs to start a business. The paper has revealed the differently valued definitions of ‘entrepreneur’, ‘motivation’ and ‘Mumpreneur’ as a matter of subjects being co-constituted and interdependent in the understanding of the concept of motivational factors. It is evident from academic literature that women entrepreneurs have been undervalued in comparison to their male counterparts, however recent body of knowledge discourse the great importance that female entrepreneurship is receiving over the past decade.

In regards to that, a new phenomenon surfaced as a concept with considerable implications that has to be considered. The provided analysis of arguments and discussions circulating about mumpreneurship among the academic world, revealed the particular need for a careful definition and conceptualizing of the mumpreneurs activities. Hence, the presented study forwarded a detailed theoretical background in regards to the mumpreneurship concept since the knowledge of all aspects of the phenomenon would facilitate the understanding of the motivational factors behind their actions.

The paper investigates the motivational factors for mumpreneurs to start a business in the boundaries of Sweden as the authors strongly believe that valuable insights in such direction could contribute theoretically and practically to what already exists. The case of the self-employed mothers in Sweden provokes significant interest since there is evident information confirming that the Social Welfare State of the country provides numerous benefits regarding childcare for employed mothers.

The main goal with this thesis was to identify the motivations behind the decisions of mothers with small children to choose the entrepreneurial path. To draw conclusions in regards to the factors for such activities, eight interviews with Swedish mumpreneurs were conducted with a carefully prepared interview guide aligned with the theoretical background connected to various motivational theories.

The findings retrieved by the authors indicate that Swedish mumpreneurs were not driven by exclusively push, or pull manipulations, rather it was a mixture of both. In addition to those, motivational factors for Swedish mumpreneurs also derive from financial factors, whereas economic factors played little or no role in the decision of undertaking entrepreneurial activities for all interviewees. The identified environmental factors demonstrate the importance of having the support of partner and family for the creation of a new venture.

## 7 Limitations

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*The following chapter presents the limitations to the research the authors experience in the process of writing.*

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The presented research paper has reached its aim to investigate the motivational factors for Swedish ‘Mumpreneurs’ to start a venture however there were some unavoidable limitations. This research was to be conducted in a limited span of time, which is a limiting factor that affected the chosen interviewee sample. Due to time constraints, the chosen sample was with smaller amount so it cannot be representative from the whole population. A larger amount of respondents would have allowed us to draw more generalized conclusions in regards to the motivational factors of the Swedish ‘Mumpreneurs’ to start a venture.

Furthermore, financial limitations influenced the conducted interviews, since all of them were conducted either via Skype, or by telephone. The authors believe that if the interviews were conducted in person, this would have provoked the respondents to share more information and to establish a closer contact.

Another limitation for this thesis appeared to be language barrier. All the interviews were conducted in English, since both of the authors were fluent. This caused several inconveniences when searching for potential interviewees, also during the interviews. Some of the respondents could not think of an English meaning of a certain word, which led to pauses and difficulties through transcribing the interviews.

Moreover, the authors experienced difficulties reaching the identified potential interviewees due to Easter holidays. These contributed negatively to the time needed for the authors to find suitable respondents.

## 8 Suggestions for further research

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*This chapter would like to suggest further research topics deriving from the presented topic of research.*

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This research paper has delivered indications on the motivational factors of Swedish mumpreneurs for creating a new venture. Nevertheless, the limited scope of the research makes it inadequate to draw assumptions regarding Swedish 'Mumpreneurs' in general. It would be of interest to examine further the topic to see if there are any general patterns that can be detected in regards to the motivational factors of the female entrepreneurs with children in Sweden. Such investigation can be achieved with further studies, which will provide more insightful and sufficient findings.

One suggestion for further research would be to conduct similar studies in broader perspective and larger number of respondents in their mother tongue, Swedish. Hence, there will be evident information if the gathered empirical data follows a certain pattern of motivational factors or not. Furthermore, the authors of the presented study managed to interview respondents mainly from the area of Stockholm. Other geographically located samples, smaller towns, for instance, could present different trends in the determinants of starting a venture among Swedish 'Mumpreneurs'. Such approach will certainly deepen the knowledge on the subject of the motivational factors for Swedish mothers.

Additionally, the authors believe it to be of great value and beneficial for the needs of the topic to conduct a further research of motivational factors of mumpreneurs in specific industries. This would provide valuable implications if there are concentrated more working mothers in one industry compared to another and the reasoning behind that. Also, a further research could be focused on dividing the researched business into small, medium, or large businesses. Such strategy of identifying motivations can draw differences and similarities based on the size of the established venture.

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## Appendix 1 – Interview Questions

The interview questions were to some extent not completely used during one interview. While conducting in-depth, open-end interviews, the interviewees tend to speak freely and in one flow and providing the required information without the researchers having to ask for it specifically.

1. Have you heard about the term mumpreneur?
2. What makes an entrepreneur in your eyes?
3. What did you study?
4. When did you start your business?
5. In what situation regarding employment were you at the time when you decided to start your own business?
6. How old were you (with all due respect) when you started your business?
7. In which industry were you employed previously? / How long have you been out of employment?
8. How many children did you have at the time you started your business? → Did you receive maternity leave?
9. How old were your children/child at that time when you decided to start your own business?
10. How did you feel as an employee?
11. What was the reason for leaving your employment? / you to not wanting to be a stay at home mother?
12. What was a motivation for you to start your own business?
13. Is your partner employed?
14. Do you have someone in your immediate or closer family who is an entrepreneur?
15. How did your closer family react on the decision of you creating a new venture?
16. What kind of risk was involved in the decision making process?
17. Did you make some kind of analysis before starting with your business?
18. What benefits do you see in being a mumpreneur?
19. Do you have female relatives or friends that already had created a new business?
20. Is your venture related to any of your hobbies?
21. How did you creating a new venture affect the relationship with your children? Was there any change you could notice?
22. Do you have employees / How many employees do you have?

## Appendix 2 – Email to potential Interviewees

Dear \_\_\_\_\_,

We are two female international students of the Jönköping University, studying our master in Strategic Entrepreneurship, Bogomila Kirilova and Diana Boneberger.

Currently, we are writing our master thesis on the topic of ‘Mumpreneurs in Sweden’.

We are writing you, as we would like to invite you to be part of our research.

The objective of our research is to identify the motivational factors of Swedish females with children to become ‘Mumpreneurs’.

The term ‘mumpreneur’ in our study can be defined, as ‘a woman that at the start of the venture creation had at least one child that at that point was not older than 8 years of age.’

Our aim is conduct an interview with you in order to identify your personal motivational factors that led to the creation of a your venture.

The interview will not take longer than one hour and can be conducted via Skype, Telephone, or in person whichever is more convenient for you.

Please let us know if you would be willing to take part in our research.

All the information you provide us will be handled confidentially and only be used for our master thesis.

We are looking forward to hear from you. If you have any questions or concerns, please do not hesitate to contact us either via email or telephone.

Have a nice day.

Kind regards,

Bogomila and Diana

Strategic Entrepreneurship Master Students  
International Business School  
Jönköping University

Contact:

Diana Tel.: XXXXXXXXXXXXX

Bogomila Tel.: XXXXXXXXXXXXX

## Appendix 3 – Interview Transcriptions

### Interview No. 1

Interview with Anna Kreissl on the 7<sup>th</sup> April, 2015

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*Previous to recording, the researchers thank the interviewee for taking the time to participate in the research. Furthermore, the purpose of the research is stated again, following the question if the name of the interviewee as well as her business may be fully named in the written report. The interviewee is then asked for permission to record the interview.*

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Thank you Anna once more for participating in our research.  
Are you familiar with the term mumpreneur, or mumpreneurship?

*Not that actual term no, but as I recommended you a further candidate for your thesis, the one writing a book about being an entrepreneur and a parent, I believe this term describes her situation. And I would really like to read your result, because it sounds so interesting.*

As we had previously mentioned to you, we define a mumpreneur as a female entrepreneur who at the start of her venture creation had at least one child.

Yes

So for us it is really important to discover the motivational factors for that, so what actually drove you to say I will leave behind employment, with all its benefits of child support and become self –employed. Could you maybe think of the biggest challenges mumpreneurs face in Sweden?

*Actually I had already three children when I started my business, I was on maternity leave with my third child when I decided to take this step. Before when I was employed, I was in a managing position, that was really more stressful than the life I have now, because then I had the responsibilities in the company that I couldn't control everything, my situation and the I had the issue that I had to travel one hour to my workplace, I live outside of Stockholm, this was a lot more stressful in a way then my life now. Now I choose to have my office a little bit closer to home and there I have one employee. Now I can choose the ones I work with, my situation and time, I am simply more flexible so for me the life has become much easier to manage. Of course it is a challenge and a risk when you go into something you don't have the salary at once and I had to cooperate a lot with my husband, he was employed at that time when I started my business. When my business started to run he actually also left his job and became an entrepreneur, in a different field though. So now the two of us own our businesses and that also gives a great understanding for one another as well. How life is with a company, work late nights, and you have to do certain things. He is actually from an very entrepreneurial family, so am I as my mother was quite the entrepreneur herself. My father was employed in a company, and I believe I got the leadership skills from him. Anyway, and the entrepreneurial side from my mother. But to compare the situation I had before being employed and my situation now, I would say it is less stressful for me. Now I can decide when to do certain things and I can make it happen in my own pace and as long as I have control over my finances and money and I can decide what to do with the company, what to do next. For me as a person and entrepreneur this is less stressful than being employed in a managing position, as I can see the picture and decide when I will do certain things at a time. Of course it is a quite stressful time having small children.*

Just to confirm the information we have from your homepage, your business is in sales acceleration and growth, is that correct?

*Yes it is in sales and it focuses on media sales and then I sell advertisements for magazines, and webpages like banners and newsletters and also exhibitions for fairs but I focus on media sales for professional magazines, for instance one magazine is for teachers and principals of schools. I used to work for such a company as a sales manager, they have internet webpages with information for teachers and principals, and the ones advertising here want to reach them as professionals. An example could be the major publisher houses and universities or communities who want to recruit teachers, so it is really business to business. It is not in the public press, it's not reaching everyone. And I also work together with a magazine that reaches out to university teachers, it called Universitets Lären, University Teacher. And this is a union for all university teachers, and this magazine is my customer so I sell them advertisements for their magazine, it is quite big customer. Since the 1<sup>st</sup> of April I got the whole part for advertising. This is one part of my business, the other part which I am also building up is matching education with companies, so helping companies to get the right people to talk about leadership and education, motivation. I help companies to get the right people to talk about a topic they are interested in. I get a certain percentage for connecting those people with the companies. In order for those who sell education and those companies who need education I am currently starting up a webpage, so they will have a place where they can communicate, and where they can find companies. There are so many companies selling education, and therefore it is sometimes hard to choose which one to take. It's like a jungle, and this is why we are like a party in-between. My education is of great advantage in this case as I have a bachelor degree in management and organisation and a master in business administration. I love HR, my master thesis at Jönköpings University was about Expats.*

*The third part of my business is about that we organise conferences, also for bigger companies, where they can meet new clients for education. It is a lot of things, and all has been going on for 2 years now.*

It sounds all very interesting, but so did I get that right, before you started your own business you actually worked in that same field? In sales?

