## S T A N D A R D F R O N T P A G E
## F O R
## E X A M I N A T I O N P A P E R S

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Master Thesis Study
Entrepreneurship in the Arctic
A comparative study between Nuuk in Greenland and Tromsø in Norway

Conducted by Janus Drejer
Aalborg University – 2017
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Abstract
This research study entails a comparative study of entrepreneurs and entrepreneurship between the Arctic cities of Nuuk and Tromsø. The goal is to examine how the development of entrepreneurs and entrepreneurship is taking place, and what factors affect this.

What is the influence of globalization on these cities? Does core vs. periphery play a role? What are the characteristics and motivation of entrepreneurs in these cities compared to Michael H. Morris’ publications in regard to entrepreneurs and entrepreneurship, as well as what entrepreneurial myths the entrepreneurs are met with when starting out.

The creation of an entrepreneurial community is also examined, where a comparison of the organizations working with entrepreneurs and entrepreneurship is conducted. What role migration has on Nuuk and Tromsø is also included in this study. And finally, an examination of the role the entrepreneurs have in terms of entrepreneurial responsibility, will be conducted.

As the study will show, Tromsø is ahead of Nuuk in some areas, but the two cities are quite similar in most.
1. Introduction

Entrepreneurship is the ability to understand the need opportunities generate, it is either done by creating new opportunities by use of innovation, know how, shrewd calculated risks or courage to try things that others not have thought of before or deemed not viable, it could also be a combination, depending on the individual entrepreneur. Entrepreneurship is a fluid entity that exists in many different shapes. These are only a few of the many reasons why entrepreneurship is such an interesting topic to explore.

The goal of this study is to gain a deeper understanding of how entrepreneurs in the Arctic region, in modern times, are affected by the increasing globalization. Is knowledge concerning entrepreneurship easier to access? Or does the global communication create even harder conditions for entrepreneurs, because of increased competition? The emphasis of this study will be, how entrepreneurship works within the Arctic peripheral regions, where a comparative study of Nuuk and Tromsø will aid in the understanding of becoming an entrepreneur in these locations. A study of entrepreneurship in Aalborg, Denmark, will also be used when analyzing the peripheral Arctic cities of Nuuk and Tromsø.

Several topics will be covered in this study: The influence of globalization, Core vs. periphery, Entrepreneurial characteristics, Myths of entrepreneurship, Entrepreneurial environments and Entrepreneurial responsibility. These topics will be examined through the main research question, and sub-questions.

My motivation for conducting this research study, is to create a deeper understanding of entrepreneurship in the Artic region, mainly because of the lack of research in this area. After a review of the published works in the area, the conclusion is that the subject has not been explored thoroughly. I’m convinced that entrepreneurial action in the Arctic will aid in this regard. Therefore, I wish to understand entrepreneurship and entrepreneurs, and understand what lies behind the drive to be self-employed, and examine the opportunities in place in the local area, to both promote and aid others to obtain knowledge in starting a venture of their own.

This research study is twofold, the two topics are linked together, because to understand entrepreneurship in the present-day world, globalization and local initiatives must be considered to be in conjunction.

This study will be directed by use of the following research question:
How are entrepreneurs in Nuuk and Tromsø developing, and which factors influence this development?

Sub-questions that will be asked and answered in order to fully examine the main research question:

1. What is an entrepreneur and entrepreneurship?
2. How do the entrepreneurs themselves perceive globalization and its effects?
3. Does globalization affect entrepreneurs in Nuuk and Tromsø?
4. What are the factors in concern to core vs. periphery, and how do these affect entrepreneurship, for instance in terms of migration?
5. Which initiatives and opportunities are being taken and created by the frame setting authorities regarding entrepreneurs in Nuuk, Tromsø and Aalborg?
6. Do the entrepreneurs feel a responsibility towards the society that surrounds them?
7. How does entrepreneurs in Nuuk and Tromsø differ from entrepreneurs in more central locations, like Aalborg?

The sub-questions are linked to the research question, because gaining knowledge on each of these topics will shed light on entrepreneurs and entrepreneurship in Nuuk and Tromsø. Through understanding what an entrepreneur is, it becomes easier to realize their position in regard to which factors the entrepreneurs see affect their own development. This in turn lead to the frame setting authorities, and the initiatives they provide, such as aiding migrants in developing their own entrepreneurial activity.

At the same time, it is important to understand how the entrepreneurs help each other, for instance through networks and experience sharing. This leads to a bigger picture, where a comparison of the conditions Nuuk and Tromsø have in relation to Aalborg, in order to see how the development is unfolding.

The data used in this study will be both primary and secondary. Primary data, in the form of interviews with entrepreneurs in respectively Nuuk and Tromsø, in combination with interviews and written material provided by the actors responsible for providing support and start-up aid for newly started entrepreneurs in Nuuk and Tromsø. Understanding the process in full is pivotal to obtain the full picture of entrepreneurs and entrepreneurship.

An interview with Aalborg Business has also been included, in order to gain a perspective on the Arctic from outside the region. This interview will be applied in the analysis and compared to the
approaches and procedures taken in Nuuk and Tromsø, and will also be applied when comparing the entrepreneurial development of Nuuk and Tromsø to a city outside the Arctic.

Secondary data will also be applied, which will be in the form of data gathered by other researchers in the field of entrepreneurs and entrepreneurship. Mai Camila Munkejord published a paper concerning the role of migrants in Northern Norway. Nikolina Fuduric published a paper concerning the challenges a peripheral region has in comparison with a core region. These papers are relevant to this study, as the role of migrants and core vs. periphery are discussed in the analysis chapter.

The theoretical knowledge concerning entrepreneurship by Michael H. Morris published book, *Entrepreneurial Intensity*. Morris, Donald F. Kuratko and Minet Schindehutte’s *Entrepreneurship as Experience* and Morris and Kuratko’s book *Entrepreneurship and Leadership*, will be used when conducting the analysis. The mentioned scholars are considered experts in the field of entrepreneurship, in which they have worked for many years.

Entrepreneurship is a vastly researched area, however the before mentioned have published research studies that pertain directly to the understanding of entrepreneurs.

To understand how globalization in the periphery is perceived it is important to define the term itself. To that end the definition used in this study is a combination of Zahra, Rawhouser, Bhave, Neubaum, & Hayton published article *Globalization of social entrepreneurship opportunities* and Soriano & Dobon’s article *Linking globalization of entrepreneurship in small organizations*. Zahra et al. speaks about which factors affect globalization in the periphery, for instance how adaptibility is of the utmost importance. Soriano and Dobon cover how creating a niche business is a key factor when talking about globalization in the periphery in terms of entrepreneurship.

In order to obtain a contemporary picture, and to direct the theoretical part toward the peripheral Arctic, articles from periodicals and other publishings will be examined and used in the analysis. These articles concern entrepreneurship in the Arctic region and peripheral locations, and pertain several topics, such as entrepreneurship in a sub-arctic community, entrepreneurship in the periphery and development plans created by each of the governments in correspondingly Greenland, Norway and Denmark.

These sources are relevant to the study, because they show examples of previously conducted research in this specific area. The majority are academic analyses, conducted with the purpose of
furthering the role of entrepreneurship as part of economic development of peripheral regions. The plans stipulated by the different governments, will be used to understand what kind of strategy each country has in regard to entrepreneurship the peripheral regions.

To understand entrepreneurship, it is important to understand the what, the how and the where of entrepreneurs. In this regard, Morris et. al. publishing’s pertaining entrepreneurship and entrepreneurs will be utilized, to gain a deeper understanding of the mind of the entrepreneurs.

Morris’s work in understanding entrepreneurs, envelops the myths that have surfaced when dealing with entrepreneurship, meaning what entrepreneurship is not, but common misconceptions. It also covers chapters about how to understand an entrepreneur, the process of entrepreneurship, the entrepreneurial individual, and where entrepreneurs are on the societal level, and what role the government plays.

Entrepreneurs often emerge because of certain circumstances, often because a need arises. However, the opposite is also the case, entrepreneurs create the opportunities, when they create a business by creating a need. Morris, Pryor and Schindehutte, have published a book in which they address this paradox. Does the entrepreneur create the venture, or does the venture create the entrepreneur?

The methodology applied to this research study, will be a combination of Grounded Theory, with inputs from both Strauss and Corbin and that of Alan Bryman, where the idea is to create a modified theory that will match this research study.

To create a link between theory and practice, this research study will also be based upon interviews with entrepreneurs from respectively Nuuk and Tromsø. A comparative analysis of these will be conducted. Eleven interviews have been conducted, with entrepreneurs in Nuuk and Tromsø, and representatives from the frame setting authorities.

1. What is an entrepreneur and entrepreneurship?

To understand entrepreneurs and entrepreneurship it is important to consider how the entrepreneurs started in the first place, where did the motivation come from? Why did he or she start? In this respect, a combination of Morris et al. published work *Entrepreneurship as Experience, Entrepreneurial Intensity, Entrepreneurship and Leadership* and the interviews will be utilized
when conducting the analysis. The respondents in both Nuuk and Tromsø are asked what their motivation for their entrepreneurial action has been.

At the same time, a study of the entrepreneurial individual is also included, because there are different accounts on what an entrepreneurial individual is. This study narrows down and determine a more general definition. Therefore, an examination of the many different viewpoints and perceptions on what an entrepreneur is, in the eyes of noted researchers in the field of entrepreneurship, will be included in the study.

The data will also be examined for venture opportunities, to answer how the ventures creating the opportunities create the entrepreneur. This is an important aspect of entrepreneurship, understanding how opportunities are created, and how these are seized, as it provides insight in the individual entrepreneurs.

An examination of the role an entrepreneur has in the society he or she is a part of will also be included. Often, successful entrepreneurs serve as an inspiration for others to become entrepreneurs. Therefore, an examination of the entrepreneurs who have had success and established a business is also included.

2. How do the entrepreneurs themselves perceive globalization and its effects?

During the interviews with entrepreneurs from respectively Nuuk and Tromsø, each of the respondents will be asked about their perception of globalization, and what effect they think it has on entrepreneurship. This is done to understand the different opinions and points of view there are regarding globalization in the peripheral region.

The respondents have both similar and differentiating views, which will be applied when conducting the analysis.

3. Does globalization affect entrepreneurs in Nuuk and Tromsø?

As this study will show, seeing a need and subsequently seizing opportunities is what entrepreneurship is all about. Therefore, it is important to learn what the opportunities are when a positive approach is taken towards globalization. For instance, when globalization is embraced, and viewed as an opportunity. In the opposite corner, it is equally important to learn what hindrances are created, when an area or region is afflicted by globalization. Previous examples show that being afflicted by globalization often lead to de-population and a stale society, which diminish over time,
which underscores the importance of understanding the reason behind these conditions, presently in the two chosen cities.

The development of entrepreneurship, is often based on other factors than a willingness to embrace globalization as an opportunity. Opportunities in the local area or region could just as easily be taken, innovation and initiatives are omnipresent.

4. What are the factors in concern to core vs. periphery, and how do these affect entrepreneurship, for instance in terms of migration?

Both in Nuuk and Tromsø immigrants provide a number of entrepreneurs. In Nuuk, it mainly concerns Danish entrepreneurs moving there and creating a business. In Tromsø it is all types of nationalities that become entrepreneurs. Tromsø immigrants, who cannot find employment, are encouraged to start something for themselves.

This study will examine some of the conditions immigrants are faced with, Mai Camilla Munkejord and Nikolina Fuduric, has conducted research regarding core vs. periphery in regard to entrepreneurship and immigration. Their statements and findings will be used in the analysis.

5. Which initiatives and opportunities are being taken and created by the frame setting authorities regarding entrepreneurs in Nuuk, Tromsø and Aalborg?

As new ideas and initiatives are taken, it is important to understand what steps are taken by the frame setting authorities. In this case, the organizations dealing with entrepreneurship, Semersooq Business Council in Nuuk, Gründerhjelpa in Tromsø Kommuna and Aalborg Business in Aalborg.

The initiatives taken, speak of how the development of the local region unfolds. Initiatives taken often lead the way for others to follow. The same can be said about opportunities. For instance, what opportunities do the local organizations create for the entrepreneur? Both are critical issues to explore when examining the effect entrepreneurship has on economic development of the region.

In order to learn how entrepreneurs are able to start and continue their business, this research study also rely upon the local opportunities for entrepreneurs in each location. In Nuuk, it will be Sermersooq Business Council and Greenland Business, and in Tromsø it is Gründerhjelpa and Innovation Norway. An explanation of these actors will be included in the study, because the role of the local possibilities is vital for entrepreneurs to grow and thrive.
I have made use of *FLOW Coworking and innovation space* and *Innovation Norway*, in which I made contacts with entrepreneurs in Tromsø.