*I worked in both of the fields I am working in now, in media and sales, which are the parts that actually made my business running because I got this big assignment from my pretty big employer there I was a sales manager and then they decided that they did not want to have the sales in-house any longer and by then I had already started my company focussing on something else but then I got this big assignment or this big customer. I was employed in sales, but before I was a project manager an exhibition in Stockholm, so basically I have experience from my previous employment for the thing that I am now doing.*

What you mentioned before was that you actually started your business while you were still employed during your maternity leave. You mentioned one of the reasons why you started your business to be a challenge with the time constraint and the stress you had. Could you maybe elaborate a bit more on what made you decide to become a mumpreneur?

*I think I had always this dream to have my own business, since I had studied at JIBS some time in the future but I never thought I would do that while having small children. But then when I was employed and had all these responsibilities for a company I couldn't control it and not develop it the way I wanted it to in a certain direction, that was very stressful. So when I was pregnant with my third child I went to Thailand for 2 months and there I was thinking a lot. I did not leave the company directly, I was more on a sabbatical, so you can be away for a while but still keep your employment, so I had that for a couple of months. Then after that time I left the company. It is a combination of you get to control your own time, as a motivational factor, I mean if I need to pick up my children I can leave without bad conscious to anyone. That is very important. Of course I have my customers, but they are not in the same room, so I do not have to ask permission to anyone to go and see my children. I can decide if my son has problems at school, I can just stay home one day with him, the flexibility, the time that makes me more calm as a mother.*

Would you then say that being a mother first of all inspired you or influenced you in a way to become an entrepreneur?

*I would say so. Having three children and managing it its kind of a project management. So if you can do that you can run a business. It's not really different. You can actually learn a lot being a parent, I don't think it's a coincidence that this topic that you are writing about, there is something with having children and being busy all the time you can just, cause you don't have any free time. Of course it also depends on personality but I think you learn a lot managing children and you get the time when you are on parent leave to think about your life and what you want to do and I don't think it is a coincidence that a lot of mothers start businesses as well while on parent leave or shortly after. For me it is really the flexibility and time and also of course that I have the vision of what I can do with the company and my experience from beforehand and I know there is a need for sales in the education business. There is a lot of very qualified experts but they don't have the time or the interest and that's were we can help. My vision is to create something that helps in the combination with being flexible and have more time with my family, it is not like I work more I would rather say less of course it is sometimes working in the evenings and you never shut off your brain you can really be unfocused when you shouldn't, so Easter for example we said lets go away to ski with the family and simply leave the computer at home. You have to fool yourself sometimes and get to another location that is not work-related. And then you also come up with new ideas so it's good when you don't think about it.*

Anna, maybe we could talk a bit more about the background as we are really interested in the family, how did your family react on your decision of becoming a mumpreneur, and leaving you employment. Who was motivating you or whom were the people maybe telling you not to do that, or to think about it?

*Well my children are still small and it all basically just recently happened so. Me and my husband obviously had lots of discussions but he is from an entrepreneurial family background. So he has always been contemplating it also when I was just ready to take the step and everyone was saying I should wait a couple of years so my children would be older, but he said 'you have been talking about this for so long now you should not stop, just do it, just do it.' He had a permanent job at that time and therefore we knew we had an income in the family*

So there was not that much of a financial risk?

*No because he had his income, so no that's true we didn't. And when my business was running he also left his job and started his own company. They are two, so he has a partner. He was really supportive when I started my business.*

That sounds really good, to have the support from home I guess it is easier to make this kind of decision. Did you have people in you circle of friends that were already entrepreneurs, especially female friends who also maybe encouraged you? Was there some inspiration? Or was it more your husband and the family background of your husband being entrepreneurial?

*I think that my husbands family, his parents being entrepreneurs they were really supportive. My father was the most worried at the beginning, by no he is really supportive. My father always worked in one company, now that he sees that my business works he is happy.*

*I think that if you want to do something like that you should hang around with people that do the same thing. Therefore when I asked you if you need more names of mumpreneurs, I started to think about people I know and a lot of them run their own business. And I think you enjoy being around people that are like yourself and to whom you look up to, and I am doing this. I have been taking part in business networks in Stockholm, in two different ones and one network were we actually meet every week and there you meet*

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*other entrepreneurs and you share business ideas. That was a very strategic move when I started in 2013. I was a member of this network before when I was employed, but it is different now with your own business because you can be more flexible and you can take your partner so that was important to be with a group that had done those things already. For them it is nothing strange, they are always supportive. Therefore I do it, this is also very important to me. Also the other women not men networks, I am not a fan of those old gender discriminating networks I like to be where everyone is welcome.*

Maybe one more thing Anna, the Swedish social welfare system supports employed women and parents with children with maternity/paternity leave and also with financial benefits. Did this maybe concern you when you decided to become a mumpreneur?

*I have three children, the youngest is 2, then 4 and the oldest is 7. Sweden I think has the best parent support system in the world. You don't have the same regulations when you are employed. I was home for 8 months with my family, and 2 months with my whole family in Thailand and then I started part time and parallel with my own business. If I would have had my own company before having children that would have been not very beneficial so I used the system as being employed. I think if you are planning to have children I don't think it is very financially a good decision to start your own company in that case it is much better to be employed in the Swedish system because they don't really trust the entrepreneurs and they count the income differently. It has not really affected me because when I had my first child, we were living in China because I was working for an English teacher, and my husband had an expat job there. Then I worked for a Swedish company so I could actually get those points you need, otherwise you get only the lowest like 120 kr a day or something which is nothing you need to have a salary, like being employed, before you have children. If you do not plan to have any more children that's the best situation to start. The system fortunately hasn't affected me as I started my business after I had been employed and had my children.*

*When your just planning to have children and you want to be more on the safe side then I think employment is a good choice.*

That is exactly out point. That would be the logical way, there is a number of female that go into self-employment when they have their very young kids or when they start to build a family, this is really why we want to research those factors like what influences them, what motivates them to actually take this step.

Maybe we could go back a bit to your venture creation process, could you maybe tell us about the challenges that you had to face and how long did it take you to really have your established company?

*Yes, before I started on my own I was interested in going into part-ownership in another company. The business model was very close to what I wanted to build, but then we could not agree on certain terms. It was the company were I had worked for 8 years, since 2005. They still run it in the exact same way, and it is still like that 8 years later. So I wanted to change a lot of things but we could not really understand each other. So I decided not to become a partner owner in that company. After that I worked as a consultant and then I had my own company. I actually inherited the 'limited' the company itself from my parents in law, not a company by itself but the fact that it did not need to register for it and I changed the name and everything for it. So that was a quite fast process. In November 2013 I was working in-house as a consultant and then I also got a very big customer who wanted me to do all the sales, and then I was bale to employ one person as well. We moved to a new office, our own office and that was in Jan 2014.*

Thank you very much Anna for all the information, could you maybe to sum up the interview give us the benefits of being a mumpreneur?

*Flexibility of you time and for me it's the possibility to fulfil a dream and create something that I had envisioned to create without someone telling you not to, the possibility to finance it and run your own business.*

*And also with the flexibility of your time you can take time to stay with your children and be with them at school when they need it, work at nights if they need you. It's a combination of you can be there for your family when you need to.*

The perfect work-life balance?

*I think for me yes, for me it works that way.*

What I got out of this, is that your motivational factors are a better time management, especially for your kids and your husband?

*Yes we are both flexible in a way we share bringing the children to school in the morning and picking them up. We have a continuous dialog about that. But also the possibility to create something for myself, not like I need to survive but to achieve something.*

Thank you very much Anna for taking part in our research.

- We talk about the topic of the thesis, off record -

## **Interview No. 2**

Interview with Linda Linnskog Rudh on the 8<sup>th</sup> April, 2015

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*Previous to recording, the researchers thank the interviewee for taking the time to participate in the research. Furthermore, the purpose of the research is stated again, following the question if the name of the interviewee as well as her business may be fully named in the written report. The interviewee is then asked for permission to record the interview.*

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Thank you so much. And while we are on that subject, are we allowed to mention your name and your company's name in our master thesis?

*Yes you can do so, no problem.*

Ok, perfect. I will start by briefly introducing you to our topic, which as you know is about what exactly motivates mumpreneurs to start their own business. As you know we have our own definition of mumpreneurs since it is a really interesting concept and we have read lots of literature about it. Therefore, we have defined it as any female that starts her own business by the time she has children. This is how we define it, are you actually familiar with the term mumpreneur, have you heard of it before?

*Yes, I have and I know there is quite a network and some women trying to start a network on facebook. They were having some meetings already and I was invited but I didn't have time to be there. So I really know about it, many of us start when we are on maternity leave, the planning of it start at that phase. We quit our jobs and start something new.*

That is exactly what we find to be very interesting because as we know Sweden is one of the countries with the best maternity leave policies and children support and care and this is why we identified this gap in Sweden in particular, why people and especially women will decide to leave their previous employment and start their own business when they are

receiving such benefits from the Swedish social welfare system. We think this is pretty interesting and talking about this what in your opinion are the biggest challenges a mumpreneur faces nowadays?

*It's time. It's always time. It always me bringing the kids to kindergarten and school, I have one 5 year old, she is in kindergarten and the boy is 7 years old and in school. So I start my days at 8.30 or 9 am and I am very much, I don't want my kids to be at kindergarten the whole day so I really try to be there at 3.30 pm to pick them up. So time is always on my side. I am always in a hurry and I would need more hours a day. So that is my biggest challenge.*

We discovered what you said in the literature we have read, that work-life balance with regards to time is really what is the biggest problem nowadays for working mothers.

We do not speak Swedish but we have tried to translate your website with google translate to learn more about your business and more about you. It was really fascinating to discover that one of your dreams was to become a marine archaeologist, could you tell us a little bit more about this?

*Yes, when I was at high school I went to a technical education, and I hated it. I am quit the humanist. I like languages and history and geography and everything like that. So when I quit that I started my education to become an archaeologist, as I had always been very fascinated by the marine life, what you can find underneath the surface, like the Vaasa Ship. Those were the things I loved as a kid. So I just followed my dream but when I was through with my magister examen / bachelor studies, it was hard to get a good job. I worked as a guide at the Viking village, I worked at the Vaasa ship and several different jobs. But I never got a decent job, 100% good job. I did that for a few years, but then I started studying journalism in the evenings and I was just very lucky because I got this job at OK magazine, pop music magazine for kids and youngsters. This was my first job as a journalist and I loved it. I realized there that this was what I really wanted to do. Because I was so tired of the whole museum, and simply the whole thing of not getting a good job. So this was my chance.*

So you actually found a ways to implement your passion and your interest what you are doing right now. From what we have read (on your homepage) you write articles about topics that you have great interest and are passionate about.

*I would love to do that more, I would love to write texts for museums. The information times or exhibitions are stuff but it is really hard to get in there. I don't really know how to do that. So that would be the most interesting job for me as having my own company now I am taking every job, I write texts for very strange websites, cable installations, I mean it is everything. Of course it is not always very interesting every time, but it pays my bills. I will try to get more (articles) because I have this big interest for history and archaeology therefore it would be lovely to do that more, but it is very hard.*

Because of the field probably. Linda, you mentioned a bit of the start of your won business, could you maybe give us some more information about that, when you started, what was the journey of starting your own business from step one?

*I was employed as an editor at a boat magazine when I got pregnant. This was 2007 and my boy came in December 2007, so I worked there as an editor and then I went on maternity leave. And when I was at home for 1 and a half years with him, I came back, but not working for the boat magazine but then I worked as an editor for a car magazine because they needed help, and at that time I was pregnant again, so I just said 'ok I can do what ever you want me to do during the time in-between', because it is just one year and ten months between my kids so when I was going back they knew that in a couple of moths I would be gone again. Only a few months I was working for the car magazine, and then I was at home with my other kid she came in 2011, Nov. Then when I was supposed to start working in the autumn when she was in*

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*kindergarten it was 2011, I told my employer that I would like to take a leave, so I asked the person who was replacing me 'please give me some more months', I just said I wanted to take time until after Christmas. During this time I was really thinking about leaving but I was not really sure. I wanted to quit my employment and start my own business. I had actually started my own business in 2008 and then it was just a small company.*

Just for clarification, did you start that company while being parallel employed?

*Yes, here in Sweden you can own a business and be employed, and have your maternity leave. I just started that and then just owned the business but I didn't had any jobs coming in by that time. My aim was to sell articles for magazines, just articles about furniture, archaeology, history and things that I like and just trying to sell articles. And I did so, but only some. It was just a few of them. I mean that was just during my maternity leave. Then when I quit my employment, it was at the end of 2011, and then I didn't get anything because the company said 'ok you are the one who is quitting, you do not get anything from us' and I was ok with that. And then started my Aktie Bollag (AB), the limited company in 2011.*

What was your biggest motivation to do that, being a mother and starting your own business?

*One thing was actually the location of the magazine, where I had to go by metro one hour in the morning and one hour back home in the evening. I could not even think about how I would get the schedule to work, having two kids and knowing that I am sitting in the train 2 hours every day, so I would have needed to go down to work only 50% and I just felt that I could not do this anymore, I had to quit and start my own business.*

Again everything is about time.

*It is! And me not wanting to leave my kids at kindergarten all day from very very early to very very late. I hate that. They have to have a way of relaxing and coming home, and have a good life.*

So was this decision mainly driven by the need for your children to feel your presence and for you to feel closer to them? Were your children your biggest motivation, being a mother?

*Yes being a mother was my biggest motivation, yes! I would say so. I like my job it's a really nice job being an editor for those magazines, which was what I should have been going back to but I could not see a way of fixing that and being a mother also.*

*So this right now is much more flexible of course. I can work nighttimes if I want.*

And talking about such a big decision, to create your own company, where did you find the biggest support for your decision? Was it from friend, family or your partner maybe?

*It was from my husband, we are in the same boat. The company is owned by the both of us. My husband he started also almost at the same time so we just let go of everything and had to made this happen, and we did.*

So you are really an entrepreneurial family in a way

*Yes we are. And that's one of the main reasons. My husband was working as a sales manager, he was therefore away quite a lot on business trips. I would not have worked actually if I would have been working too. So now we can both be very flexible in our working hours.*

How did your family react to this decision?

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*Many people said you will make it work, others said is this wise to do, but we thought we had to and he was quite confident that he could get another job if he wanted, in case everything went really badly and we could not afford living.*

It is very interesting to know how the people around you reacted to your decision, so the biggest support came from your partner. Was that also a motivation?

*Yes it was. Because other people they were asking many questions saying is it wise?: Our parents were quite confident as well that in case my husband could get another job because, me getting another job is very hard in the media world. Because if you leave one job you are out. So we were quite confident about that and so were our parents, even though they didn't say 'go for it', but more 'you can try'. My husband's mother has helped us for about to years now with the book keeping so she has been a very good help for us, because she is now retired. She is really good at it and she has helped us.*

Did you have some female relatives or friends that gave you advice and helped you in this process of creating your business?

*Yes the family was quite supportive, and they are entrepreneurs. My father had worked as an independent real estate agent, when I was young so I have this from my childhood too. And my husband's father was a painter and had his own company together with his brother. So we had had entrepreneurs quite close to us.*

How exactly is the ownership within your company?

*It is 50:50, me and my husband we are married so the company belongs to both.*

We talked about the people that supported you during the start of the business. But what were the biggest challenges and how did you manage to overcome those?

*First I say it was time, you have to somehow manage that. And then it is getting paid for your work, that's really hard. Because people they just want to ask you some questions and they just want you to help a bit here and there and at the end you have done a lot of jobs for which you won't be paid for or I really hated to say it will cost you this amount, and I was always counting much less hours and I was not confident about me making a good job that they wanted. At the beginning I was excusing myself, saying 'I don't know if that is good enough'. Since the last year I have become better and better. When people say 'yes your business is really good, thank you very much and we want to pay you' you get much more confident about doing what you do. So confidence was really a big challenge at the beginning.*

Ok, thank you. The other thing that you had mentioned were the working hours, could you maybe draw the comparison between back then and now, how many hours for instance you worked as an employee in your previous employment and how could you compare that being a mumpreneur now?(in regards to time)

*When I worked at the magazine I worked 38 hours a week, sometimes maybe 1 or 2 hours more but then in return you could go home 1 or 2 hours earlier. Nowadays, I would say I work from 9 am to 3.30 pm and then I am almost not eating any lunch. I work six to seven hours a day but then the kids a free from school they have holidays like Easter now, so if you count it I think I work five days a week about 30 hours but then the last hours I work when the kids are in bed, from like 9pm to 12 pm but that only happens once or twice a week. In the end I think I work as many hours as I did when I was employed, but I work them according to my own terms. I mean staying up at night and working is not good for you, but it's a way of keeping oneself flexible.*

The flexibility seems to be a driver for women to create their own business we also found that in our literature research, especially when it comes to managing your time with the children.

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*Yes, so when they are at home and awake I'm not working, only if it is a very important mail. I am really strict with myself, so when my children are there not to sit in front of the computer. They know that when I am with them, I am there and not working. I am really drawing a sharp line there.*

Do you see a change in your relationship with your children from being employed to now being self-employed?

*I actually was at home with Oskar my first kid, and then with Maya so I did not really had that being a mum and then being employed. So I was almost always having my own company and the kids. So I do not have so much to compare with.*

What in our opinion are the main benefits that came along of being a mumpreneur, besides time?

*Flexibility of course. I think it is flexibility all the time. I know mums who are running from their jobs, they are always late, they are always in a hurry and stressed out because their kids are at school, they miss the metro and cannot come there and often they actually call me and ask me to pick their kids up too. I am much more calm, it calms me. All parents probably think they are not doing good enough, but that eases my feeling of 'I am really trying to do my very best for my kids'*

Going back to our main questions regarding the motivations, can you say for yourself that being a parent was a motivation for creating your business or was there more than that? Could you elaborate more?

*Of course not only being a parent. When I was working at the magazine I felt like I can do this and that, but the Chief Editor told me you can do that article, so I could not decide by myself and hate being told what to do actually. I had difficulties just sitting down and doing the things he or she told me to do. Quite many times I felt my boss was not right with what he or she was saying and then I really felt uncomfortable and then thought of leaving the job. Now that I am my own boss I can decide whatever I want to do, of course my customers are deciding if I can do this and that but I can say no or yes. I feel like my own boss and I like it really very much.*

So it is really also the need for fulfilment and self-achievement?

*Yes, and since I had my own business I have learned so many things I have learned how to built homepages I would have never had learned this while I was employed because then it would not had been my responsibility or my field of work. Now I can learn and participate in education.*

Thank you so much for all the information and taking your time.

*I just wan to say one more thing, you really have to be a special person to like to do this, there are people that are very happy employed and calm and satisfied, they would be just stressed-out being self employed. People thinking the same way I do would really recommend to start a business. It's great! It is really nice, I would like to wish you good luck! If you have any more questions, mail me or call me.*

### Interview No. 3

Interview with Karin Söderlind on the 10<sup>th</sup> April, 2015

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*Previous to recording, the researchers thank the interviewee for taking the time to participate in the research. Furthermore, the purpose of the research is stated again, following the question if the name of the interviewee*

*as well as her business may be fully named in the written report. The interviewee is then asked for permission to record the interview.*

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Karin, from our research we know that you, before starting the fashion label House of Dagmar, started a PR agency. Our research topic is, as you know about female entrepreneurs or mumpreneurs as we defined it, that at the beginning of their venture creation had at least one child or where pregnant. Could you tell us a bit more about your situation when you started your PR agency, did you by that time already have your children?

*Yes, I had my three kids already, before starting my PR Company.*

Could you tell us a bit more about your educational background, where at what you studied?

*I studied my bachelor in economics at the university of Gothenburg.*

Previous to having your own PR agency you worked for H&M, could you tell us a bit more about what made you decide to become self-employed?

*Well, I think I had bad management, not in H&M, but I was working in another PR firm after I had worked for H&M. I did that for three years, I learned a lot but the management of that company was quite bad. I saw an opportunity and a vision that I could really do it better. That's why I started my own business.*

Ok, was there also some motivation regarding your children? Maybe the time management?

*I always had au-pair girls living with me at my house. So that was a great help, otherwise I do not think I could have managed without them. And because my husband is also working a lot, he is employed and the girls always helped my out with household jobs, like cleaning and cooking. So when I came home I was able to totally focus on my kids and that was quite a good way of doing it. I could focus on the kids. The au pairs really helped as they took over tasks like ironing, cleaning or also picked up the kids from school or kindergarten.*

We had a number of interviews so far where we heard that mumpreneurs started their own businesses, like a consultancy agency, in order to have more time with their kids and be more flexible. Would you say that flexibility was one factor that led you to start your own business?

*This is hard to say. Yes of course one is more flexible, you could say that. You can decide your own schedule. But at the same time it's a fulltime job to have your own firm, of course you decide yourself how much you work. For me it was also to be able to do what I believed in.*

Could you tell us a bit more about your most recent business, House of Dagmar, which you have founded together with your two sisters. How was the process of starting the business in this case, both of your sister are also mothers?

*When we started the company 2005 my middle sister, Kristina and I decided to meet over a coffee at her house to talk about starting our own business. Back then I was still running my PR agency. Kristina at that point was a trained designer and expecting a child her first child, she was 9 months pregnant. She had previously sold her own hand-knitted mohair cardigans very successfully to her friend's Shop in Stockholm. We thought there is a potential for our idea and so we started it. When Kristina got her child, we were ac-*

*tually working at her house. It was quite convenient for her to work from home and to be able to be with her daughter. Afterwards, Kristina would say that she did not really have time for her daughter and because she always worked I mean, some people feel like that and that can also make you unhappy for the rest of your life. You really have to think about what you want to do.*

*When we started the business, Kristina was a freelancer and before that she was employed.*

Could you tell us about the challenges you faced while starting the business? As a mother and an entrepreneur.