6. *Do the entrepreneurs feel a responsibility towards the society that surrounds them?*

An examination of the role that entrepreneurs have in relation to society. Firstly, because entrepreneurship often contribute to economic growth in the area it occurs in. Secondly, the role of the entrepreneurs in terms of employment, social events and development, often local assets are utilized. Lastly, the responsibility the entrepreneur has in relation to the society he or she is located in.

The examination of the role the entrepreneur plays in the society is included, because it aids in understanding what responsibility an individual face when becoming an entrepreneur, which in turn relates to a sense of societal responsibility.

7. *How do entrepreneurs in Nuuk and Tromsø differ from entrepreneurs in more central locations, like Aalborg?*

In this study, a chapter on how entrepreneurship in Aalborg is handled is also included, through *Business Aalborg*. The reason for this is to understand how entrepreneurship and entrepreneurs work in a more central location, where access to a larger network, education, greater funding possibilities, a larger employee pool, similar companies to learn from, are present. The idea is to understand if greater possibilities, in some way, create different entrepreneurs. Here, the approaches taken towards entrepreneurial aid, in respectively Nuuk, Tromsø and Aalborg are compared.

In order to enlighten the research question, these seven sub-questions are posed, they are all designed to gain a deeper understanding of entrepreneurs and entrepreneurship in respectively Nuuk and Tromsø. First it is important to understand what the perception of an entrepreneur is by people who have worked in this field for many years.

It is central for this study to understand how the entrepreneurs themselves perceive globalization and its effects. The reason is that is speaks directly to the research question, how the entrepreneurs think the development is going and what factors influence this, for instance what role globalization play.
Core vs. periphery is also a topic that will be discussed further in the study. For instance, the issue of migration, which plays a significant role in the core vs. periphery debate. In the sense, that it is observed that through migration entrepreneurship in Tromsø is promoted.

This promotion takes place through the frame setting authorities in Tromsø, where immigrants in the form of refugees and economic migrants are being encouraged to start something for themselves.

At the same time, it is an examination concerning the responsibility the entrepreneurs themselves have in concern to the society in which they start in. For instance, several of the respondents are adamant about helping other entrepreneurs obtain both network and experience.

In order to understand the development in Nuuk and Tromsø, obtaining knowledge concerning entrepreneurs in more established cities, such as Aalborg, is vital to understand the direction the development of entrepreneurs and entrepreneurship is going, is it similar or is it taking an entirely different direction?

The methodological approach used in this study is grounded theory. Because the study is comparative, the data gathered through interviews is of the same nature, pertaining to the same topics and issues. From the data, it will be possible to create a theoretical basis for understanding entrepreneurs in the peripheral- Arctic and -Denmark. This study will be based upon Juliet Corbin and Anselm Strauss, as well as Alan Bryman’s approach concerning grounded theory.

The data gathering will be in the form of interviews conducted with entrepreneurs located in the Arctic region, respectively in Nuuk, Tromsø and Aalborg. In Nuuk, the number of respondents were four, in Tromsø six, and in Aalborg one was conducted to obtain the perspective of Business Aalborg on both entrepreneurs and the Arctic.

The interviews are based upon Steinar Kvale’s approach to a qualitative research study. The interviews are semi-structured in nature, where the respondent talks freely and openly, however to ensure the interviews stay within the topics, an interview guide will be applied, there is room for improvisation in the interviews.

The analysis will consist of comparing data gathered in Nuuk, Tromsø and Aalborg, where coding of the data will be a crucial part, as it will determine which topics are of the highest importance to the entrepreneurs interviewed. The approach will be, examining the interviews and comparing the
respective entrepreneurs to each other, but also comparing the data to Michael H. Morris’ work on entrepreneurs and entrepreneurship.

Several academic articles have been published, regarding entrepreneurs and entrepreneurship in the Arctic. A literature review of these will be included, and the data found in the interviews will be compared with these, to determine if their findings can be applied to the entrepreneurs interviewed in this study.
2. Background information

This chapter involves an introduction to the sources applied in this study. Background information on the sources creates a better understanding of their position and points of view.

2.1. Entities and organizations working with entrepreneurship and entrepreneurs

**Business Aalborg**

*Business Aalborg (BAa)* is part of a cluster network within the municipality of Aalborg. Within the cluster, a branch that solely works with entrepreneurs and entrepreneurship exists. The purpose of *Business Aalborg – Entrepreneurship*, is to provide entrepreneurs in Aalborg the competences needed to start a business.

*BAa* provide counselling, events, startup café Aalborg, act as liaison between private counselors and authorities and provide information concerning programs, that provide financial aid to new starters ([Aalborg, 2017](#)).

**Greenland Business**

*Greenland Business (GB)* is the daughter company of Greenland Holding. The company is partly financed by the Greenlandic Self-Rule, with the purpose to provide, both counselling and financial aid to new-starters and established companies ([Greenland Business, 2017](#)).

The financial aid *GB* provides is in the form of a ticket coupon system, where the entrepreneur can apply for 25.000 DKK that is to be used for professional counselling, such as an accountant or attorney. The entrepreneur can apply for a ticket coupon twice within a period of 3 years. The consultants working at *GB* determines who is eligible to receive financial aid ([Greenland Business, 2017](#)).

**Sermersooq Business Council**

*Sermersooq Business Council (SBC)* is an organization that provides counselling and facilitate cooperation between companies and the public institutions ([SBC, 2017](#)).

*SBC* has several tools available for new-starters, such as, framework for developing a business plan, framework for creating a budget, and contact and links to possible funding opportunities ([SBC, 2017](#)).
SBC also creates workshops, where the purpose is to inform and guide people considering becoming entrepreneurs. SBC can also provide counseling regarding acquiring a location for new-starters in the Entrepreneur House in Nuuk. The decision whether to grant a physical shop, is determined by representatives from the business community as well as representatives from the educational institutions (SBC, 2017).

One of the main goals of SBC is to develop the business sector in the settlements in Sermersooq Municipality. For instance, by creating a dialogue with new and already established businesses, by providing workshops, competence building courses and lectures, aimed at the employees from these companies. SBC helps facilitate contact between potential partners in the region (SBC, 2017).

**Tromsø Kommuna – Gründerhjelpa**

The purpose of Gründerhjelpa (Gh) is to provide entrepreneurs in Tromsø municipality with aid in developing an idea into a sustainable business (Tromsø Kommune, 2017).

Gh has existed since 2011, it was created because of an increased number of entrepreneurs in Tromsø. Gh acts as a guide for new starters, directing the entrepreneur’s creative ideas into real life applications and businesses (Tromsø Kommune, 2017).

In recent years focus has been on acquiring new forms of revenue streams for Norway, decreasing oil prices have created a shift, which has benefited the entrepreneurial community, because entrepreneurs have received a great deal of attention (Appendix 4).

Gh provides counseling, a mentor program, courses and workshops in entrepreneurship and competence development. Gh works closely with NAV, the Norwegian unemployment office (Tromsø Kommune, 2017). Gh has a cooperation with NAV, where unemployed people are given the opportunity to start a business of their own (Appendix 4).

**Innovation Norway**

Innovation Norway (IN) has a local presence in the bigger cities in Norway, and Tromsø is no exception. IN is a governmental funded organization with the purpose developing Norwegian industries and start-ups. The main focus of IN is to aid businesses become international (Innovation Norway, 2017)

The idea is to create business cluster throughout Norway, which is both sustainable and able to contribute to the future of Norway. IN creates opportunities for new starters, by acting as a middle
link between enterprises, knowledge communities and R&D institutions. IN helps develop rural areas and promote tourist destinations in Norway (Innovation Norway, 2017).

Five years ago, the citizens of Tromsø were unaware of the potential business tourism could provide. The tourism industry has undergone massive development, and now Tromsø is developing infrastructure to accommodate the increased inflow of tourists arriving in Tromsø everyday (Appendix 6).

2.2. The respondents

Andreas

Andreas is a co-founder of *FLOW co-working and innovation space*. He has a master’s degree in entrepreneurship from Tromsø University and the University in Gothenburg.

Andreas has always felt that he wanted to be an entrepreneur, and has since he was a child started businesses in one form or another. After he graduated he has started up seven companies, six are still in business.

Three years ago, he started *FLOW*, which has grown a great deal in that time, from eight to forty-eight entrepreneurs in three years. Andreas has expanded the entrepreneurial network in Tromsø, and is currently starting a co-operation with *Gründerhjelpa* (Appendix 1).

Art Café

The owners of *Art Café* both have a background in service. The wife has many years of experience, working as a waitress on cruise ships, restaurants and hotels. Her husband is an educated chef, and has experience working various places in the world, for instance in Bali and Austria.

Last year, 2016, they decided that it was time to start their own. They found the right location, received advice from *Gründerhjelpa* on how to start up a business, and did so.

So far it is a success, they are focusing on creating a new type of café, where everything that is served is 100% homemade and produced by use of local ingredients, which is not common in Tromsø. They are creating a niche business.

The husband has previous experience with opening a café. He saw, an opportunity to do the same in Tromsø and *Art Café* was established (Appendix 2).
Bodil

Bodil is educated Agronom, a farmer’s education, and afterwards she took a bachelor degree in nutrition and food technology from Trondheim. She calls herself a grownup student, because she didn’t start studying before she had turned 30. Before that she took care of her children.

She worked for many years at Mattilsynnet, an organization that tests and make sure that commercial food businesses are upholding the laws and regulation set in regard to that area.

After working there for sixteen years, Bodil decided to start her own business. Bodil started a business with the main goal to educate and provide knowledge to people on how the body reacts to different foods; she hosts seminars and counseling sessions.

Her future goal is to create a health resort. The idea is to sell a complete package deal, which includes overnight stays, activities, serving a certain type of food, and educate guests on nutrition and how it can prevent disease (Appendix 3).

Gründerhjelpa

Gründerhjelpa was founded in 2011, with the goal of aiding new starters create a sustainable business. The idea is to provide an entrepreneurial community, which creates viable entrepreneurs.

The organization provide several services, and focuses on entrepreneurs that are a new-starters, freshly out of the gate so to speak.

They provide counseling, mentorships and workshops. Additionally, the organization has a network of entrepreneurs which is used to further entrepreneurship in Tromsø.

This year, 2017, they are starting a co-operation with FLOW Co-working space and Innovation, with the goal of expanding their existing network, as well as introducing new starters to FLOW’s network of entrepreneurs. Thereby, create a synergy between the entrepreneurs in Tromsø (Appendix 4).

Kim

Kim is a successful entrepreneur with international experience. He recently moved to Tromsø to raise a family, he has been a part of several successful business. Kim has created a business in Tromsø, with the goal of creating apps which will enable handicapped and people without verbal communication skills to communicate with their surroundings.
Furthermore, he co-founded *FLOW*. He hosts and participates in workshops on entrepreneurship. Kim is also working closely with *Innovation Norway*, where he found investors for his business in Tromsø.

Kim spent most of his youth working with computers and programming, and over the years his interest developed into his work life, which turned out to be a success (Appendix 5).

**Runar and Liz**

Runar and Liz is a couple that each has started their own business recently. Runar has a background as an electrician, and has decided to oversee luxurious apartments outside of Tromsø. The apartments are used for rental all year round. He intends to expand in terms of offering the people who rent the apartments tours, like whale watching tours, Aurora tours, hiking, biking, and other tourism services.

Liz has a background as a nurse, and had the idea, after talking to a lot of people in Tromsø, that she would embroider work clothes for local business in Tromsø. The business is locally based, and the idea is quality above quantity.

They both feel that they have a sound idea, and have found an area with potential for expanding. They have both been at *Gründerhjelpa*, to obtain knowledge about starting up. Liz is also attending workshops at *FLOW*, and she hopes to be a part of the network there (Appendix 6).

**John**

John is a graduate in politics from the University of Aarhus. However, his career has not involved much in terms of politics. He decided to work in the private sector and has, through his career, worked with entrepreneurs in numerous ways. His latest position is the head of the department pertaining entrepreneurship in *Business Aalborg*.

He has vast knowledge concerning entrepreneurship in Denmark, especially pertaining North Jutland. He has been on the board of various development organizations, where the main goal was applying grants from the EU and the Danish state.

John has worked in the *Aalborg Business Council* for many years, where he obtained experience with entrepreneurs and entrepreneurship (Appendix 7).
Brian

Brian has taken two sets of skills, and worked with both. First, he was trained as a chef, which, in his words, gave him very useful skills when it comes to business, especially in terms of keeping deadlines. After that he decided to qualify as an IT specialist, as it has been his hobby most of his life.