*Of course it is always a logistics problem. You always have to be quite structured, if your not you will get problems because you have to have a structure if you have kids and to have a company. To learn structure is very important and if your not structured you need to get help to structure your life. There are people who can help you with that, like mentors. But you really need to structure every day, week, month because there are a lot of things to do all the time and you have to have a total control of the children's everyday or weekly activities. You have to structure even your life at home and I think not a lot of people do that, in a family, perhaps they structure their work-life, but not the family life or at least as much as they do structure the work-life. I also believe it is really important if you are with your kids, just to focus on them. It is super important to not bring the job home all the time, talking on the phone all the time when you are with them. It is important to close your mind and have 'different hats', like the job hat and the family-hat. Except for that I do not really think it is a problem of having both, working hard and It is actually goo, I read somewhere that one of the CEO at EF the language school she got her job because she said in the interview she had lots of au-pair girls and she hire so many during the years, so she knew exactly who she hired, how to train them and how to structure them. She is very good with people, because she had so much experience from hiring. That was quite a bonus for her when she was searching for this position. That was kind of funny angle of having au-pair girls. You can take advantage of that experience for the working life. There are of course challenges with both, kids and family life and the challenge in working life. I don't think that there is a connection.*

So you would not see that much of a connection? What we have experienced so far is that these women who have their own companies they really are trying to adapt their time and work around the children, so really to have a better work-life balance. Would you say it easier when you are employed or self-employed?

*I would say it is hard both ways. If you are employed and have a high level of your job your like a manager at some point then you always have to be available and if you have your own company it depends if you have a lot of employees than you have the responsibility to always be there for them. It really depends. I think if you are a career woman it is hard both ways it might of course be easier if you find a solution to have your own company and there you can always decide. If you see a possibility to start your own company and have children I think is a good to do it because then you can always choose have to spend your time. If you are a career woman and you are employed it is so much more difficult to arrange your own time and you have to totally adapt yourself to the company or the customers.*

And how was that for you, looking back when you started the PR agency and you were previous to that been employed how did your family, your husband react on your decision to start your own business? There are also risks that come along with creating your own business, where there concerns from your closer environment regarding this decision?

*In the beginning my husband was very supportive with my PR firm and he helped me a lot I have to say he was really supportive. When I started Dagmar at the same time when I had my PR firm then he became like 'no not another company, this is perhaps not so good'. By all means I understand that. Then it came to a moment after a few years when it was simply too much for me and I could not really see it myself I was just like and then my husband gave me a talk about that I had to choose one company.*

You were running both companies at the same time? Very impressive.

*Yes, Dagmar was growing and doing Dagmar we had to have another job because we needed a salary and at that point we could not take out a salary from Dagmar. So that was the problem with Dagmar, I mean if you have a consultancy firm you can send out invoices you can get your salary directly. The fashion business is more difficult of course.*

We saw that House of Dagmar was awarded the Elle Sweden Style Award Designer of the Year 2015 so congratulations for that.

*Thank you.*

I think this is it from our side, Karin thank you very much for your time and the willingness of taking part in our research.

*Thank you and good luck with your thesis.*

#### **Interview No. 4**

Interview with Anna Tebelius Bodin on the 10<sup>th</sup> April, 2015 – Hjärna Utbildning

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*Previous to recording, the researchers thank the interviewee for taking the time to participate in the research. Furthermore, the purpose of the research is stated again, following the question if the name of the interviewee as well as her business may be fully named in the written report. The interviewee is then asked for permission to record the interview.*

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We are trying to identify the motivational factors for Swedish Mumpreneurs, meaning women that have children or had children during the venture creation. We have been trying to research what do you do but as our Swedish is not that good we only discover that you are giving lectures at schools and you work with children with dyslexia. Could you tell us a bit more about your venture?

*I am lecturer, I give lectures in schools mostly. The core idea is what happens to our brain when we learn and process information and the cognitive side of learning and during that practical side in school – how to study, read taking notes, study techniques. That is what I do.*

As I told you before, we are researching the ‘Mumpreneurs’. So, have you been familiar with that term before or that is the first time that term got into your mind?

*I have to say, I am not really sure actually. I knew about the concept but not the word for it. But starting a business while you are a mother on maternity leave or whatever, I am pretty familiar with that.*

Well, that term is basically something new that is popping out currently so what we did is we took that term and simply defined it ourselves because Mumpreneur as in the way scholars are looking at it is really female entrepreneurs who built the venture around their children’s needs so different forms of day care, cafes only for moms, for instance. But we want to look more into Swedish female entrepreneurs who despite all the benefits that they get from social welfare system still decide to leave employment and go to self-employment. We believe that those motivational factors what we want to research are really interesting to see. Therefore, could you maybe tell me a bit when you started your business and if were

you on maternity leave or if you already had children, the process of you deciding to become self-employed?

*Okay. I graduated and I already had my masters from Harvard at that point. That was when I came back to Sweden to start to work. Then I started to work at a school and I got a second job after a year, that was full time, I think I had 80%. During the time that I was working full time I started writing and I started to create materials for my students.*

So you were working as a teacher then?

*Yes, I was working as a teacher, around 80%. And when I was not working I started writing.*

I saw that you have two published books.

*Yes, exactly. I finished my book and I started selling it to some of my students and some students outside of the school and I started to realize that this add value to a students I don't even know so I started with a web shop and I sold it with online channels like the Swedish Amazon. Then I realized there is a market for this. And this first book came out in 2007 and the second one in 2010. Actually in 2007 I had my first baby when the first book came out. Then in January 2008 I had a baby and it was a bit of a struggle with him because of his heart condition, he was at the hospital for months and naturally, I did not do much for my business then. After six or even months I started planning again to actually start giving lectures on my book outside of the school because I was on maternity leave and I had time and I could do whatever I wanted to when I had a babysitter. So I had a couple of lectures which I do not know if it was a good idea or not because life pretty much came up and I realized I was not ready to start working again but I did. They were supposed to be just a couple of lectures but then in 2009 and in 2010 they started to become more but officially I got back to work in 2009 but I did not want a full time work, I mean, I did go back to full time but I did not want to give up on lectures in other schools. So I was quite dependent on my employer to expect the fact that I could take a day off once and a while to go out and give lectures. They were understanding and extremely flexible, more than I could have imagined. She just really liked what I wanted to do. So this pretty much went on and she was (the principal) quite surprised that I even continuing working, she was flexible enough to give me the space. Then I had my second baby in 2012 and it had been quite a few lectures during that time, I do not know how many but the whole idea of me going back to school became less and less attractive for me, it was not really what I wanted to do.*

Basically your kind of venture went on by the time of your previous employment, like a parallel?

*When I had my second baby in 2012, I was on maternity leave for one year, but it was very busy year because I worked a lot during this which sounds like not good thing but I think I have become a better mother because it was what I really love doing and I had really quality time when I was with my baby so I do not think this was a bad thing. The thing actually is during that one year my school I was working at gave me six month sabbatical leave but then they wanted some sort of decision and I had to decide whether or not I am coming back to work. And I decided not to. I was pretty sure from the beginning but I am always comfortable with saying that I have an employment. But I gave that up in August 2013 and quitted my employment. Since then I was working with more and more clients and I am glad because it works out.*

How you see in comparison to your employed life, how is it now that you are self-employed? How much time do you have for your kids? Would you say that you are more flexible? Do you see benefits in self-employment?

*I lecture three times a week and I try to get back to be during the time that they are going to kindergarten and school.*

How old are your children?

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*They are now 7 and 3. That means that during the days I am not lecturing, of course, I have other duties like administration and etc. but still I am quite flexible in when I need to do for my work and I can do it pretty much when I want. For example, if I spent two nights away because I have evening lectures I really miss my kids and I need like they need their "mama" time and then I have my special time during the day with them and that is possible because I do not have to ask anyone, I just do it.*

Would you say that this was a motivational factor for you to decide to go to self-employment or were there different factors that influenced you? Not only around the motherhood but maybe external factors that pushed you to a new venture?

*I think it was a combination. I was always that kind of person that wanted to do things differently. I want to do things that no one else does even my studying at Harvard. Because I have an idea, a vision of what I want to do and I just go for it. I think that this whole entrepreneurial thing is just my way of life, it's a life-style me being an entrepreneur because this is how I am comfortable living. I need freedom. I have hard time people telling me what to do and how to do it, I want to do it the way I want to do it. The freedom got more important when it comes to spending time with my kids, I mean I am not forced to go somewhere and I can see them because it has to be that way, I want to have the freedom to decide when I want to spend time with my children, when I need them.*

Where did you get the support from? Did your partner support you? Did your family had concerns about it? Because if you go from employment to self-employment there is also a risk attached. How did your closer family react to this decision?

*My parents are both entrepreneurs. They are quite familiar with the idea of creating a business.*

So you are coming from entrepreneurial family?

*Sort of. They did not support themselves with their businesses but they had them. So I was sort of intrigued by the idea but for me it was never an option to have as a lucrative hobby forever. But as soon as I got my two maternity leaves because I wished for two kids and I was lucky enough to get them. When those two maternity leaves were over I had a plan that I will be self-employed. But also that was not something to do at any price because usually I am quite fond of the idea of security. My husband especially is very fond of the idea of having security so he still supported me with this but he did it because he saw that this was sustainable and actually can work. He saw that I had a business that can provide for the financial needs enough for us to support life.*

And it is not like you came up with very innovative idea, you did but you did this before so you actually took the skills from your previous job and put them into your self-employment? So the skills were there?

*Yes, exactly. I did it for so long, 7 or 8 years in parallel being employed doing the lectures outside of school. I knew it was working, with more and more customers and more income from that "hobby". But when I started with the second maternity leave I was working by giving lectures every day for four months. My husband was quite sure that it would be even easier to bring financial security. He has always being supportive because he saw that I was coming out with a niche and business that seems to work.*

We heard quite a lot that all those mumpreneurs got a huge support from their partners which already for us it is really interesting to see because maybe if that would not be the case, some of them would not had the chance to take that step.

Can you compare it with when you were employed? What challenges did you face related to your motherhood?

*I would say the loneliness. I work from home, my home is my workplace. This is where I do everything for the kids, family and where I also need to be disciplined at work. I do not have colleagues which mean that I do not have family and customers and friends. Maybe that is the only downside, that I do not have colleagues. Someone I can meet around the coffee machine and chit-chat.*

So basically, you do everything by yourself? Even the administrative work you do by yourself?

*Yes I do all the work.*

You mentioned you work three times per week? Compared to when you were employed, did you work much more?

*It is a very good question. Actually, I thought a lot about that this morning about how many hours do I actually work. It is complicated because I only give lectures eight months a year because from the middle of May till the middle of August there is nothing and then December I do not have lectures as well. During these eight months I need to bring enough to support myself and my family for the whole year which means around three lectures per week in those eight months. And the other days from the week I do of course administration, I write as well. I try to publish my third book and some articles as well. So working as a teacher before, I am not quite sure, but I think from 8am till 4pm so around 8 hours. Today I usually come home after leaving my kids at school or nursery or kinder garden and I am home by 9. So my normal working hours, or something like that, are from 9am till 3pm pretty much and we try to close down everything so I can get my kids from school again. So I have about 6 hours a day which is obviously shorter day but during those 6 hours I can also do something different, go shopping for example or whatever I want to when I do not have a lecture that day. And I can postpone doing the administrative tasks, I mean I have to do them at some point but nobody is forcing me to do things usually by hours. I can decide when I want to do them at certain point. But in total, let's say, last Tuesday, a couple of days ago, I had to drive for two and a half hours to give a lecture and then drive two and a half hours again on my way back so that was a whole 8 hour day but it started at 3pm so I couldn't get to see my kids that day which was of course, not okay, I do not like to miss my kids but sometimes there are evening lectures which means that my husband go and pick up the kids, give them dinner and put them to bed. It is not bad for them to be with their dad obviously. It is not every week that I am away at night but maybe one evening every two weeks. Maybe I stay overnight once in a month or twice a month. The total hours I work are so hard to define. For a year it is certainly less because I work only 8 months and then I have time for vacations. I mean, who has that?!*

But I mean when you were a teacher didn't you because there you also had the vacations?

*Yes, sure. In that sense it is close to what a teacher has but on the other hand it is the 8 months I work, the freedom is whole other thing compared to being a teacher. You have your work hours and all those things you have to do. Of course I have that as well with the lectures, I mean, things that my clients need in certain hours. But still I am in charge of everything. It is a very different decision of when you have an employer who tells you what to do and not to do.*

So maybe one last question. If you would have to advice young women that lets say is eight months pregnant and you should convince her to become a Mumpreneur. Right now she is employed, getting all those social benefits from the government, how would you motivate her? What benefits are for her to change her mind and say "Okay, I want to be an entrepreneur". Maybe three points if you can think about them.

*First of all, I would not want to convince anyone because I see this as such a huge life choice that if you really need the comfort and the security of having an employment maybe you are not meant for being an entrepreneur. If this is not a driver for you already I am not sure what I can say to convince you because being entrepreneur is definitely not for everyone. I like the entrepreneurial idea and I think we can use much more*

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*of that even when we are employed but being an entrepreneur that would just be crazy! You need a lot of people who are completely different for you with different ideas but for somebody who feel that they create the freedom or the self-fulfillment to do something else and already has the drive the idea or the wish to do something else then I would definitely encourage them to become something else, to become Mumpreneurs. But the initial idea has to come from themselves because I do not want to convince anyone, why would I? I would probably advise her to first of all take a few months with the baby, not taking any work or employment to just not stress it. Be with your baby because she has no idea what is waiting for her! She may think she has but she hasn't at all! Do not plan to do your business model the first month after the delivery. That is just not going to happen. And I do not think that she has to start with a bad conscious, feeling bad about yourself that you could do it differently. The first 6 months maybe, do not do anything else. Just focus on the baby but it really depends because there is a different case for every parent. If you have some sort of a "normal" situation I would then advice to go out and look into internet, when she feels actually encouraged, do a research of how exactly to move on. I do not think she will be in this phase for the first 6 or 7 months. After that period of time you can go out, do the research what is out there, what kinds of market there is, services that she is thinking of, if she knows other entrepreneurs, the network. There are obviously a lot of networks in every city. As I am quite outdoor and networking with people I feel like I meet same people all the time! You need great contacts to create a business and clients. It feel like, first cool off, when you feel you are ready, go out, do a research of your product or ideas and get references, other people's ideas, not your closest ones as they may be scared and not supportive that you are not doing the right thing, people that do not know you, ask them just to get a sense of is there a market for this or not. After doing that, go out and talk to people for concrete things, for example doing the website, write articles, tell people who you are. But of course, on that point you are still on maternity leave and you might need some kind of support system and you will need someone to take care of your baby during those hours, if you are away for meetings. Or do what I do, bring your baby! That would be my advice. And then, do not quit your employment, if you have one, too soon. As you said, there are a lot of social benefits with having a baby when you are employed. So if you could do it part time, or do it a safe way is much more likeable that you will succeed. I cannot encourage anyone to take huge risk. If you could take a loan or whatever you need to do to save up and provide security, I would suggest that. Stretch it as much as you can to have your employment while you decide. Do what I did, the reason why I did what I did is that was employed during both my maternity leaves so I started off like a parallel and I think it was a smart move because financially it is definitely a smart move.*

Because this is what we are looking at. Why would a women, besides ambition of course, while having a child would start a business? Because what are we getting right now from the responses are "I started my business while I was on maternity leave". And this creates much clearer picture which is really interesting because Sweden has the best paternity leave system in the world. So why would someone will say "I do not need that" and go straight to self-employment.

*Yeah, why would you do that? That is why I didn't. The support you have financially and any other way in Sweden, you do take advantage of that. I was really thinking what would have been best for me and my family, I took advantage of all the security and the financial help I could get. But then when I couldn't be employed anymore, I quitted after I had my two kids. But how do I know if I will have more kids, I would be probably expecting another maternity leave, I do not think I would have taken this risk. That is very hypothetical of course, but still it was not in the plan because I am not really a risk taker, I would prefer the securer way.*

Well, Anna, I think this was it from our side. If you have any questions about the thesis feel free to rite as an email if you have any concerns or questions regarding it. I would like to thank you very much for taking the time!

*I would be very interested to see the result after that! Good luck for your thesis.*

## Interview No. 5

Interview with Angela Hafström on the 10<sup>th</sup> April, 2015 – Mormor Magdas

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*Previous to recording, the researchers thank the interviewee for taking the time to participate in the research. Furthermore, the purpose of the research is stated again, following the question if the name of the interviewee as well as her business may be fully named in the written report. The interviewee is then asked for permission to record the interview.*

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Could you provide us with some facts of what you did previously before the venture creation?

*Sure. I started my education quite late, I was 25 or 26 so before that I was administrator, I was working as a management secretary for quite a few years. Then I got laid off from work and I decided to go to school, so I studied "Media Communication" to become a PR officer or information officer, I am not exactly sure of the actual English word for it. So I have an education in that field, I finished studying when I was 29. I started by business when I was 35, so between the age of 29 and 35 when I had my degree I found it really difficult to find a job so that was a motivational factor for me. I had my son, Christoffer, when I was 30, he was my first child. I had to apply for quite a few jobs until I got a job as a project manager, then I got pregnant again and I could not keep the job. Then when I had my daughter I just spent the whole maternity leave stressing what I am going to do and it really took me a lot of time just being with the kids and worry about it. I again applied for few jobs and I got one. For the first time in ages I got a full time employment because before that I was a temporary employer, not exactly temporary but I was on a project employment for like two years. The job I found was was unlimited. Then I got pregnant again with my third child and I was laid off again.*

Because of that?

*Well, I was the last one in so I mean, I could not tell "yes" or "no" but maybe the decision was not based on the pregnancy. It is difficult question to answer. So then when I was at home with my third child I told to myself "I cannot keep doing this, I should be in charge of my own career and destiny!" so I thought "What can I do? What I can be good at doing?" and I was just lying on the sofa, sapping in front of the TV while the baby was sleeping and I thought I can do quite well creating my own brand. Then I was thinking "What kind of brand should it be? It should be something with food." And then I just decided I'm going to start my own ice cream brand.*

Just out of nowhere?

*Well, the thing is that my husband had travelled a lot to the States for his job so we already have touched ground with the question "Why there is not a Swedish Ben&Jerry's?". And also there has been a bit of a discussion on that point in this town why there is not a good ice cream and that was running through my head. And I was thinking I don't want to work long hours, evenings and weekends, etc. so better just to make ice cream brand instead of serving it but now the last few years I was working a lot of long hours, weekends and evening but I did not realized that at the time.*

Was there any influence, I mean, you having the three kids already, was there some motivation around your motherhood where you said "I would create my own business rather than go back to employment."

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*Yes, because of the flexibility. Being able to choose my own hours kind of thing, I can be a lot more flexible than if I would have been employed by someone else, I mean, I'm not saying that I normally do it because usually there is so much things to do when you are self-employed but I mean I could potentially leave work at 2 at the afternoon, be with my kids and then start working again at 8 when they go to bed and work till 12.*

How old are your children now?

*Well, one of the kids is now 10, one is 8 and one at the age of 6. Also, one three months old.*

So compared to the time when you had that temporary job to now, what are the benefits mostly, besides the flexibility? Maybe also regarding to your life in general and related to motherhood.

*The thing is I am struggling with thinking that probably I would never be able to go back to being employed. But the flexibility is really huge benefit, because it is not like I am earning a lot of money, because I do not, maybe one day. Now I am on my fourth year of the venture and I haven't so far. I think it all comes back to flexibility but I think being my own boss if that can be one reason, getting to make a lot of decisions, having fun at work because I love what I do.*

You mentioned your husband a few minutes ago. What was his reaction to the creation of the venture?

*The thing is that he thought it was just a phase because I told him "Hey, you know what I want to do? I want to create my own ice cream factory" but the week before I said that I am going to start studying to become a human resource person so he thought "okay this week's flavor is to become an ice cream manufacturer." But it was not a phase, I did not pause.*

And what was the reaction once he realized that this is not a phase and you are really determined to do that?

*Well, he was not over excited about it. He was so aware of the things I could not see. That it is going to cost a lot of money we do not have, working long hours, it would probably affect our personal life. He was in a sense negative, trying to bring me down because I was like "Oh, my God, this is going to be the best ice cream company". I mean not bring me down, but bringing me to a more normal level for better and for worse because this could have really destroyed our relationship. I could not get a bank loan either because the banks in Sweden are not really into taking risks at all because I thought that I am coming with my business idea and they will roll up the red carper but they did not. We ended up having an upper mortgage on hour house and it was extremely hard time economically. He said that he knew that if he did not let me to do that he knew that our relationship probably would not have survived because I would have been pissed off with him. So he actually went through with it even though he actually did not feel really comfortable with it. So he has a lot of credit for this business even though it took me a few years to realize that because I do not know anyone who would actually agree with their partner to go with this crazy idea.*

So was this the biggest challenge you faced during the process, the problems with the bank loan? Or other people from your close environment saying "Do it, don't do it."

*Most people thought it was a great idea. I wish that maybe a few more people have said that it's going to be a struggle, some of them said that but I did not realize that. I knew that I have to work long hours, that it is going to be three years before I get my first pay check. Still, I did not know much until I get in it, then I realized how difficult it is. Anyway, most of the people were actually supportive.*

You must have been a 100% secure with the idea. Because the people can feel that you have put a lot of passion in it.