He moved to Greenland, and worked as a chef there for several years. He then started an Internet café in Nuuk, where he created a network and became known in the IT business.

Brian decided to create an IT company which both sells IT package solutions for companies, but also information storage.

His business quickly grew, and his business has become the second largest private IT company in Greenland (Appendix 8).

Hansquakif

Hans moved to Greenland more than 40 years ago, wanting to experience the world. He wanted to seek adventures and found his place in Greenland. He is a trained actor, which he finds very useful in the business world.

He started his own transportation and logistics company 43 years ago, and has continually expanded his business. He has created cooperation with companies in Denmark, and his company is one of the biggest in the business in Greenland.

He recently acquired a large contract and states that he will never retire, working keeps him going.

Martin

Martin is an educated IT assistant. After he finished his training, he moved to Greenland to obtain working experience, fully planning on returning to Denmark. But he stayed and decided to open his own business. Through his job, he recognized a need for IT specialists in Nuuk.

He became CEO at the age of 24, and his company quickly expanded, it has continued to grow and his company is now the biggest supplier of IT equipment and storage of information in Greenland.

A few years ago, he decided to expand to Denmark, and subsequently moved here and is now involved in an IT business in Thisted. He runs both businesses and travels back and forth between Greenland and Denmark several times a year (Appendix 10).
2.3. The New Arctic

In 2015 a book was published, *The New Arctic*. It was created to show the Arctic, and the changes and development the region has undergone in the later years. It will serve as background information in this study, where it provides an insight into the progress the region has made, specifically in terms of economic development.

For many years, the Arctic was a place that was untouched by the Western civilization. It is only in the last few hundred years that the region has become a place of interest, where explorers went to discover the wonders of the Arctic. Nowadays the Arctic is rapidly changing in terms of commercial development (Evengård, Larsen, & Paasche, 2015).

The Arctic has become a player in a global context, and the amount of import and export has increased. The accessibility has simply become better. Trade across borders has led to economic growth. However, this has also affected the residents of the Arctic, where an increasing amount of adaptability is becoming clearer, and not everyone is ready for such rapid changes (Evengård, Larsen, & Paasche, 2015).

Globalization has influenced virtually everywhere on the planet, and the Arctic is no exception. The Arctic is becoming more integrated into the global society, and this creates both opportunities and hindrances. Opportunities are created, for instance, in the sense of greater economic possibilities, increased access to a wider market leads to a larger customer base. However, hindrances occur in terms of loss of cultural identity, which for some is not easily surrendered (Evengård, Larsen, & Paasche, 2015).

2.4. Globalization in the periphery

Globalization, a term used a great deal and in many different contexts. Therefore, it is pertinent to explain exactly what the term globalization means in this context.

Globalization, regarding entrepreneurs and entrepreneurship, has several meanings. Firstly, adaptability, which is the ability by the entrepreneurs in the Arctic to adapt to new conditions caused by the globalization effect, such as increased immigration, tourism, global communication possibilities and accessibility (Zahra, Rawhouser, Bhawe, Neubaum, & Hayton, 2008).

Secondly, globalization is a motivator for creating a more specialized type of business, which is designed to accommodate more specific needs. This is mainly because of larger entities being able
to produce in mass quantities, creating a need by entrepreneurs to build niche oriented businesses (Soriano & Dobon, 2009)

Lastly, globalization in this context creates both opportunities and obstacles. Opportunities in the form of increased entrepreneurial activity in regard to tourism and export for companies in the Arctic, small as well as large, the possibility of becoming part of a larger international community, is also present, which in turn create even bigger opportunities. The obstacles entrepreneurs can face, is in the form of increased competition, which can make it difficult to continue or establish traditional businesses, such as clothing, furniture and the likes. However, this is exactly where specialization comes in, being entrepreneurial in a globalized world means to be innovative and able to create a niche market (Soriano & Dobon, 2009).
3. Theory and literature review

The purpose of this study is to understand entrepreneurs and entrepreneurship in the Arctic. To do this, this study will make use of several theoretical considerations, which focus on entrepreneurs and entrepreneurship.

This study will compare the interviews to several topics, namely *Myths of entrepreneurship, entrepreneurial characteristics, igniting entrepreneurial action, entrepreneurial motivation, creating entrepreneurial environments, entrepreneurial intensity, responsibility toward society, how events create ventures and how ventures create events, dealing with entrepreneurial failure, immigration and entrepreneurship and core vs. periphery*. In regard to these topics, the interviews conducted will be examined.

The point is to create a theoretical understanding of entrepreneurs and entrepreneurship, based upon real life experiences from entrepreneurs in respectively Nuuk and Tromsø. Therefore, a grounded theoretical approach is used, as the purpose of a grounded theory is to create theory from real life events. However, to gain the necessary understanding a comparative approach is taken, where the main points of the interviews conducted, are held in contrast to the main points made by Morris, Kuratko and Schindelhutte. This is done, because the work Morris, Kuratko and Schindelhutte have conducted is also based upon real life examples and experiences.

This study aims to determine whether or not the conditions and experiences for entrepreneurs and entrepreneurship in the Arctic are similar or dissimilar to those Morris, Kuratko and Schindelhutte are basing their work upon.

Several other scholars will be quoted and referred to in this study. However, not all the sources used in this study are introduced, the introduction will pertain to the scholars whose work affects this study the most.

3.1. Theoretical considerations

**Michael H. Morris, Donald F. Kuratko and Minet Schindelhutte**

Michael H. Morris is currently employed as a Ph.D. at the University of Florida, Warrington School of Business (Warrington, 2017).

Morris published *Entrepreneurial Intensity* in 1998, in which he accounts for several conditions that, Morris found, apply to entrepreneurs and entrepreneurship, a description of these will follow.
Morris, as well as Kuratko and Schindehutte, is involved with understanding the entrepreneurial experience. Both Kuratko and Schindehutte teach and research in the field of entrepreneurs and entrepreneurship.

Donald F. Kuratko is employed at Indiana University, Kelley School of Business as a professor of entrepreneurship. Kuratko’s main points of focus are entrepreneurship, corporate entrepreneurship, corporate innovation and entrepreneurial leadership (Indiana, 2017).

Minet Schindehutte works as a Ph.D. at the University of Pretoria, where her focus of research is the intersections of entrepreneurship, the unique challenges of women and ethnic entrepreneurs, as well as strategy and marketing (Whitham, 2017).

In 2012, these three scholars published *Entrepreneurship as Experience*, where the main point is the understanding of how events create ventures and how, in turn, these ventures create entrepreneurs. An examination of this will also be conducted.

Morris and Kuratko published *Entrepreneurship and Leadership* in 2013 is a collection of articles concerning both entrepreneurship and leadership, however the focus of this study is entrepreneurs. From this book, several points of view from other scholars will be introduced and used in the analysis. This concerns the topics *Igniting Entrepreneurial action*, *Entrepreneurial motivation* and *Entrepreneurial environments*.

**Entrepreneurial characteristics**

To be an entrepreneur has multiple definitions. In order to understand the entrepreneurial individual, multiple opinions and viewpoints must be examined. In this chapter, several definitions and examples on what an entrepreneurial individual is will be explained.

Morris state that entrepreneurship is dependent on entrepreneurs, every idea and vision requires a persistent leader, without it, little would happen (Morris, *Entrepreneurial Intensity*, 1998).

Therefore, it is important to examine the entrepreneurial individual, to better grasp what makes an entrepreneur in the Arctic.

According to Morris, the single most researched question within the field of entrepreneurship is “*Who is the entrepreneur?*” (Morris, 1998, p. 77). Entrepreneurship is a broad field. However, certain features can be identified as a general perception concerning entrepreneurs, the field is
divided into the psychological side and the sociological side (Morris, Entrepreneurial Intensity, 1998).

The psychological side contains several features that are common for an entrepreneur, chief among them are: Motivation for starting a business, dedication and strong work ethics, opportunistic, initiative and energetic and creativity (Morris, 1998).

When conducting the analysis, with entrepreneurs from respectively Nuuk and Tromsø, the respondents will be compared to these features, in order to determine if Morris’s main features can be applied to entrepreneurs in the Arctic.

The sociological side relates to several factors, however this study will focus on two factors namely, immigration and education, as both are highly relevant, because both cities examined are dependent on these factors.

Entrepreneurs from immigrant populations seem to be a higher rate than non-immigrants. It could be because of the struggle faced when settling in to a new location, or the mindset an immigrant has, which is deemed to be more opportunistic (Morris, Entrepreneurial Intensity, 1998).

Morris states that education is a factor for success, the tendency for entrepreneurs with an educational background to succeed is greater than those without (Morris, Entrepreneurial Intensity, 1998).

Hmielski and Corbett have conducted a study pertaining improvisational behavior of entrepreneurs, and have found that there are two traits that support Morris’ findings.

Firstly, improvisational behavior indicates a larger degree of effectivity, especially when used as a behavioral strategy, where the main focus is adaptability and change, such as the case with immigrants starting a new business. Secondly, improvisational behavior can be learned, and can therefore be a part of a curriculum, where the purpose is to teach entrepreneurship, which could possibly increase the survival and growth of newly started undertakings (Hmielski & Corbett, 2013). As Morris states above, education is a factor for success.

Entrepreneurial characteristics is only part of what makes up an entrepreneur, it is equally important to understand what motivates and drives an entrepreneur.
Understanding entrepreneurial motivation

Passion is often seen as the main motivator for entrepreneurs. This is greatly rooted in both folklore and the performance of entrepreneurship. According to Cardon, Wincent, Singh and Drnovsek, there are several definitions as to what passion is in regard to entrepreneurship. For instance, one is where the “...notion of passion is focused on activities in which people invest time and energy and that they find important...” (Cardon, et al., 2013, p. 267). Another, “...passion is activated by emotionally important goals, that control and guide desires, thoughts, plans, and behaviors that persist over time.” (Cardon, et al., 2013, p. 267). A third is, “...passion is conceived as energy that gives individuals a sense of pleasure and promise, and engage them wholeheartedly with what they love.” (Cardon, et al., 2013, p. 267). According to Cardon et al., the idea of passion has a history dating back to Ancient Greece, thereby underscoring that passion is not a new form of motivation, but has in fact been present for many, many years (Cardon, Wincent, Singh, & Drnovsek, 2013).

There are other studies within the field of entrepreneurial motivation, Collins, Hanges and Locke have conducted a study concerning why some entrepreneurs are more successful than others. The authors found that achievement motivation is correlated with both choice of an entrepreneurial career and entrepreneurial performance, meaning the more you desire it to work the higher the likelihood of success (Collins, Hanges, & Locke, 2013).

Having the right motivation can sometimes be difficult if faced with myths and prejudice. Therefore, it is important to understand how entrepreneurship is perceived from the outside. Morris has gathered the most common myths in regard to entrepreneurship.

The myths of entrepreneurship

There are a number of myths concerned with entrepreneurship and entrepreneurs. Michael H. Morris has gathered the most common ones. A brief description of them follows, where the purpose is to understand entrepreneurs and entrepreneurship, and to enlighten some challenges that entrepreneurs are likely to meet.

The point is to examine whether or not the entrepreneurs interviewed for this study have experienced any of these obstacles.

A common myth concerning entrepreneurship is that it concerns starting and running a small business. According to Morris, this is not always the case, as entrepreneurship represents “growth-oriented outlook.” (Morris, 1998, p. 2). Morris states that entrepreneurship implies a level of
innovative and proactive method when addressing challenges, tasks, obstacles and opportunities, where, far from all companies are actually entrepreneurial in nature. Morris uses as example the Mom and Pop operation, which implies that the business has not changed since it opened, having become stagnant and complacent (Morris, Entrepreneurial Intensity, 1998). Morris’s point is to understand the distinction between being self-employed and being an entrepreneur. The difference is innovation and the drive to continually build and expand.

When approaching entrepreneurship, the conception is often two ends of a stick, either you are or you are not an entrepreneur. According to Morris the key is to recognize entrepreneurship as a variable episode, where people can do both (Morris, 1998).

Entrepreneurs are often perceived as risk takers that have no reservation risking everything. Morris states that most entrepreneurs are not willing to assume unnecessary risks, however a calculated risk is the chosen path, where the entrepreneur often analyses and evaluates the situation and acts accordingly (Morris, 1998).

The notion that entrepreneurs are born to be entrepreneurs is, according to Morris not so, as he states: “Entrepreneurs are not a unique and separate group that is somehow genetically predisposed to be entrepreneurial.” (Morris, 1998, p. 4). On the contrary, everyone has a little entrepreneurial potential, but how this potential is developed is very much linked to the environment that surround the individual (Morris, 1998).