*I mean, I did my fair, my portion of mistakes. Even the closest people to me did not say "Don't do it!". They said "Are you sure with this?". I knew one person that used to have a brand for greek yoghurt but he sold it a few years ago. He started off being my mentor. He kept telling me do not manufacture the ice cream, just create the brand because it is going to be so difficult for you, It is going to cost a lot of money and time. So he suggested for me to get someone else to manufacture the ice cream and then to create my own brand, to rip off the benefits. Looking back, that would have been the easier option and probably more successful one and financially positive thing to do. But I think we would have lost reality on that but the actual thing is created around the manufacturing of the ice cream. I think it could have been a success anyway so I am actually story teller and there is a story when manufacturing the ice cream. There are actually two great girls that studied at Stockholm and they started a frozen yoghurt company only three years ago and it is quite successful. They were making their own ice cream in England or Scotland and they are doing great, having turnover of 20 million and I have a turnover of 2 million. I think they has been doing this less time than me, maybe a year or two years and they already had profits. It really turned out to be very profitable o have someone else that is making the ice cream.*

How many employees you have then?

*I am half on maternity leave now so I have three people working 80%. It is really a bit too much of what we are taking now but to have good employees it is really important to provide them with security.*

Would you say that the relationship with your children now is different compared to when you were employed?

*I think that I am a different person than I was when I did this. I used to be quite scared compared to what I am now. I mean, doing this made me more self-secure in a positive way so I think there are quite a lot of benefits of me being a different person that my children leap off. I have been employed and unemployed on and off during the years and sooner or later that would have impact my personality as well. So I think from that perspective I am definitely a happier mom. Because If I was working from 9 to 5 somewhere I think they would have probably seen more of me because I would have been working those fixed hours from Monday to Friday but I am not sure that this is a better thing for them. So I think it's more positive than negative thing. The thing I said about flexibility, I could have better hours. The problem is I don't often do it. The flexible hours are more in theory but having your own company with so many responsibilities. But I cut back on hours with the baby now and it has been good for my family that I am not working so much as before. It is also about delegating, giving other people to do more work and I am still learning to be better manager.*

So you said that right now you are on maternity leave?

*Half, I work 50%.*

As I understand the Swedish Social Welfare System works like if you are employed you do get a certain amount of days and money for your children. How does this work for you now?

*Our company works like AB, so I actually employed and I get three days social benefit.*

Do you know if it is the same amount or you get less if you are employed in AB?

*It depends on your previous salary from the year before. So if I had been employed in my old company and had a bigger salary that would have been what I get now. But now I work three or four days a week because of the maternity leave, so I am getting less compared to someone that would have work for seven days. But I still have the same amount of days so if I only take three days a week that means that possibly I can stay at home year or year and a half.*

That sounds all so inspiring!

*It is difficult but if you want to do that make sure that you will marry someone that stands behind you and support you to do what makes you happy.*

So another motivational factor for you can be to become a happy mom?

*Yes, it is, definitely. Or just being happy in general but especially being happy mom because this is the most important thing in life, being a mom to my children. It always has been a driving force to me, being happy in my life. I remember I was on one of those hundreds of interviews in the past, at home with my second child, and they asked me "What is your motivation for working? Why you want to do that?" and I said "Being happy". That is what motivates me." And he said "Oh my God, this is such a good answer, no one has ever said that!" and I was really shocked because in my view it should be everyone's motivation.*

Can you point out three motivations you would give to a expecting mother who really wants to become an entrepreneur and she asks you about the three most important things of why you chose that path to go from employment to self-employment?

*Trying to keep the balance between job and family because it is really easy when you do something that you really love and do it all the time. Quite a part of job description is being on social media and my social media appearances are 90% work related and 10% personal related but still I think it's a lot of fun, it is not really work, it is fun more or less. Second would be to listen to other people's advice because people kept telling me that I should have low costs at the beginning because I found a place where I wanted to have the ice cream factory but it was huge rent but I thought that it would have been an instant success and it is not going to matter how expensive it is but in the end everyone kept telling to keep the costs low, that it is really important for me and It actually was because if I would not listen I would have lost six months and then would have to close down because the rent was huge. In general, it is really important to listen to other entrepreneur advices. Therefore, the third advice would be that you just have to take the lead and try because otherwise you will never know. It is all about balance, isn't it? Like most things in life.*

Exactly, because especially with young children, to take the risk is very brave. Thank you so much for your time! It was really inspiring to hear your story!

## **Interview No. 6**

Interview with Lena Creutz on the 20<sup>th</sup> April, 2015 – Creutz Coaching & Consulting

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*Previous to recording, the researchers thank the interviewee for taking the time to participate in the research. Furthermore, the purpose of the research is stated again, following the question if the name of the interviewee as well as her business may be fully named in the written report. The interviewee is then asked for permission to record the interview.*

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Well, let me start by explaining briefly what exactly we are doing with our master thesis. Our aim is to identify the motivational factors for the Swedish Mumpreneurs which actually means women that have children or had children during the venture creation. Unfortunately, we are not really good in Swedish so we tried to translate your web page to get more insight of what your company is about. We discovered that you are working as a consultant and a coach for people. The thing that was really interesting for us is that you have worked in various areas such as finance, product management, sales, training, analysis but your pas-

sion has always been working with people. So, can you tell me more about what is your company about?

*Right, sure. Right now I am working partly as a coach, individual coach, mainly for leading or for people that prefer not be coached in their workplace and prefer to privately use a coach. This is mainly on the topic of that they want to do in their lives. So, there are two different categories of people I coach. I work also with teams to get them to cooperate better, to communicate better. So, basically, this is what I do.*

So, have you been familiar before with the term of “Mumpreneurs” or you heard it for the first time from us?

*This was actually the first time I heard about it, when you wrote me the email. But I think it is very interesting. The word was unknown for me.*

The term itself is something new that is actually making an appearance currently so what we did is that we took the term and we simply defined it ourselves for the need of our research. Because “Mumpreneur” as in the way different scholars are describing it is really female entrepreneurs who built the venture around their children’s needs, for example day care, cafes, only for mom. We want to look more into the Swedish females who despite all the benefits that they get from the social welfare system, still decide to go from employment to self-employment. Can you tell me a little bit more in when you started your business? Were you on maternity leave, did you already have children?

*Sure. I began to form my business while I was on maternity leave with my second child, my youngest daughter, I have two children. I actually started to think about it while I was pregnant with her. So, when I was pregnant with her I went to visit a coach myself for the first time and I realized that I was interested in doing this bit I was also concerned how is this going to work, having my own business. I start asking “How I will survive? How will this work for me?”. And then I decided to take a class or a course, I wanted to become a coach, I wanted to learn more about it. So I took a class while I was on maternity leave, I wanted to educate myself how to become a coach. And the other part, the consulting, I had the education from before, from my university studies. So this was a process, I started doing this one year before or more before actually made the business itself. And I took the step, I mean, I was worried how I am going to survive and I was going to see my boss while I was on maternity leave and I told him that I want to work less, maybe 40% or 50% and I was concerned how this is going to be welcomed, if it would be okay for him. But when I met him I found out that they are going to cut on staff and he wanted to give me a sabbatical which worked out really well and I was really trying not to be happy on that meeting, spoiling my chances to get more months on that meeting but it was perfect. I got what I needed in order to not being concerned to do this. So that’s what happened. And the other alternative would have been to have searched for another job but I did not really want to do that. I wanted to become my own boss.*

Exactly, strive for independence. You have mentioned that you visited a coach by yourself. Was this by the time you were employed?

*Yes, I was employed and pregnant.*

So you decided that you want to create your own business by the time you were employed? Doing this in some way of parallel?

*Yes, exactly. It was a long a process. Even when I was at school I had those dreams to have my own business but I did not know then how is this going to work. I was too young and not mature enough. I had this idea that I have to build a career first to know what is going on the companies, to know what company I want to create. Then somehow, this followed me all this time. And I think I haven’t really been completely satisfied with my job because I am very independent, I like to work independent, I have a lot of ideas.*

So, this was your biggest motivation? The need for achievement and independence?

*Yes, absolutely. Having own business according to me is to have the freedom to make your own decisions, for me to choose what and when to do. And I am really interested in sales, I find it very motivating as it is really important to know how to do this, especially when creating your own business. I like that. I enjoy being able to develop my own concept, I enjoy to plan everything by myself, when I am going to do what. It is wonderful.*

So one of the biggest benefits for you being self-employed is being flexible?

*Well, being flexible, yes, but I would say that a bigger benefit is that I run the business by myself, I am in control, no one else.*

I have read that you have experience in some other fields like finance, training, analysis, etc. Can you say that the skills and the knowledge you acquired there helped you to establish your benefits?

*Absolutely. I do not think that I would have been this successful in my business if I did not have that baggage with me. All the knowledge and experience were great foundation. The people I know today are people who did similar things years ago, they advise me what is good, bad and so on practically before I wanted to become a consultant. Also, being part of many businesses is very important being a consultant, seeing different parts of many companies is very important. So I feel confident with my experience.*

How old are your children now?

*They are 5 and 3 years old.*

Was there any influence, I mean you having your two children, something connected to your motherhood where you said “I would create my own business rather than being employed and work for someone else”. Did something related to motherhood pushed you to become self-employed?

*Not on a practical side so much. Of course, it is good to be more flexible, on the other hand, I am not always that flexible being my own boss, for example, when I am with customer I am completely inflexible at that time and everyone needs to be on hold, to take the kids and I cannot contact them if I am with a customer. So, not that much when it comes to flexibility. I do not know about the maturity question. Because when I had my first child I really grew up, so maybe something happened in my head, I do not know. Obviously, when you are employed you have a lot more benefits when it comes to security but also is more uncomfortable if you have to go to work every morning, probably travel an hour, I don't have that anymore. It is really stressful. My motivation was to create something for myself, on my own, to be in control of my own business.*

So basically being self-employed equals in being inflexible? So can you say that there is a difference when you were employed for example, in comparison to being self-employed? How this affect the relationship with your children for instance?

*I don't think it affects it at all. I do not see them more often actually. I do not think that there is much difference, to be honest. In some way I work more as self-employed. Partly I was flexible and partly I am not. I work the same hours I have worked before but now I can choose for example if I can take them from kinder garden earlier or later, this I can do. I do not pick them up early tho, because I have to do my work but at least I have the opportunity to do so. It is less stressful as if I have to stay at work till 5 6. But I do not actually think that I would have work more if I was employed somewhere. I am a happy mother!*

## Appendix

You know, it is really interesting that you say that! Apparently this is a common motivation for a lot of mumpreneurs as we already heard about that a few times.

*It is absolutely true.*

Just for some clarification, you had your first child when you were on your previous employment and when did you get the second one?

*I was also employed when I had my second child. I was working in a two different companies during my two pregnancies. But as I said, even when I was pregnant with her, I was thinking about what to do, what is next.*

Having this big decision, to enter self-employment, from where you get your biggest support? Did your partner support you?

*Yes, my husband is my biggest supporter. Despite the uncertainty and the financial risk, he supported me. I had a very nice job at a bank so it was a big decision. It is hard to build a company from nothing and if I hadn't his support I don't know how I would do it. Because after all we knew that our income may decrease especially in the beginning. But he was behind me all the time. He used to be a consultant for many years, so he provided me with a lot of practical advices.*

What about your family? Did they have any concerns like "Maybe it will be really difficult to start from a scratch, to create a company"?