There is a perception concerning entrepreneurs that they start of the desire to be able to retire at an early age. However, often the case is that if they do retire, the entrepreneurs are starting a new venture immediately after, as Morris states: “The real motivator behind entrepreneurial behaviour is not money, and is not power or position. Entrepreneurial individuals tend to be driven by a desire to achieve […] to overcome all the obstacles and naysayers.” (Morris, 1998, p. 5). Morris is not suggesting that monetary gain is not a factor, it is often seen as a sign of successful entrepreneurship, as a sign of being on the right path (Morris, 1998).

According to Morris, entrepreneurship requires an individual to lead and innovate. However, the subsequent actions often require a team if the business is to grow. The real challenge is to achieve a sense of balance between the entrepreneurial action, innovation and vision, and ownership by the team required to make the business successful. This speaks to the fact that, as Morris states,
entrepreneurs come in all shapes and sizes, different age, races, religious, cultures, genders and occupational background (Morris, 1998).

Additionally, the perception is often that entrepreneurship is heavily reliant on luck, Morris states that often entrepreneurs create their own luck, not by being lucky, but through hard work, in-depth analysis, being able to adapt, and being open to opportunities (Morris, 1998).

According to Morris, a common misconception that aspiring entrepreneurs make, is that entrepreneurship has to start with a new product or service. Morris states that true innovation is when an entrepreneur comes up with a concept or idea that there is a need for, and has a potential market. Entrepreneurship is about seizing opportunities where there is a need, not innovate for the sake of innovation (Morris, 1998).

The main reason why the myths still exists is because entrepreneurship is not a singular discipline, unlike economics or accounting, that is considered formal disciplines. Entrepreneurship is a mix of disciplines that involves many disciplines, for example psychology, engineering, marketing, and more (Morris, 1998).

In spite of myths that can occasionally hinder entrepreneurship, working towards igniting entrepreneurial action is important to encourage would-be entrepreneurs to take the leap.

**Igniting entrepreneurial action**

Kuratko states that the world is seeing a new trend of economic development, and the impetus is entrepreneurship and innovation. Therefore, it is imperative to understand the process of entrepreneurial action as a source of competitive advantage. If entrepreneurial actions are not embraced, the opportunities entrepreneurship provide often lead to loss and sometimes bankruptcy. Consequently, it is important to encourage entrepreneurial action (Kuratko, 2013).

At the same time, ignited would-be entrepreneurs need a place to develop, it is therefore vital to follow through and create an environment for the new-starters.

**Creating entrepreneurial environments**

As explained by Morris, entrepreneurial environments consist of three categories, *Environmental infrastructure, Environmental turbulence* and *Personal life experiences.*
Environmental infrastructure, consist of the society it exists in and is reliable upon, economic, political, legal, financial, logistical, educational and social structures. Morris gives the example of Hong Kong, where the structures of the society is relatively free, and therefore it has become highly entrepreneurial.

Environmental turbulence is explained as such, the higher the degree of turbulence, the higher the degree of entrepreneurial action. It can be seen when dealing with, technology, economy, customers, suppliers, competition, legal/regulatory and social environment, and is an indicator that the certain need no longer exists or is changing and that new needs surface.

Personal life experience, there are several factors that influence life experience in regard to developing entrepreneurial characteristics. Morris mentions a number of them, family background, childhood experiences, exposure to role models, previous job experiences and educational experiences (Morris, Entrepreneurial Intensity, 1998). The next step in the creation of an entrepreneurial environment is the entrepreneurs themselves. There is a need for successful entrepreneurs to pick up the mantle and show the way for others.

Responsibility toward society

When it comes to the environment the entrepreneur is a part of, an entrepreneur is a construct of the environment he or she belongs to, and therefore has a responsibility toward that environment to further entrepreneurial action (Morris, 1998).

At the same time, entrepreneurial activity happens because of certain events, it could be because of the responsibility shown by successful entrepreneurs, or it could be because of an event that fosters entrepreneurial activity.

How events create ventures and ventures create entrepreneurs

Sometimes opportunities occur because of an outside perspective, it is not always about seeing the possibilities as an entrepreneur yourself, and sometimes you have them pointed out for you. This is another aspect of entrepreneurs and entrepreneurship that sometimes circumstances create entrepreneurs, and it then becomes up to the entrepreneurs to seize these opportunities.

It starts with recognizing an opportunity, then developing a business concept. What comes next is identification and acquisition of resources, which then turn into start-up of a venture. And once a
start-up occurs an entrepreneur is created. Events such as this emerge all the time, the difference is the personal experiences of the entrepreneurs.

It is therefore, according to Morris et al., important to understand and learn from each of these experiences, as most ventures that set out often become something other than the original intent (Morris, Pryor, & Schindehutte, 2012).

All of these different topics will aid in the understanding of what an entrepreneur is, and what entrepreneurship is about.

The following literature review concerns the topics of core vs. periphery and immigration and entrepreneurship. Both topics are major topics when it comes to entrepreneurship in Nuuk and Tromsø, as will be shown later.

3.2. Literature Review

The literature review for this study will consist of articles from scholars who have worked in the field of entrepreneurship, and researched both, core vs. periphery, and immigration and entrepreneurship. The first scholars are Christian Felzenstein, Eli Gimmon and Claudio Aqueveque, who have conducted research in core vs. periphery. Continuing with Nikolina Fuduric and Mai Camila Munkejord, who have worked with core vs. periphery as well as immigration and entrepreneurship.

Core vs. periphery

Core vs. periphery is a highly-debated topic, where entrepreneurship plays a significant role, as it is perceived as being equal to economic development (Sappin, 2016). The article Entrepreneurship at the periphery, from 2012, concerns the role of entrepreneurship as a tool for economic development in peripheral locations, where it compares peripheral regions, in this case in Latin America, to a core region.

According to this article, there is a tendency for an uneven distribution of social, cultural and migration dependence at the peripheral regions, compared to the core regions. Where a virtuous circle of entrepreneurship is created at the core, and a vicious cycle of dependency at the periphery (Felzenstein, Gimmon, & Aaqueveque, 2012).
In 2007, a similar article was published. This article deals with development of entrepreneurship in the periphery, where the purpose is to examine the special challenges that a peripheral region has as opposed a core region (Fuduric, 2007).

According to this article, the impact entrepreneurial activity has, entails *increased productivity* and *competitiveness*, and is often seen as cause for *prevention of monopoly exploitation* and *economic stagnation* (Fuduric, 2007).

Fuduric states that there are three main differences between peripheral and core, *Geographical distance*, *Societal distance* and *Cognitive distance* (Fuduric, 2007).

*Geographical distance*, entails increased costs, increased travel time and limited personal interaction.

*Societal distance*, envelops the lack of well-connected institutions, organizations and network.

*Cognitive distance*, the distance from like-minded people.

(Fuduric, 2007)

**Immigration and entrepreneurship**

A different article was published in 2015, with the purpose of examining entrepreneurship in the rural North Norway, with emphasis on immigrant males moving to Finnmark in Norway and starting a business. The main goal was to create a deeper understanding of the start-up phase immigrant entrepreneurs undergo. For instance, if the rural context influences the entrepreneur’s choice of location (Munkejord, 2015).

The purpose of bringing these articles into the analysis is to provide an economic perspective, in regard to entrepreneurship, as well as an understanding of what challenges entrepreneurs have to face in a peripheral region.

These aspects will be reflected upon in the analysis. In this sense, the interviews are examined for experiences that pertain to the creation of businesses in the peripheral region, if the respondents have experience when it comes to the differences between peripheral and core regions, and what kind of experiences the respondents face when starting a business.
4. Methodology

The method for this qualitative study is grounded theory. The methodological approach for this study is a combination of Alan Bryman and Juliet Corbin and Anselm Strauss’s approaches to grounded theory, which are both based upon Glaser and Strauss publishing from 1967. In these, the purpose of grounded theory is to create new theory from data. Both approaches will serve as inspiration, where a selection of each is included as explained in the following chapter.

The data used will be gathered using interviews, and are based on Steinar Kvale’s published work in performing qualitative interviews. As stated in the theory chapter, grounded theory will be used in combination with the theoretical considerations mentioned above. The idea is to compare these theories against the data acquired through the interviews, with the purpose of creating a theoretical basis for entrepreneurs in the Arctic, in order to better understand the opportunities and obstacles they face.

4.1. The method used in this research study

As stated in the introduction, the methodological approach for this study is a combination of two approaches to grounded theory.

Research area

The first task for this study as to select a research area. The chosen area is entrepreneurs in the Arctic region, and what influence globalization has on entrepreneurship.

This was selected, because entrepreneurship has always been present in the societies of the world. What this study enlightens is the role of entrepreneurs in a peripheral region, such as the Arctic. The aim is to reveal the role of entrepreneurship, and the effect it has on the society in which it operates.

The data collection process

The data collection process consists of semi-structured interviews with entrepreneurs in respectively Nuuk and Tromsø, an entrepreneurship consultant has been interviewed in Aalborg. The triangular relation between these three countries is a necessary step in understanding the differences and similarities in entrepreneurship in the Arctic. There are three main reasons why this is important to stress this three-fold relationship:
First, in order to understand the idea of entrepreneurship in the Arctic seen from Aalborg to obtain the outside perspective. Aalborg has a unique position in regard to the Arctic, because of the close ties Aalborg has with Greenland.

Second, to understand entrepreneurship in the Arctic from the perspective of the people living there, by use of data collected through interviews with entrepreneurs, who are trying to or have established a business in the region.

Third, a triangular study was chosen because to fully understand what makes entrepreneurs tick, a wide selection of respondents was necessary. Both Nuuk and Tromsø are located in highly developed countries, and are similar in many ways. They both face the same issues in regard to geographical location in the high north, transportation costs, history with indigenous population, culture and integration of immigrants.

However, there are also differences, which set them apart, for instance the approaches taken in handling entrepreneurship and the tourism industry. These will be covered in the analysis part.

*Semi-structured* interviews with open ended questions have been selected. This was done to ensure that the data collection in each location was of a similar nature.

An interview guide was created, to guarantee similarity in the questions asked to each of the respondents.

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<td>Background of the respondent</td>
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<td>The idea of the business</td>
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<td>Starting a business</td>
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<td>Finding customers</td>
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<td>Finding employees</td>
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<td>Cultural difference</td>
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<td>Globalization and the effect on entrepreneurship</td>
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The interviews had seven overall topics, which each served with the purpose of guiding the respondent to consider each topic.

*Background of the respondent*, this was the first question asked to each of the respondents. The purpose was to create a comfortable dialogue between the respondent and the interviewer, and talking about something familiar, set their mind at ease. At the same time, it revealed the educational level and experiences each of the respondents possessed.
The idea of the business, with this question the respondent was able to elaborate his or her idea. The purpose was to understand the motivation of the entrepreneur for starting a business, but also to continue talking about a familiar topic, providing a comforting atmosphere. It provided the interviewer with a better understanding of both the business and the respondent.

Starting a business, this topic entails what experiences the respondents had with starting a business, what successes and failures he or she had experienced. This topic also covers what kind of help the entrepreneur received when starting out. Be it other entrepreneurs or entrepreneurial organizations in each of the cities.

Finding customers, this question concerned which methods the respondents used when he or she acquired customers for the business.

Finding employees, the idea with this topic was to understand how the entrepreneur found employees, but also to understand the possibilities for local education institutions.

Cultural differences, the intention with this question was to gain a greater comprehension of what possibilities and challenges the entrepreneurs face when dealing with an intercultural society.

Globalization and the effect on entrepreneurship, the purpose of this topic was to learn how the respondents see globalization in terms of entrepreneurship. How this has affected the idea of entrepreneurship, when becoming more global.

In order to understand entrepreneurs and entrepreneurship in the different locations, it is essential to understand what opportunities exist when starting up. Therefore, an examination of the involved organizations working with entrepreneurship in Nuuk, Tromsø and Aalborg were also conducted and included in the analysis.

In Tromsø, Gründerhjelpa was interviewed, it is a part of municipality of Tromsø, and Innovation Norway, which is a state funded national organization. In Greenland, Greenland Business and Sermersooq Business Council are used as sources. Business Aalborg is representing Aalborg in this study. These organizations all have the common goal of developing entrepreneurs and entrepreneurship in the region that they represent. Interviews and an examination of the options they provide will be applied in the analysis. The purpose of including these organizations was to compare the opportunities entrepreneurs have in the region where they chose to have their business, whether it is big or small.
Strategy for this study

The strategy selected for this study is a comparative approach, which is one of the basic tools of grounded theory, and will therefore be applied when conducting the analysis. The data gathered in the different cities is compared to each other, as well as the theoretical considerations.

Coding of the interviews will play a big part in the analytical approach. It will be done by use of Nvivo 10, and will entail open coding, followed by a closer examination, where the similarities and differences will be pointed out throughout the analysis.

The coding of the interviews will, as mentioned, be an open coding, an overview of what the interviews reveal will be determined. This will be followed by a closer coding where the emphasis will be on the topics mentioned the most in the open coding.

Coding the interviews will narrow down and specify what the respondents are saying, which will aid in comparing whether or not the theoretical considerations can be applied for entrepreneurs in the Arctic.

The analytical approach

The analysis will include an examination of the entrepreneurs themselves as well as entrepreneurship. The purpose is to envelop and address each of the points given in the theory chapter, beginning with comparing the interviews with Morris’s perspectives on an entrepreneur. Namely, the influence of globalization on Nuuk and Tromsø, core vs. periphery, entrepreneurial characteristics and motivation, the myths regarding entrepreneurs and entrepreneurship, entrepreneurial environments and igniting entrepreneurial action and entrepreneurial responsibility.

To create an understanding of entrepreneurs in the Arctic, Morris’ list of common entrepreneurial features will also be applied to determine whether entrepreneurs have the same qualities in the Arctic, as well as in more centralized locations.

Furthermore, themes such as: The support from the local and national society when starting up, the responsibility of the entrepreneur in regard to society, how events create ventures and ventures create entrepreneurs and how entrepreneurial failure is dealt with, will also be included in the analysis, where the emphasis will be on how to start up and how to learn from failure (Morris, 1998) (Morris, Pryor, & Schindehutte, 2012) (Morris & Kuratko, 2013).
The various concepts and topics that are found during coding will be analyzed and examined, to better understand entrepreneurs and entrepreneurship. After the determination of the concepts, these will be arranged in categories. Next, these categories will be given properties to ascertain the value of the different categories, in relation to Morris’ stipulations in regard to entrepreneurs and entrepreneurship.

The aim is to create a theory concerning entrepreneurs and entrepreneurship in the Arctic region. This is done in two ways, firstly by an ongoing discussion throughout the analysis, pertaining each of the points mentioned above, and secondly, by gathering the points of discussion in an overarching conclusion.

The literature review will also be included in the analytical process, as the interviews with entrepreneurs in the Arctic will be compared and examined in the light of these articles.

In the analysis, a chapter comparing each of the three different cities approaches to entrepreneurs and entrepreneurship will be included, in order to determine possibilities and challenges each place.

**How the interviews were conducted**

A meeting was set with each of the respondents, in most cases the interview took place at their offices. Three were conducted in a café, one of the respondents is a café owner. Therefore, the interview took place in her café. The others were conducted in a local café in Tromsø.

There the respondent was each asked the same overall questions, the interview guide was followed in each case. However, different sub-questions were asked which suited the responses that where given. The aim was to fully explore the topics the respondents deemed important.

In each interview, a dialogue was quickly established, and a casual atmosphere was established. The purpose of the study was briefly explained, and the interview proceeded. The interviews varied from 28 minutes to 65 minutes.

The respondents were told beforehand that the interview would be recorded, none declined because of that.

The locations for the interviews was chosen to make the respondent feel at ease, with the purpose of having the respondents answer as freely as possible.
Coding the interviews

As mentioned previously, the coding is an important part of the analysis, as it is during coding that points of views, opinions and arguments are highlighted.

The programme Nvivo 11 was used. An open-coding was done, where the interviews where examined for point of views, opinions and arguments, to gain an insight into what the respondents deemed relevant in accordance with the interview guide. The full list of the coding can be found in appendix 12.

This was followed by a more in-depth coding, where the topics found through the open-coding was examined more closely, both to compare the different responses, and to determine the relevance to this study.

The in-depth coding was conducted in order to examine points of views, opinions and arguments for the chosen theoretical considerations, namely: *Myths of entrepreneurship, entrepreneurial characteristics, igniting entrepreneurial action, entrepreneurial motivation, creating entrepreneurial environments, concept of entrepreneurial intensity, responsibility toward society, how events create ventures and how ventures create events, dealing with entrepreneurial failure, immigration and entrepreneurship and core vs. periphery.*

Bias and ethical consideration

None of the respondents in this study have been anonymized, as it is in their interest to create awareness concerning entrepreneurship in the Arctic.

To accommodate bias, the interviews were conducted in a casual atmosphere. The chosen location for the interviews was either in the offices where the respondent felt at home, or in a café which acted as a neutral scene. However, bias in favor of entrepreneurs when interviewing entrepreneurs is difficult to avoid. Therefore, the study will take this into account in the conclusion.

Additionally, bias towards my own understanding of the theoretical material used in this study is also a factor that will be considered.
5. Analysis

The analysis was conducted according to the topics specified in the methodology chapter. The analysis will start by addressing the role of globalization and entrepreneurs. An examination of the respondent’s replies is conducted, when the respondents are asked their opinion on entrepreneurship and globalization, what their experiences are and how globalization can be applied. This is done in order to determine the differences and similarities between Nuuk and Tromsø.

During the analysis opinions and comparisons will be made with entrepreneurial view points from John from Business Aalborg, who is a lifelong veteran in entrepreneurship, and his insights will provide an outside perspective on entrepreneurship in both Nuuk and Tromsø.

5.1. The influence of globalization on entrepreneurs in Nuuk and Tromsø

This study aims to discover what effect globalization has on entrepreneurs and entrepreneurship in the two cities selected. During the interviews, every respondent was asked to consider globalization and what effect it has had. This analysis will shed light on this topic by showing differences and similarities of the responses given to this question.

The influence of globalization is through this analysis divided into two topics, employment and production costs and entrepreneurial opportunities, this is done to create a coherent and precise analysis, as these topics are what the respondents focused on during the interviews.

Employment and production costs

Gerstrøm in Nuuk sees globalization as an opportunity to expand, as he states: “It is exciting if we are able to get out in the world... be able to purchase goods other places.” (Appendix 9).

Gerstrøm is referring to Royal Arctic Line nearing the end of the arrangement it has with the Port of Aalborg, which is due to end in 2019, and several other ports are being considered (Andersen, 2017).

At the same time, Gerstrøm is almost exclusively making use of local employees, “...we are 98% locals...” (Appendix 9). Indicating that Gerstrøm is an entrepreneur that is able to combine globalization with localization, meaning that Gerstrøm recognizes the opportunities globalization provides, and at the same time using it to increase local business.

In the other end, Kim from Tromsø, says: “it’s much easier to recruit international people... [...] people from Oslo and Trondheim [...] they don’t want to move to Tromsø... it’s not cool for
them…” (Appendix 5). He states that ironically, acquiring employees from abroad is easier than acquiring employees from Norway, highlighting a positive side of globalization, as it provides opportunities for people from other countries.

He continues: “…there is a lot of good people here… Microsoft has a big office... [...] ...so in all recruitment... it has never been a problem here... London still have lots of trouble to recruit, because of much competition... but here it’s like... we have extra bonus... oh that is an adventure life.” (Appendix 5). Kim indicates that Tromsø is in a special position, because of geographical location, which creates an adventurous side to moving to Tromsø, and because of an increased inflow of international employees. Tromsø has become attractive for the bigger IT companies, like Microsoft, which show that a clustering of international companies is currently taking place in Tromsø.

However, globalization also has negative sides in the form of increased competition and high salary expectations. Kim says: “The competition is bigger, so you have to execute in the highest level... [...] we do have challenges still... that we expect such high salaries... in a start-up you can’t pay the salaries... for example... we recruit the Russian guy... he goes online and he search for the average salary in Norway for an engineer... 650,000 NOK... that is quite high... and we told him “we're not trying to screw you over... but we're not in the oil business... if you wanna work in the oil industry... you might get that salary... but we're in the start-up and you get some shares...”” (Appendix 5).

Kim stated that competition has increased, which have forced the companies in Tromsø to perform at the highest level, in order to keep up with companies’ in cities in Norway, such as Oslo and Trondheim. This has, in turn created an expectation of a high salary, which in some ways can hinder recruitment, as Kim stated, a start-up cannot pay these high salaries. In this case however, the engineer still moved to Tromsø and is currently working at Superplus (Appendix 5).

Not only is the salary expectation high in Norway, production costs are also high, which has led to a use of low cost production abroad. As Kim stated: “...the expectation and the cost level in Norway is very high... compared to others... [...] we use a lot of these services... when we created our logo... we just use 99design.com... these freelance type of platforms... where you pay really low money for work... so it's kind of like a social dumping in some ways... [...] 5 dollars per hour... that is quite cheap in some ways... that is in my mind globalization and how it is there...” (Appendix 5).
This indicates that because of globalization both salary and production costs have increased to a point that is too high, which have forced a response from the companies in Norway to acquire services elsewhere. In some ways, this process is creating a paradox, where competition and globalization are on both sides. This means that because of the heightened competition and globalization, the workforce in Norway are able to obtain better conditions for themselves, which is, from their point of view, a good development, but at the same time the companies that are employing the workforce, are forced to seek lower costs elsewhere, for instance these freelance platforms Kim mentions, to be able to be competitive.

Martin from Nuuk has a different experience from Greenland, which mainly entail language as a barrier, Martin says: “...I know a lot who does it in Denmark... or large international companies... they place their support function in India for instance... we are not afflicted by that in anyway, because people are unable to speak English... the emphasis is on being local and that weighs a lot on people’s mind... so in that way we are not run over by the globalization train...” (Appendix 10).

Martin indicates that because of lack of the English language in general, globalization has not influenced Nuuk as much as for instance Tromsø, where English is more common than in Nuuk. In Tromsø the trend is towards accepting the international community, which can be argued to be lacking in Nuuk.

As Bodil from Tromsø says: “We have several researchers from England, New Zealand, Canada... from all over... we have some from India... they all come to Tromsø...” (Appendix 3).

Runar from Tromsø stated: “...we have the University that gives us... [...] it gives us the city an international way of thinking... because the students they go out in the city... [...] they try to create something in the city when they are here... they give something back...” (Appendix 6).

Evrista, en employee at Gründerhjelpa, says: “Tromsø is very international... there live about 138 nations in Tromsø...” (Appendix 4).

Evrista is confirming that Tromsø indeed is an international community, unlike Nuuk that, as Martin implies, still is in the initial phase of becoming an international community. Martin states: “...you have to have a different language policy... [...] a generation or two... and then it’s there...” (Appendix 10).

Brian from Nuuk hints that in some cases the influence of globalization is present in Nuuk, he says: “it affects... and has been doing so for a while... [...] when a purchasing agent needed 200
computers... he went online on www.cheapestintheworld.com, then he called Comby and said I need this many... “Okay, they cost this” …”but I can buy them on the internet for this price, if you can’t match that... too bad for you” that is the beginning you could say... and over time... people are looking further and further away for solutions... [...] so the ones we have to compete with... it’s not the neighbor anymore it’s the entire world...” (Appendix 8).

Brian points out that the effect of globalization is affecting business and competition in Nuuk, indicating that the effect is slowly, but surely, moving in bit by bit.

John from Business Aalborg claims, when asked about the influence of globalization, that: “My assertion is that it has become a lot easier... [...] they often have an international perspective... [...] if it goes through the internet, you never know where the customer is...” (Appendix 7).

John is indicating that the internet is one of the biggest tools new starters and businesses have acquired due to globalization, and because of it, business has changed, he explains it this way: “...in the recent era of industrialization, it was common that a company had to have a certain size... a critical mass... in order to enter the export market... that has disappeared today, because of different marketing opportunities...” (Appendix 7).

John implies that due to changes happening because of the opportunities offered by increased globalization, businesses, small as well as large, have access to an international market from the beginning, thereby making it easier to obtain customers. However, because of the increased opportunities to larger markets, the competition for these has also increased, John says: “Yes, the competition has always been tough... and it has not become less...” (Appendix 7).

Runar from Tromsø has quickly discovered the possibilities of advertising online, he says: “...for marketing your goods... you can do it in like two minutes and you’re global...” (Appendix 6).

He has also noticed the competition taking place online, as he is managing apartments for renting. He had to find a platform to use to advertise through, he looked at different online solutions, and discovered big differences: “...booking.com takes 25%... [...] AirBnB is 3%... [...] for me the math is real easy...” (Appendix 6).

Runar explains that in this instance, it comes down to which platform offers the best terms for his business.
Entrepreneurial opportunities

According to John from *Business Aalborg* the development of entrepreneurial opportunities in the Arctic have increased in recent time, he explains: “…if you have a counseling entity… for instance in Greenland, and other places in the Arctic, who knows the local conditions… there is a special fund you can apply to… if you’re in North Norway I know they have a Nordic fund you can apply to, and the Nordic Council also have special funds you can apply for…” (Appendix 7).