*Well, yes, sometimes they had concerns. Of course some wondered if this is a good idea but I think people who are close to me, they did not say much. They just said "Okay, if that is what you want to do, do it". I am kind of stubborn so they know that.*

From what I have read you are really passionate about working people so maybe your family and friends, they just knew that this is your passion and this is what you want to do.

*Sure. And I am also extremely goal-oriented and stubborn.*

I suppose that there were challenges in your journey. What was the biggest one for you?

*The biggest challenge was and still is to build the brand, getting to sale my services in a market where a lot of people are doing the same thing and the competition is huge here in Sweden. So that's one point. Another one is how many things I should know how to do. If you have your own business you need to be expert on everything. For example, sometimes there are some problems with the computer support and I don't have anyone to call and while I was working in the bank I could have just called someone and they would have fix it right away. Everything I have to fix by myself, to found out how to run things, especially when you are getting new customers and they bring more.*

How many employees do you have?

*None!*

So, you are doing everything by yourself? Even administrative work?

*Well, I have consultancy to help, I pay for that, but everything else I do by myself.*

As I understand, the Swedish Social Welfare State, works like if you are employed you do get a certain amount of days and money for your children, but how does this work for you now?

*I don't actually know. The thing is for the first two years of being in business you get, for example, me as an organizational consultant normally, what I would get if I wasn't self-employed, not what I am making now, this is how they estimate. After two years they look at what I am making now. So the first two years you get a support and you have the chance to build a business with the support system as if you were employed basically then it comes to maternity days. After that, you are on your own. From that day on I think you can get in trouble because I for example do not know how to calculate what I am making, I don't have a salary, I don't have that kind of a company. I have only income and costs, but what is my salary I don't know.*

I know that your time is really valuable so I will just ask you one or two more questions. The biggest benefits you extract of being self-employed is making your own decisions, controlling your own time, being your own boss, being independent?

*Being my own boss is the biggest one for me.*

Let's say for example that you have to give advice to a nascent mumpreneur who is now pregnant and considers entering self-employment? What would you advise her, how you will motivate her?

*To be aware of the fact that it will probably take much more time than she expects, it does not take 6 months, or a year, or two. It takes more. She will really need the stamina and the finances to keep up for a long time. And the patience is incredibly important. I have seen a lot of entrepreneurs that did not have the stamina to stick to what they were doing long enough to see the result, most of the time they are not patient enough, or the financial troubles are also a reason. But if she asks me if she should do it, I would definitely say yes!*

I would like to thank you very much for your time and the willingness to support our research. If you have any questions for us feel free to send us an email!

*I would love to see your work when it is done if it is okay.*

Of course, we will be more than happy to send it to you once it is ready. And we really hope you will enjoy it very much!

*I'm sure that I will. Good luck with your master thesis!*

## **Interview No. 7**

Interview with Angeli Sjöström on the 22<sup>th</sup> April, 2015 - ProcessRum

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*Previous to recording, the researchers thank the interviewee for taking the time to participate in the research. Furthermore, the purpose of the research is stated again, following the question if the name of the interviewee as well as her business may be fully named in the written report. The interviewee is then asked for permission to record the interview.*

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Thank you Angeli once more for participating in our research.

Are you familiar with the term mumpreneur, or mumpreneurship? As you know our topic of the master thesis looks into identifying the motivational factors of mumpreneurs

*Yes I am familiar with this term. As you might know, I am writing a book about parents also being entrepreneurs. I am also a bit critical towards that movement, as I am a feminist and I think we have to down-size the importance of the mother.*

We did not take the term with its definition as it is known, but defined it ourselves for the sake of this research. For our research mumpreneurs are any female entrepreneurs that at the beginning of their venture creation had at least one child. Could you tell us a bit about the nature of your business, which is ProcessRum?

*I started my business in 2006. What I do is I'm a social entrepreneur working mainly with the civil society and also political organizations, regional organisation and municipality. I work with organisational development, leadership and also when I work with the civil society and associations I help them recruit and engage members. So my business is in organisational leadership and business development.*

You mentioned that you started your own business in 2006, what did you do before that? Where you employed?

*Yes, I come from a small agricultural family, so my family was always very entrepreneurial. It was always so clear to me that one day I would become an entrepreneur but I did not know in what exactly. I hold a bachelors degree in Human Resource from Stockholm University and after that I worked in a trade union as a project leader and a lecturer for a couple of years, after that I looked for a different job for but I could not find anything suitable for me. This is why I decided to start my own business and talk about entrepreneurship and organisational development.*

OK that sounds very interesting, so the motivation to create a new business arose from the need that you didn't find a suitable job?

*Yes if I would have found a nice interesting job at that time I don't think I would have started my business for sure. It was, to do what I wanted to do.*

Where there more motivational factors behind your decision of starting your own business at that time?

*No not really. I mean when I was applying for jobs I knew I could do, but I was only 24, with little work experience and a bachelor degree so I did not get those jobs. I knew my capacity but compared to 50 year olds on the labour market I was not chosen. I wanted to work like democratic development questions and being from an entrepreneurial family, the idea to have my own business was never scary for me. It was just do it.*

Could we maybe talk about the challenges, I mean you mentioned that you were never scared off the idea to have your own business, but did you experience any challenges?

*Yes of course. I built my business on the challenges I managed them. I've been talking about entrepreneurship and having the courage to start, and how to build a business and make money and even though you're young or female there are a lot of issues. I had this mental picture of how an entrepreneur had to look like or act, so I saw this middle-aged man in a nice suit and then little me, so it was one of my goals or aims to change that picture, that mental picture that most of us have and I was active in the media and on different forums and I was talking about it just to inspire more people to create their own form of entrepreneurship. I think that now during those 10 years it decrypted because I found these people or just because social entrepreneurship is value based and exploded in Sweden but I think it is more and more easy to do your thing.*

Coming to speak about your motherhood and being an entrepreneur, do you feel that you have more time, if you would be back in the situation that you were employed compared to now?

*I think it is so much easier to be self-employed than being employed. Because for me being a mother and an entrepreneur it is so much easier than I could imagine, and me and my husband we say it all the time 'why didn't people tell us that it is easy and fun and no problem' because I can decide about my time, how I want to, I am established as an entrepreneur and a consultant so I have a lot of customers. You really have to read my book, in there I write how I built my business model, how I earned money even though I wanted to step out of my business for 8 months and not even read my emails, because that was my plan. I wanted to build a business model and system where I had my consultants, which were also self-employed entrepreneurs as well, I created a web course so people could buy that. I didn't do anything during 8 months but still received the same salary as if I would have been working so I had more time for my kid. I was full time mum for 6 and a half moth. Then I started to work half time. Now I work full time again and my husband will stay home for 9 months.*

You just mentioned your husband. How did he react when you had the idea of creating your own business?

*We've been together for 15 years, we met when we were 19 and both of us were students. He is a judge so not an entrepreneur and he said it your idea sounds scary. But in the end he has been nothing but supportive he knows I have like one million ideas and I need to fulfil them otherwise I would go crazy. He never said anything against it, he just thought it to be scary. My father who is one of m biggest role models he was also a bit like 'are you sure' that surprised me. My boss at the time he was really supportive and even bought some lectures. I knew that I would survive the first couple of months. And then my mother who also had opened up her own business when she was 19, she told me to just go for it. So I had a lot of support and I got money for the first 6 months to start your own business. I had a lot of support. And that's also me, my personality, I went and got myself a mentor, went to those breakfast and network meetings and I did everything that was for free.*

That would have been my next question, if you had any female friends or mentors who are entrepreneurs during your start phase.

*I had my mother, but she I a hairdresser so she didn't understand really what I was going to do. A part of my strategy was simply to call people, get together have coffee or lunch and simply ask them 'can I join you for a day, can I interview you, how is it to do you do what you do, can I work in your office for a week' I was really trying to find people with the same mindset. You know I am a social entrepreneur so not just a leadership consultant I also have these values, democracy and so on that are really important so I had to find role models who really live by their values but also make a lot of money as that always had been my aim.*

Could you give me some of the benefits you feel you have being a mother and an entrepreneur? Besides the time

*I don't think being female and an entrepreneur has any benefit, but surely being an entrepreneur there is a lot. Hm the other night I lay in bed and I was thinking what different parts built my identity and being a mother is not even a part of my identity, being a parent absolutely. But defining myself as a mother, there is nothing really there. Because I find me and my husband equally important in the same things. I also had this plan from the start that I would breastfeed, and feed my kid the milk then from a bottle so me and my husband could equally be responsible for the feeding and everything. I mean of course I am a mother, I am very impressed by of my body that could create this little kid but otherwise, no, there is nothing of being a mother and an entrepreneur.*

But what about being a parent and an entrepreneur?

*I live my values, I live my dream and I think that could be a role model for my kid I can bring him everywhere, I have taken him to many seminars and meetings and my husband are with me when I am at other*

*places around in Sweden doing my workshops. We can hang out in the hotel or combine it with a weekend away. I think I can spend a lot more time with my family then when I was employed but I found most interesting that being a parent or a mother has forced me to put a lot of effort into my business development because it was the idea of getting pregnant and having a kid made me look over my business model. The wanting to have more time with my kid made me also to come up with ne ideas and new products and services and simply work smarter.*

*I am interviewing 30 parents that are entrepreneurs, for my book and there are many of them who tell me that simply the idea of becoming a parent makes them work smarter, and optimize their business models. There are no statistics of parent and entrepreneurs cause I was looking for that for my book. So therefore I am really looking forward to the results of your thesis.*

Thank you very much for your time Angeli, it was great talking to you.

*You are welcome. And if you have further questions you can email me or call me.*

## **Interview No. 8**

Interview with Kristina Kallur on the 27<sup>th</sup> April, 2015 - EnaGo

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*Previous to recording, the researchers thank the interviewee for taking the time to participate in the research. Furthermore, the purpose of the research is stated again, following the question if the name of the interviewee as well as her business may be fully named in the written report. The interviewee is then asked for permission to record the interview.*

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I do not know if you have been familiar with the term ‘mumpreneur’ before?

*Yes, I actually heard it a few times so far.*

Oh, really? That is quite a surprise because most of the Mumpreneurs we interviewed were not aware of the term before. In the literature it is defined more differently of how we perceive it so we basically took the term and defined it ourselves like female entrepreneur in Sweden that by the time of starting their venture had at least one child and what are the motivational factors. Because we all know that Sweden is one of the countries with the best social welfare system in the world so it is really interesting to investigate why women would leave behind all the benefits they have in such sensitive time of having children and starting their business which is a huge risk. So, this is what we are aiming at. We are not really fluent in Swedish but we translated your web page and found out that you created a company for non-dairy food called EnaGo. Is that right?

*Yes, that is correct.*

Can you maybe tell as a bit more about your business and how you started it in regards to your motherhood status?