John is pointing out the actual organizations he knows provide aid to entrepreneurs, and he underscores the importance of knowing the local conditions. He continues saying that: “…something similar is in Greenland… […] it has become much, much better in the later years… now you have real business councils…” (Appendix 7).

John is indicating that the development of business councils in Arctic areas is a recent development. For instance, in Nuuk where *Sermersooq Business Council* was implemented in 2012 (*Sermersooq.gl*, 2017), and in Tromsø *Gründerhjelpa* was created in 2011 (Appendix 4).

Not only are the organizations that provide aid and support to the entrepreneurs in focus, the opportunities in Tromsø are also being seized, Runar says: “5 years ago there were no tourists here… now there is a lot of tourists… and people see it’s possibilities… five-ten years ago, nobody saw it… the Northern Lights… […] the midnight sun… the fantastic nature… it was just there… but when tourist came and said that this is beautiful, people started to watch and see…” (Appendix 6).

Indicates that it took an outside perspective to make the people of Tromsø aware of the opportunities they have, speaking to Kuratko’s postulation that sometimes it takes an event to create a venture, and that venture then turn into possibilities for entrepreneurs. This is the case with Tromsø, where the locals had to be told and shown what opportunities they had at their doorstep, now the tourists are pouring in all year.

According to Runar: “…the society has totally changed… looking at these tourists now… walking outside… we didn’t see that… in wintertime Tromsø was like a sleeping city in the winter…” (Appendix 6). Liz follows up: “…it was harder for the companies to deliver in the summertime… because we wanted to sell summer, hot weather, the sun… […] we didn’t see the beauty in bad weather… […] it was hard to deliver… because we don’t have warm weather, we don’t have sun all the time…” (Appendix 6).

The owner of the Art Café agrees, when asked about globalization and Tromsø she replied: “…I
think in Tromsø... it’s increasing so much... it has much potential…” (Appendix 2).

Globalization has without a doubt influenced both Nuuk and Tromsø. Andreas from FLOW says: “…we have the global market... so you can also sell everything... one saying is that from FLOW you can go global from Tromsø... that is one of our goals, to show people that we don't just need to think about Tromsø, or the local market, or the national market... we can go international if they want...” (Appendix 1).

This is what FLOW is all about, creating networks, and through those creates opportunities. This indicates that Andreas is working towards putting Tromsø on the map, by saying that it doesn’t matter where you are, we can always deliver. This, in turn, makes it easier for local entrepreneurs, both to be a part of a large network, but also deliver outside of Tromsø and thereby increase their business (Appendix 1).

Innovation Norway is an organization that mainly works with entrepreneurs that wishes to export goods and services. Kim has been working with them, and has this to say: “...they used to be quite passive... [...] the way they used to... manage their spending wasn't very modern... in the last years they've had a new boss... 4 years ago... and she is really like... just <gestures outgoing> she sets the direction and messing things up... they kind of twist it a little bit... the programs that they have... the focus they have... I think that helps spur people on....” (Appendix 5).

Kim is indicating that the role of Innovation Norway has changed, and in this case it is because of new leadership. It could be argued that it is because of the changes Tromsø have seen in recent years, in regard to entrepreneurs and entrepreneurship, the emphasis has shifted toward increasing the number of entrepreneurs, by providing better opportunities, like Gründerhjelpa in Tromsø and Innovation Norway on the national level. As stated previously, Norway has in the recent years increased their focus on entrepreneurs, because of circumstances on the oil market. Norway itself is searching for a different kind of revenue, and has chosen to encourage entrepreneurship.

Globalization, in Aalborg, Nuuk and Tromsø, is creating opportunities for established companies as well as new-starters, but at the same time it is also creating increased competition, increased production costs, higher salary requirements. However, the consensus is that the positive effects of globalization outweigh the negative.
5.2. Core vs. Periphery – entrepreneurs and entrepreneurship

The core vs. periphery is a topic which entails several different topics, in this case *centralization, migration* and *acquiring employees*. *Migration* is vital for both Nuuk and Tromsø to maintain and increase their population, as will be shown through the analysis.

When examining *migration*, Fuduric’s theoretical concerns in regard to core vs. periphery are also examined in the following chapter, as both Nuuk and Tromsø are perceived as peripheral.

All three topics are connected, as *centralization* is dependent on *migration* and *acquiring employees*. As it has been shown, both cities are the hubs where people tend to move towards, both for employment and to increase living conditions.

**Centralization**

There are different points of views on what qualifies as a peripheral city. If you are sitting in Denmark for instance, Tromsø and Nuuk seem far away, and are perceived as peripheral. If you are from a village outside of Tromsø for instance, then Tromsø is viewed as the hub for the region.

Like John says: “...Tromsø, that is far away...” (Appendix 7). However, it depends on point of view. According to Liz from Tromsø: “I'm from a small place outside Tromsø, and when I was growing up... my parents [...] everyone who was older said that you had to get away from here... there is no future here [...] you can't stay here, you must go... you must move to Tromsø for example... and now there is... [...] it's one fishing plant... but the positivity is big... [...] 5 years ago there was no tourist there... now it's a lot of tourists... and people see it's possibilities... to make something to create something... the tourist helped them to see that it is beautiful here...” (Appendix 5).

Signifying that towns in the region view Tromsø as the central place, from which an *increased productivity* and *competitiveness* is coming. As Liz indicates, there has been a stagnation, and even a decline in both economy and demographic relations in the smaller towns. As Liz mentions, it is suggested that she moved away to improve her conditions for living and obtain better opportunities in Tromsø.

However, it can be argued that because of Tromsø’s success with tourists coming to the city, and the increased entrepreneurial activity, the city is developing both economically and demographically, which in turn is affecting the smaller towns around Tromsø, as Runar says in concern to Tromsø: “*Before, the high season in Tromsø was in summertime... it has completely*
changed now... now I see business in wintertime, and the city is building hotels... they are full all year round... before... Tromsø was a bit... more lower tempo... the tempo was lower... you could... if you wanted to go a restaurant you could just hop in, and you would have a table... now you have to order one or two weeks in advance...” (Appendix 5).

Nuuk is experiencing the same centralization, by population growth alone it is clear that the city is growing, and creating opportunities. For instance, when Martin from Nuuk started his business: “...I did some consultant work on the side... like in the evening, I was allowed to sell computers... outside of normal work hours... I could see that there was potential there... it got quite extensive, and there were more to do than I had anticipated, so I dived in and quit my job... and started my own business...” (Appendix 10).

This was 20 years go (Appendix 10), and Martin’s business has only become bigger, it is the largest IT company in Greenland, apart from the government owned Tele-Business, Martin explains: “Tele is of course huge... but they have a monopoly... and mobile phones and all sorts... but their IT consultancy business isn’t very big... and Comby isn’t either... I would think that we have the same size as those two combined... so we’re bigger than them... but it’s great that there is competition... because that keeps us on our toes...” (Appendix 10).

This shows that in Nuuk companies are able to develop and grow. The story is similar for Comby, Brian says: “...at some point I decided to start my own... it was in 2000...” he continues: “...we had extreme growth the first couple of years... it went really really fast...” (Appendix 8).

According to this statement, both Martin and Brian found a market where there were possibilities to grow and expand rapidly. This, in turn shows that in Nuuk there are opportunities to develop a successful company.

These observations indicate that in terms of Fudurics differences, cognitive distance and societal distance, Nuuk is seen as the hub in Greenland, where likeminded individuals gather and create opportunities. Because of the increased inflow of people, the societal differences are becoming less between rural and city, as shown that more are moving towards cities and towns in Greenland. However, geographical distance could be viewed as an issue, as the distances between cities, towns and villages in Greenland are vast.
Migration

Immigration to Tromsø by foreigners is being utilized as a resource. The municipality has setup a procedure, which helps immigrants create their own business. In this regard Gründerhjelpa is the organization the immigrants use in order to gain access to this opportunity. Evrista from Gründerhjelpa explains it: “…every year we have 200 refugees and other people who come to Tromsø… sometimes it is difficult to find a job… only they have an idea to start a business… they come to us… […] and we try to understand their idea and how they can develop their idea… we try to help them… […] with FLOW… and Innovation Norway… we say that we have 40% of the people who come here are refugees and immigrants…” (Appendix 4).

Evrista points out the importance of immigrants for Tromsø, in regard to entrepreneurship, as he states 40% of the new starters that go through Gründerhjelpa are immigrants, indicating that Tromsø is reliant on these types of entrepreneurs. Øyvind from Gründerhjelpa says: “we have 1.7% growth in population… and that is immigrants… immigrants from abroad…” (Appendix 4).

Not only is Tromsø relying on immigrants to become entrepreneurs, the city also relies on them to keep the population growth, indicating that Flezenstein et al. stipulations regarding migration dependence appear to be the case. However, in regard to social and cultural dependence, the circumstance is not so for Tromsø, because most of the events and workshops taking place in Tromsø are in Norwegian, as Andreas says: “now most seminars are Norwegian… so I guess we attract Norwegian speaking people… some of them don’t have the language… or the necessary skills so they are not coming… hopefully soon…” (Appendix 1).

This highlights that in order to attend, you would have to understand Norwegian, and it is unlikely that an immigrant will know Norwegian beforehand, if not coming from a Scandinavian country.

Tromsø is a combination of a, as Fuduric states, a vicious circle of dependency and a virtuous circle of entrepreneurship, mostly leaning toward a virtuous circle, as the city acts as a hub for the region, like Runar says: “…we know that further north they see Tromsø as their closest big destination…” (Appendix 6), Bodil said when asked if she views Tromsø as a central place: “Yes, it is…” (Appendix 3).

Nuuk is also a combination of the two circles, Nuuk is also a hub, unlike Tromsø that is the center of the region, Nuuk is the center for the entire country. This becomes apparent when reviewing demographic data, 31 % of the population of Greenland live in the capital city, this number has
increased greatly over the last ten years, in 2007 there were 14,719 people living in Nuuk, in 2017 there were 17,600 (Greenland, 2017), giving an increase of residents in the capital city from 26 % to 31 % in ten years. This increase is occurring at the same time as the population of the country is decreasing (Greenland, 2017), indicating that Greenland is becoming more centralized, and is slowly being de-populated.

This creates a dependence relation. Greenland is dependent on immigration in order to keep the population positive, presently that is not occurring. Therefore, a need to increase the number of entrepreneurs and entrepreneurship is crucial. To that end Sermersooq Business Council was created, where new-starters can go for counseling, a similar organization, Greenland Business also works with entrepreneurs, where the entrepreneurs can get council and financial aid.

In terms of immigration to Greenland, 1.89% of the population is foreign immigrants, not counting Danish immigrants, as Greenland is part of the Kingdom of Denmark, and therefore Greenlanders are counted as Danish nationals (Greenland, 2017), making the data, in regard to immigration towards Greenland, difficult to determine.

In relation to social and cultural dependencies, Nuuk has for many years had a dual identity, a Danish and a Greenlandic, where the Greenlandic have become more prominent and dominant recently, as the country is slowly moving towards independence in one form or another (Journal, 2017).

The key words from Fuduric, in regard to entrepreneurial activity, are that it leads to increased productivity and competitiveness, and also works as a tool to prevent monopolization and economic stagnation (Fuduric, 2007).

In both Nuuk and Tromsø, there is an increased focus on entrepreneurs and entrepreneurship. This is visible through the establishment of organizations whose sole purpose is to increase entrepreneurial activity, namely Gründerhjelpa and Innovation Norway in Tromsø, and Sermersooq Business Council and Greenland Business in Nuuk.

Fuduric’s three main differences between the peripheral and core locations, geographical distance, societal distance and cognitive distance hold true in some cases. For instance, Andreas from Tromsø says: “Tromsø is so small and there is not that many opportunities... if you want to aim high...” (Appendix 1), indicating that if you want to achieve success as an individual, the geographical distance that Tromsø has to other cities, works against you as an individual. The same
can be said concerning *societal distance* and *cognitive distance*, as Andreas says, Tromsø is perceived by his former classmates as a peripheral city with few options, which is why they leave to seek opportunities elsewhere, like Oslo or Stockholm.

Another important topic is *centralization*, which goes hand in hand with migration. As both Nuuk and Tromsø relies on migration, it is important for both cities to be able to handle a rise in population, which is important when dealing with centralization, the ability to adapt and expand to become and maintain status as the hub.

**Acquiring employees**

Another problem for peripheral locations is that they often have a challenging time finding qualified employees, which is what is happening in Nuuk.

Brian from Nuuk says: “…it has always been a problem getting qualified employees… [...] the skill of the employees here compared to the ones in Denmark might be lower… but you must remember that your competition is in the same boat…” (Appendix 8).

This statement is contrary to what Kim from Tromsø says: “It’s so much easier here to recruit international people… [...] people from all over the world, they love it… it’s an adventure… it’s so exciting…” (Appendix 5).

This indicates that conditions are different in Tromsø, and that companies in Nuuk could look toward the international scene in order to acquire high skilled labor.

However, Martin, Brian and Hans from Nuuk have for many years hired local employees, which have given them an opportunity to increase the competences of the local employees, thereby increasing the education level of the local area.

The effect of these choices also means that the education level of the local employees is increasing, as all of the respondents send their employees on courses to increase their competences.

Martin states: “…people are send to courses and educated continually… otherwise you fall behind…” (Appendix 10).

Brian says: “Yes and also the knowledge stays in town…” (Appendix 8)
Hans continues: “...we always have 10% of our full roster as apprentices... we care a great deal about having apprentices... we educate academy economics, freight forwarder, mechanics, shipping workman...” (Appendix 9).

These statements indicate that all of the respondents care about acquiring the right kind of employees, the ones they can invest time and money in, unlike bringing in employees from Denmark.

At the same time, utilizing local employees has another advantage, the employees are anchored in the society already, and it is therefore in their own interest to increase their competences.

Martin says: “...it has been a success with the local employees... [...] we have focused on local labor... [...] we focus on continuity when hiring...” (Appendix 10)

Brian continues: “...a vast majority of the employees we hire are local...” (Appendix 8).

Hans says: “... we don’t have a company policy stating that it has to be locals... [...] we hire by qualifications... [...] 98% are locals...” (Appendix 9).

It is clearly underscored that in Nuuk, local employees are the most reliant, as the respondents focus on continuity in their employees.

Martin says: “...we don’t want that turnover...” (Appendix 10).

Brian: “...clean slates from Denmark... we stopped that a long time ago... the probability for something to go wrong is to high... and it’s too expensive...” (Appendix 8).

Thereby the respondents are indicating that reliance and continuity are the way they wish to base their business upon.

This accentuates the fact that people in the peripheral areas are working towards developing these areas, for example through education. The same can be said about Tromsø, where Andreas has taken his education: “I have a master in entrepreneurship from the University of Tromsø...” (Appendix 1). This means that in Tromsø the awareness of educating their workforce is falling in line with the emphasis that has been put on entrepreneurs and entrepreneurship in the last 6-7 years. However, Andreas has always been aware that he wanted to be an entrepreneur, the characteristics of entrepreneurs will be covered in the next chapter.
5.3. Entrepreneurial characteristics and motivation of entrepreneurs in Nuuk and Tromsø

In accordance with Morris’ stipulations concerning entrepreneurial characteristics, five common psychological entrepreneurial features are being used: motivation, dedication and strong work ethics, opportunistic, creative, initiative and energetic. This study will compare these features with the respondents interviewed for this study, to determine whether or not Morris’ features hold true regarding entrepreneurs in the Arctic.

The sociological factors, immigration and education are also examined, in order to ascertain and understand how these features affect entrepreneurship.

Passion, one of the most needed features for any entrepreneur, is emphasized by many of the respondents as the key drive for entrepreneurship, without it entrepreneurs would not achieve at the same level. Therefore, an examination of passion is included into the analysis.

Motivation

Andreas from Tromsø explains why he became an entrepreneur: “…personally I knew when I was little that I wanted to be an entrepreneur... do something bigger than working 9-17... I have started quite a few companies now, I guess 7... 6 is still alive...” (Appendix 1).

Andreas reveals that his motivation is tied to the knowledge that he believes that he was meant to be an entrepreneur, his action also shows that so far, he is correct, as he continually tries new endeavors.

Hans from Nuuk says: “…I was going on an adventure... I was 21... and it turned out to be Greenland [...] I guess it’s always been in me, that I wanted to start my own...” (Appendix 9).

Hans believes that he was always meant to start something for himself, so he did, and his sense of adventure lead him to Greenland, indicating that his motivation was that he wanted to create a future for himself, in a place he thought of as exotic and full of adventure.

John from Business Aalborg also has an opinion on the motivation of entrepreneurs: “…there is a variation of why they started... it can have roots in... well... they could have stuck their nose out to far at their current employer, and thought things where moving too slowly... some could have been fired... or not liked their boss... giving them a push... but they all have an idea... and that is
enough... for most of them I think it is a desire to be in charge... and decide things for themselves... they care about that a great deal...” (Appendix 7).

All of the statements indicate that there are several reasons for entrepreneurs to start a business.

**Dedication and strong work ethics**

Brian from Nuuk is a good example on dedication towards his endeavor: “...I think I had... probably 12-14 hours every day... including Saturday and Sunday...” (Appendix 8).

Brian shows the importance of dedication, as he spent a lot of hours creating his business.

The owners of Art Café in Tromsø also exhibit dedication and strong work ethics, the opening hours for the café is 11-22, six days a week, and as the hostess says: “...my husbands is earlier than me... he has to make the bread... [...] the first thing he does when he wakes in the morning he goes jogging and comes in here... puts in the bread and goes back to the gym... and then he comes back... so everything is like programmed...” (Appendix 2).

This statement indicates that it can be beneficial toward your endeavor if a certain structure is created. At the same time, a strong degree of persistence is required to maintain the dedication required to run a café.

**Opportunistic**

When Martin from Nuuk first created his business, it was because he was able to see the possibility in expanding on what he was already doing in his free time: “...I did some consultant work on the side... like in the evening... [...] I could see that there was potential there...” (Appendix 10).

Therefore, one can see that Martin was able to see the possibilities that lead him to create Inu-IT, and become successful. He seized an opportunity and it has paid off.

Kim from Tromsø was also able to see the opportunities his hobby could lead to, his path was different than Martin’s. Martin saw the opportunity and seized it where he was, Kim created the opportunity by expanding upon his hobby, and coming in contact with like-minded people. He moved to London to be a part of a company, that later turned out to be very successful and gave Kim the possibility to create Superplus, he explains: “I started working when I was 18... fixing computers and stuff, but I always wanted to make games... when Nokia launched their first mobile with downloadable games... I made something and posted it online... I met some guys in London...
online... who was starting a company, and I moved to London to join them... that was kind of my entry into the gaming world... […] we were lucky to get into the gaming market... so the company grew from the 5, 6 of us... into around 350... […] from 2001 to 2006...” (Appendix 5).

It shows how a hobby can turn into something bigger with the right circumstances, demonstrating that opportunities reveal themselves in many forms.

**Creativity**

The owners of Art Café display creativity through examining the current market, recognizing what is missing and then creating a niche, that fits with beliefs, as the hostess explains: “…to start a business is like really hard here... it wasn't easy, and it is not easy now either... but we wanted to... we have a niche... this healthy food concept... everything homemade... no microwave... no frozen food, so we thought that is something that is missing here...” (Appendix 2).

What one can notice here is that in order to create something successful, being able to recognize what is lacking and creating a business on that basis, is indeed an entrepreneurial feature present in Arctic entrepreneurs. As is also evident in Hans from Nuuk, where he explains that in order to seize opportunities, you have to be creative. When asked how he comes up with the ideas on expansion he says: “I’m creative... I see opportunities... […] where others might see problems...” (Appendix 9).

He indicates that creativity is an important feature to possess as an entrepreneur, as it often leads to thinking outside the box.

**Initiative and energetic**

Hans from Nuuk is able to recognize opportunities by initiation, for instance: “I see the opportunities... sniff around a bit... figure out what it is about... then I initiate contact...” (Appendix 9).

Hans is demonstrating his ability to act upon the opportunities he sees, at the same time he has no aspirations about leaving his current position. A point of note, Hans is 72 years old, and he has no desire to retire. When asked if he plans to retire soon, he said: “I'm not getting retired...” (Appendix 9). Showing how having a business can fuel an entrepreneur's energy, which the entrepreneur then can use on their endeavors, it can be argued that a symbiotic relationship is created.
Andreas from Tromsø displays a great deal of initiative, as he says: “I have started quite a few companies now, I guess 7... 6 is still alive...” (Appendix 1). Andreas’ initiatives have led to the development of several businesses, indicating that initiative and the following execution of them is a common entrepreneurial trait, that is connected to being energetic, as Andreas also states: “…my job as co-working manager is basically to force people to talk... because that is where magic happens...” (Appendix 1). Andreas’ energetic approach is rubbing off on people, creating a co-working space where people are able to network and discuss is Andreas’ purpose with FLOW.

**Sociological factors**

Through the interviews the sociological factors education and migration are identified, they vary from individual to individual, as the following will show.

Brian from Nuuk states that:

“...I have used more of my Chef education to be an entrepreneur than my background as a Computer Specialist... a great deal more... [...] when a party is ready to receive then you can’t say: “we’re not ready, can’t you come back tomorrow?” that... simply won’t work... it’s a complete no go... the thought of delivering to late... [...] then you do magic and make it happen anyway...” (Appendix 8).

Brian’s explanation reveals his heightened service skills he acquired through working as a chef, in that area you have to deliver on time every time, there is little room for mistakes, indicating that Brian used a combination of education and interest. He makes use of the skills acquired when working as a chef, in combination with his education as a Computer Specialist.

As mentioned in the background information, Brian took the long route becoming a Computer Specialist, he spent most of his youth finding out what he wanted to do, and in doing so gained a great deal of experience, which led him to immigrate to Greenland.

Kim from Tromsø has lived in several places before settling down in Tromsø; England, Japan, US and China (Appendix 5). Here he gained experience, and earned his fortune. However, Kim does not mention during the interview that he has an education, mainly a keen interest and hobby, which developed into a success story.

He indicates that education is not necessarily a precursor for success. Kim did however travel extensively and obtained experiences from all over the world.
Hans from Nuuk is a trained actor, which at first glance seem to be an odd skill for an entrepreneur, but as he said: “In the business world is it a really good thing to be an actor... it's a great skill to have...” (Appendix 9).

He insinuates that being able to put on a convincing face is a valuable skill to have when conducting business. As Hans’ company has grown into one of the biggest transportation firms in Greenland, it can be argued that he is correct.

Runar from Tromsø is a trained electrician, and has worked as that for many years, it is only recently that he has thought to become an entrepreneur, and work with tourists. He explains: “I'm just doing accommodations, but I will also want to have other services, like fishing and whale watching...” (Appendix 6). His work with the apartments he is currently responsible for, entail maintenance, which is where his training as an electrician is useful.

The common thread for the mentioned entrepreneurs is that they all have obtained an understanding of their strengths, and they are now applying them to their ventures. However, there is another feature that is both motivating and a characteristic, passion.

**Passion**

Passion can often carry entrepreneurs to succeed, as John from Aalborg says: “The entrepreneurs are always passionate about something...” (Appendix 7).

This can be identified in the entrepreneurs of the Arctic as well.

Kim from Tromsø states: “I've always been a very active gamer... so when I was 6 I got my first computer, and I made some games with my sister... and continued working with computers... and I started working when I was 18... fixing computers and stuff, but I always wanted to make games... when Nokia launched their first mobile with downloadable games... I made something and posted it online...” (Appendix 5).

For Kim, it has been about interest, all his life he has been working with computers, developing games and applications. It is safe to say that Kim has passion toward his endeavors, Kim has been successful, and is now in a position to do exactly what he wants to do, which has resulted in Superplus.

Martin has also expanded his business to Denmark: “…we started a branch down here... we are 15 down here now... I want to try creating a business here...” (Appendix 10).
This shows that Martin is a successful entrepreneur, who is able to adapt to new circumstances, more on this behavior will follow in the next chapter.

“... I have a branch in Thisted where 12 people are working... [...] it’s because there is too much maintenance and administration in Inu-IT in Nuuk.... When you’ve had the same business for 20 years... for me it was also the challenge of creating something down here...” (Appendix 10).

Expanding his business shows that Martin is passionate about what he does, working every day to improve his business, showing that entrepreneurs often don’t stay with one thing, but want to challenge themselves.

This in itself can be viewed as having passion for entrepreneurship. Andreas from Tromsø is also one not to be satisfied with one success, as he says: “I started quite a few companies now, I guess 7... 6 is still alive...” (Appendix 1).

Kim from Tromsø is also continually creating something new, Andreas from Tromsø says this about Kim: “Kim, which is now making furnitures... [...] yes he has a company called Ahktar, which is really Norwegian... his hobby...” (Appendix 1).

He indicates that Kim has not only build Superplus, but is also expanding into other areas, through sheer interest and passion.

Bodil from Tromsø is also passionate about her business, when talking about it she said: “...it has always been an interest... food... but the nutrition due to different illness... my thought was YES, that is what I have to do...” (Appendix 3).