*I was on maternity leave with my third child so I already had two more from before. My third one was born in year 2000 and almost directly when he was born I could really tell that he was a bit different from my other girls, you know how you normally expect most of the children to be really with really soft and pale skin. The Swedish babies are really soft pink but my son, he was really bright red, almost like a tomato,*

*especially on the cheeks and more or less the breasts, not so much tho, only on those places. So directly I knew there is something and quite soon I found out he was allergic to milk. That did not seem like big of a deal, it was just during the time of breast feeding as breast feeding is quite big in Sweden, it was me who had to change because the milk protein is actually transferred through the breast milk so I had to change the diet which was fine. I have a sister which is a nurse, working at the pediatrician office and she told me "There are going to be so many problems when you stop breast feeding because there is no milk-free baby food" and I just thought, you know, she does not really know what she is talking about but that was actually true. All baby food in Sweden, this is really different from country to country with what you feed your babies, but in Sweden there is something traditional called valling. In most of the countries is used baby formula, but baby formula is not very common in Sweden so we have something else which is valling and they have ordinary baby cereal. But all those were based on milk in Sweden. And from international point of view I think I just wanted to say in most European countries, even Germany, you traditionally buy baby cereal and then you mixed it with milk. That would mean that if you buy the powder that is actually dairy-free but if you mix milk in it then I will have something that will be problematic for my kid. Because if I buy the baby cereal and mix it with water this would not have been nutritionally correct. So what I did? I was really annoyed what I cannot find something that I wanted for my own son and I thought you know, I wanted this also for myself, something to ease my everyday life. If I wanted something to make it easier I was sure that someone is also having the need of making it easier for them. So this is how more or less started my business. Or actually, no that is not true at all! The main thing was that I thought "If I want it, probably someone else wants it" so let's see who can make it. So I started off by trying to persuade someone else to do it.*

So at first you hadn't the thought of becoming entrepreneur by creating this brand but you wanted to convince someone else to do it for you knowing that other mothers are also experiencing those problems?

*The first thing was not to be an entrepreneur, the first thing was that I wanted to be a consumer and see if I can find another company that can actually see that this is a business idea. So I tried to call the big baby food companies by saying "Hey, I have an idea for you" but they weren't interested so that is why I have decided "Well, I am going to be an entrepreneur then". So it was more that I wanted something and I couldn't find it and I didn't manage to persuade someone else to make it.*

Can you tell us a bit more about your previous employment? Was this a parallel to your previous employment?

*I was on maternity leave so I was employed in kind of a similar job. I was working on nutrition before but this area was totally new to me. But I was on maternity leave when I came up with the idea and I hadn't really thought about being an entrepreneur which is strange that now when I am one and I don't know why I did not want to be one before. Because I love to decide for myself but when I came up with the idea I was just like "I have to do this!".*

So you quit your previous employment after your maternity leave to start your business?

*Yes, did. I actually quitted during my maternity leave because I wanted to start this instead. So I called my employer during my maternity leave and said that I wanted to start something else.*

Can you say that the experience you had with your previous job in the field of nutrition, the skills and the knowledge you have gained were helpful for the creation of your business?

*Yes, it was helpful, some of the parts were. Some of the parts I didn't know, I actually had to start from zero and it was a new area but some part I knew. I had help from my previous work.*

Talking about your previous work and your business today, is it related to what you have studied before like Bachelor or Master Degrees?

*I actually have not studied neither bachelor nor master degree at all. I was self-taught.*

That is so interesting! Alright, you basically said that your business motivation was to provide your baby with food that is non-allergic but can you say that there are other motivations besides being a mother? Or other external influences, for example.

*Well at first, I really wanted to have something for my baby. I think that it was a very naïve thing, because I have always wanted to do something that someone else would benefit from and when I came up with this I kind of noticed that some parents are experiencing difficulties with that so it was kind of the good feeling in the hard to help someone else. The motivational factor has never been money, not even when I made a lot of money. I know that everyone is saying "You are going to get to that part where you will be thinking that it is a really motivating factor to make a budget" and I do not, not even today when I am starting a new business. It is deciding my own hours, it is one of the strongest motivational factors for me. Maybe you can always decide how much you are going to work or at least at what time.*

Being flexible for you is one the biggest benefits?

*Yes, definitely! When it is sunny outside, like it is now, I decide that I am not going to work till evening because I want to go out.*

So, is your relationship with your children now different from what it has been before when you were previously employed? Do you, for example, have more time for them now, not being involved in 9 to 5 job?

*I actually talked about this to my oldest daughter and for example if I want to go and visit them in school, be there anytime, at least I think I have so much more time with the children due to my work, but then on the other hand, if going on vacation, if something is problematic with work, it does not matter if you are in Thailand on vacation or if it is Saturday evening, I am going to take care of the work if it is something I have to do. Sometimes you sort of feel for yourself that this is a problem that has to be done now. So the good part is that you can decide "Okay, today I want to do this and I want to do it now". But sometimes when you are saying "I want to have a vacation".. it doesn't really work. Because if something happened, who are you going to tell to fix it?*

Do you have employees then?

*No. Well, actually I have a lot of people working for me but they are in their own companies, so they are not employees. And the company we are actually talking about, EnaGo I sold a year and a half ago. EnaGo worked quite well and other dietitians bought it from me so now I am actually starting something new.*

So you are a serial entrepreneur?

*Yes, I am hoping for it! I have established some businesses so far, closed the one, sold the other one and I hope that this one will work.*

What is the new business about, if we are allowed to ask, of course?

*Well, it is very secretive but you will know more in half a year!*

Alright, then I won't ask anything else about it!

*It is totally not connected to anything I have done so far.*

## Appendix

Oh, okay. This was my question actually.

*This time I really know how to do business better and I know which advice to listen to it and which ones I won't listen to. And now I will need a lot of international contacts from the previous business that I will use now.*

How old are your children?

*The one I started my business with, he turned 14. The oldest one is 20, the other one is 18 and I have one at the age of 9.*

Big family! Lovely! You have mentioned that you are learning from your mistakes, not mistakes but by the challenges so what were the biggest challenges you faced during the establishment of the business?

*I think they are different through different times of it. During the start-up it was finding contacts. It was a new area for me so had to start from scratch and even though some people would say that I am a bit dare, I am totally not. I really want to know everything when I am doing something. So I contacted so many professors and doctors and authorities to learn about this area. This was my first big struggle, to overcome the feeling of taking contact from someone outside your comfort zone.*

And what about the financial risk?

*As soon as I decided to make this, the kind of product I am making is not something you can make at home. You have to have a factory for it and almost straight away I found out that there is no factory in Sweden that can make it so I had to go outside of Sweden. First, I had to find the factory, which was a challenge, to evaluate it but when you are making something more on industrial scale the first production was quite a lot of money. Almost SEK500.000. And I did not have any money at all. That was a really big think for me. To try to find a bank with someone to invest in the idea.*

And during that hard time, who was your biggest support?

*My husband and of course I would say my immediate family.*

Is he an entrepreneur as well?

*He has a building company, so yes, he as entrepreneur. But we thought that creating a new thing can be too risky so he actually took an employment for short period of time, he said "May be I shouldn't be entrepreneur if you want to be one". But just for maybe half a year and then he said "No, I have to be an entrepreneur again, having my company" so he turned to his previous work. But he was the biggest supporter. Especially because we had to risk our house, everything with our private economy.*

Was there someone from your closer environment that said "Okay, this is too risky, are you sure you should do it?"

*Oh, yes. Also, I think my husband, he supported me as a person, more than the actual family. Because the others said "Okay, if this is such a great idea why someone else didn't do it before?" and I heard that from so many people. And my husband, he knew more or less that if I didn't go through with it I would not be the most pleasant person to be with because this is something I need to do from my heart and if it fails it will be hard but we will survive. Lots of people said "This is not such a great idea, do not do it, it is too big of a risk."*

Were those people from your closer family or friends?

*My father-in-law has also being an entrepreneur. He said "It is too risky, do not do it.". It was more like this – you know how you have those friends, I am guessing it is the same for you, you have some friends that whatever you decide to do they will say "Oh, great, do it!" and then you have some friends that are always more reluctant that will say "Are you really sure, do you really want to do this?".*

But I guess it was really beneficial for you to examine the both sides of the coin?

*You know, we have lots of support functions that you can turn to when starting a business. So I went to all those places in Sweden to find someone that doesn't know me, not being biased and not knowing so much about me before and just to listen to the idea.*

When exactly did you start your business?

*Actually, I came up with the idea in 2001 and I started the actual business a year later, in 2002. But first products on the market were between 2003 and 2004. So it was a start-up period of three years.*

So, if I got this right, the biggest motivational factor for you is being flexible, of course, besides the need for your child, also you wanted to help the other mothers who have the same problem as you do?

*Yes, exactly.*

Okay, let's say that a future mumpreneur comes to you and she is on maternity leave, considering the possibility to start a business. If she asks you for three motivational factors to do this for sure what you would say?

*Well, during this year I met so many people that started businesses that did not exactly knew how much time this will take of how many efforts. So first I would actually listen to know whether this is an idea that is going to work. Of course, no one can know which idea is going to work or not but you can know if the person is going to be persistent enough to go all the way. So that will be my first advice. But otherwise, I would say it is a great opportunity to be able to set your own hours. I would tell her to try to get in the system even though you are out of the system because I had some really good advices from the Social Welfare System on how you can at least keep some of the security. So I would try to assist help that way. Otherwise, my advice would be to ask for help. Listen more to people, you do not have to necessary take in all the advices, sometimes you have to choose. If you listen to everyone because no one knows everything but take it in and then decide which ones you are going to keep.*

You know, when we asked our interviewees of how the relationship with their kids changed after the creation of the business most of them said that having your own business is actually more time-consuming but being flexible kind of compensates that. Is it the same for you?

*Yes, definitely. For me the business also gives so much energy so I think it is probably more time-consuming but sometimes I do not consider all the work I am doing as a work, more of a hobby.*

Do you think that there are some special traits, or special kind of personality a person should possess in order to become an entrepreneur? Because you said that you haven't thought about becoming an entrepreneur, it wasn't your dream.

*I don't think there are special traits or anything. You know, sometimes if you look at those lists "Are you going to be an entrepreneur, check this or that box if it applies for you", I would probably not take many of those. But I still think that entrepreneurship is my way. Definitely not the kind of entrepreneurship that is good for someone else and there are so many different ways of being an entrepreneur. Some people say you should be very dare and I do not consider myself as a dare person and some people say that you have to be*

## Appendix

*kind of not hard but not scared of letting people down. Because I am not one of those business people that are tough around their decisions. For example, the first time someone called me and said that did not like the food, I almost cried. And now I do not really care about it. Because you put yourself out there and if they do not like your product is like they do not like you. Of course I am better at separating business from myself but I still have that sensitivity.*

One last question, where can a customer buy your baby food?

*All the food shops in Sweden, except for Lidl.*

I think that we already covered all of our questions. Oh, one more actually. Is it okay to mention your name as well as the company name in the thesis?

*Yes, that is okay. I do not know how you are doing it but there are new owners so I am not owning it anymore but they know that I am giving this interview, I told them.*

Okay, perfect! Thank you so much for your time and willingness to take part of our research. We highly appreciate it!

*Good luck with your thesis!*