The business that Bodil has created is not self-sustainable yet, and therefore she still works, as she says: “...I still have my work... so to earn some money... to use on my business...” (Appendix 3).

This indicates that she is passionate about her business, wanting to make it work, and that she is doing what she needs to in order to succeed.

These examples demonstrate that passion is one of the key motivators for entrepreneurs as it is also key in understanding entrepreneurs and entrepreneurship.

Myths concerning entrepreneurs and entrepreneurs can in some cases hinder entrepreneurial development. Therefore, this study will examine what kind of myths the entrepreneurs in Nuuk and Tromsø are faced with.
5.4. Considering the myths of entrepreneurs and entrepreneurship

This chapter is investigating Morris’ publishings in regard to myths about entrepreneurship, and whether they apply to the respondents interviewed for this study. Therefore, the interviews will be examined for opinions concerning these myths.

Kim from Tromsø says, when asked about the view on entrepreneurs in Tromsø: “...I think more excitement... people want... there is a lot of positive thinking that we need more of international focused companies... and trends... people are excited...” (Appendix 5).

This signifies that in his experience, there is positivity toward entrepreneurs and entrepreneurship in Tromsø. Kim continues by saying: “I think there is a combination of an underground kind of feeling that this start up thing is quite cool... and then there's the public incentive, the public money, which is incentive...” (Appendix 5).

Kim indicates that because of economic incentive, it has quickly become accepted to become an entrepreneur in Tromsø.

Andreas from FLOW states that: “...things have happened in the last 4 years... it's being a bit cooler now being an entrepreneur... with the oil prices going downwards... we need to do something...” (Appendix 1).

Andreas gives a reason for why there is a shift in the opinion on becoming an entrepreneur, and that is because of finances. Norway has for a long time been dependent on oil as a revenue stream, in this regard there has been a shift, as the oil prices are lower than ever before and Norway is searching for a different kind of revenue, which has led to entrepreneurs and entrepreneurship.

Kim from Tromsø has an opinion regarding Innovation Norway in Tromsø, he says: “...they used to be quite passive... and the way they use to... the mandate and the way they use to... manage their spending wasn't very modern... in the last years they've had a new boss... 4 years ago... and she is really like... just <gestures outgoing> she sets the direction and messing things up... they kind of twist it a little bit... the programmes that they have... the focus they have... I think that helps spur people on...” (Appendix 5)

Kim is indicating that there has been a shift in the view on the entrepreneurs, which can be traced to a desire to create changes in the organization responsible for creating an entrepreneurial environment. Which in Tromsø have resulted in a new head of Innovation Norway, who works towards encouraging entrepreneurship.
Both Andreas and Kim are suggesting that what has occurred in Tromsø is more like a mental change in the general population, which have positive connotations, and that they both have met little prejudice towards entrepreneurs and entrepreneurship.

In Denmark, the view is similar, John from Business Aalborg says, when asked if there is prejudice toward entrepreneurs:

“No... well yes, maybe there is... but it is not what is prominent.” (Appendix 4)

This indicates that entrepreneurs are an accepted part of the Danish society, a part that is necessary and obvious to have.

In Nuuk, there is also an increased focus on entrepreneurs and entrepreneurship, the implementation of Greenland Business and Sermersooq Business Council, which provide both financial aid as well as counselling, indicate that in Nuuk entrepreneurial activity has become a bigger part of the society.

However, as will be apparent later in the analysis, each of the examined cities has a different approach to aiding entrepreneurs, which indicates the more accepted it is to be an entrepreneur, the less aid they require.

Through the interviews conducted in regard to this study, the general consensus of myths toward entrepreneurs and entrepreneurship, as stated by Morris, has been shown itself not to consist of myths, but rather prejudices towards entrepreneurs and entrepreneurship. There can be several reasons for this, first, the respondents are biased toward entrepreneurs and entrepreneurship, because they themselves are entrepreneurs. However, it can be argued that the entrepreneurs themselves are the ones experiencing prejudice and opinions stated by others, and in this study, this does not seem to be the case. Second, Morris’s study was conducted by asking American entrepreneurs, cultural or societal differences may play a role in the perception of entrepreneurs. Third, the respondents chosen had not experienced any of the myths, and could therefore not convey such. However, this seems unlikely, as the range of the respondents, in terms of success, went from new starters to successful and established businesses.

A more extensive examination of the differences and similarities of the possibilities new-starters have in respectively Nuuk and Tromsø is the focus of the next chapter.
5.5. Entrepreneurial environments and igniting entrepreneurial action

In accordance with Morris’ statements concerning *environmental infrastructure*, an examination of the possibilities for entrepreneurs in respectively Nuuk and Tromsø is conducted. Morris states that in order for an entrepreneurial community to thrive and grow, the framework setting authority has to work towards encouraging such an endeavor (Morris, 1998).

In Nuuk, there is also an increased focus on entrepreneurs and entrepreneurship. However, according to the young entrepreneurs of Nuuk more could be done to this end.

In Tromsø, the idea of creating a thriving entrepreneurial community has been realized recently, and several initiatives have been taken to that end.

The implementation of Gründerhjelpa six years ago, in 2011, and the shift in Innovation Norway, employing a new head four years ago, in 2013, has created a new environment for entrepreneurs there. The role of Gründerhjelpa is to council new-starters, as Øyvind from Gründerhjelpa puts it: “Yes, we are the very first start up... we are the first door... we are the first people you meet when you want to start up...” (Appendix 4).

He states that the role of Gründerhjelpa is to help entrepreneurs develop their idea and turn it into a viable business.

To do this it is often necessary to have the entrepreneurs refine their idea. As Øyvind said: “*We tell them to go home and rethink this...*” (Appendix 4).

And sometimes an idea is simply not viable in Tromsø. For instance, an example that Gründerhjelpa experienced, Odd Arne explains: “*We had one that send an application about a laundry, like the ones the one they have in the States... where you come and wash your clothes and you go home... and there's no room for that in Norway, because we all have a wash and dryer at home...*” (Appendix 4).

Gründerhjelpa is also cooperating with NAV, the Norwegian unemployment office, where the two organizations are collaborating to get people employed, Norwegians as well as immigrants. As Odd Arne explains it: “*They have a lot of support arrangements... you can go there and get help if you are unemployed... and also from them we get people who want to start up... we make an evaluation of these people... so we send them back with that evaluation to NAV... and we inform NAV that we have checked them and maybe say go back and work more if you want to open a business... so we can maybe help you... so we make an evaluation after that... and maybe they start... and also in the*
last year we have had about 112 people coming to us... and out of these 112 people who come to us, there is about 40% people from abroad…” (Appendix 4).

A similar arrangement is in place in Aalborg, where Business Aalborg entrepreneur department is involved with activating people who are on social benefits, but have the potential to become self-employed, John explains: “…from the unemployment office... he works with some social benefit recipients... that could have potential to start their own business... there are some special rules regarding that, and at its core is the possibility of obtaining microloans... where you can borrow a certain amount to start your business, if you are on social benefits…” (Appendix 7).

In Nuuk, this is not the case, other possibilities are in place to ensure start-ups the opportunity to acquire funding to their businesses. For instance, Greenland Business, this organization, as explained previously, can provide entrepreneurs with small start-up grants. Enabling the entrepreneurs to develop their idea, and at the same time receive counseling on how to proceed further (Business, 2017).

Both Greenland Business and Semersooq Business council is trying to appeal to the Greenlandic population that Greenland is in need of more entrepreneurs, and have created a short movie in the hopes of reaching a broader audience (SBC, 2017) (Business, 2017).

In an article in Sermitsiaq, the leading newspaper in Nuuk, a young entrepreneur, named JJ Lennert-Sandgreen is blaming the politicians for failing to create an environment for entrepreneurs, stating that: “You are the problem!” (Sermitsiaq, 2017).

The young entrepreneur is blaming the politicians for not creating the right kind of framework for entrepreneurial development, Lennert-Sandgreen concludes that the Greenlandic politicians have failed during the last decade, and suggest that they look inward, and asks: “What the hell are you doing???” He argues that there are too many obstacles, criticizing the business community for being old fashioned and conservative. (Sermitsiaq, 2017).

By creating awareness by telling off the politicians in such a manner, suggests that Lennert-Sandgreen is acting in the interest of the entrepreneurial community, he wants things to change, he wants things to develop, and he wants to create an entrepreneurial environment that is not hindered by rules and regulations. Through Lennert-Sandgreen, Nuuk is experiencing Environmental turbulence, where the young entrepreneur demands that conditions change so a new entrepreneurial community can surface.
Indicating that despite the implementations made, there is still a long way to go before a healthy entrepreneurial environment is created, because it seems reasonable to assume that Lennert-Sandgreen is not the only young entrepreneur who feels this way.

Like Greenland Business in Nuuk, entrepreneurs have an opportunity to receive financial aid in Tromsø. However, not every entrepreneur can, the main obstacle for start-ups is that the business must have an international profile, meaning a potential for exporting, to become eligible for financial aid from Innovation Norway. Liz from Tromsø has this to say about Innovation Norway: “I haven’t used Innovation Norway... because I’m too small... I’m not on their... they have a list... I don’t qualify...” (Appendix 6).

Kim from Tromsø have used Innovation Norway to find investors for his start-up, as he says: “…we were very lucky in Norway to have the Innovation Norway... easy access to public funding... if you tick the right boxes... international focus... innovative in terms of this new business model and tech... that is really well... investors... we were lucky to get investors...” (Appendix 5).

Suggesting that Innovation Norway is selective in their process of picking whom to support, which is one way of ensuring that the ones with the highest chance of success get the support needed to thrive as a company.

In order to encourage entrepreneurial action, examples are used in Tromsø. At FLOW, Kim and Andreas are those examples, they are both founders of FLOW, Kim has passed on the reins however. But he is still a part in the sense that he participates in workshops and seminars. Both Kim and Andreas are seen as role models for other entrepreneurs in Tromsø, as Andreas stated: “I think to have different companies in different sizes, in different stages... not just start-ups... is also inspirational for start-ups... they can say "oh my god you made it" we have one guy here who is called Kim Daniel Arthur... which is kind of like a guru... he really managed to... he did a good deal with Playfish, and he sold them some games for 4.2 billion... [...] people look up to him... they want to talk to him... I've done some successes as well... so a lot of people would like to talk to me... just to hear my stories...” (Appendix 1).

He states that through success and leading by example, other entrepreneurs gain inspiration to develop their own business, in addition to having support organizations such as Gründerhjelpa and Innovation Norway. FLOW, a private owned company, is creating a network for start-ups and nurturing these, as Andreas says: “We are working with vulnerable companies...” (Appendix 1).
Andreas is indicating that he is aware how difficult it can be to an entrepreneur in the start-up phase and how important it is to have a network to lean on and draw inspiration from.

Both Kim and Andreas are showing signs of Personal life experience, where both have experience in starting-up a company, acknowledging the needs and are able to convey those needs to other entrepreneurs, through a network they themselves helped create, thereby keeping the circle going.

A similar arrangement is present in Aalborg, however that is publicly funded, it’s known as a Start-up Café, where entrepreneurs can meet and share experiences and attend workshops. Other initiatives also exist, where several entrepreneurs have come together and created a network house, where entrepreneurs can setup their business and at the same time have a physical network close (Appendix 7).

In Nuuk, in 2010 the municipality initiated an Entrepreneur House, which consisted of office- and work–spaces, where the entrepreneur could have a place to work for a reasonable price (Sermitsiaq, Nyt iværksætterhus i Nuuk, 2010).

This indicate that entrepreneurial development is underway in Nuuk, however not to the same extend as in Aalborg, where these kinds of shared houses have been a part of the entrepreneurial community for many years (Appendix 7). As mentioned above, Tromsø has only recently begun realizing the potential of entrepreneurship, yet great strides have been taken in creating an entrepreneurial community. However, there is still room to expand and develop. Tromsø municipality is definitely on the right path in terms of entrepreneurial development.

When creating an entrepreneurial environment, it is important to also nurture entrepreneurial responsibility, concerning the society in which the entrepreneurs are a part of, doing so serve to enhance and encourage further entrepreneurial development.

5.6. Entrepreneurial responsibility

Some entrepreneurs in Tromsø have a sense of responsibility in regard to aiding other entrepreneurs to start-up their business. Kim from Tromsø is one of the entrepreneurs who find this important, as he says: “...for me it was... do investments... try and create this kind of community, and try to get things going... so more like a game... how can spend that money other than paying tax, trying to invest in activity and start-ups... and then on the other hand the start-up we are doing...” (Appendix 5).
He indicate that there is an increased interest in investing in people and ideas, which is exactly what Kim has done, first by helping starting FLOW, and later establishing Superplus, where he is investing in an idea that if successful, can help a lot of people.

Kim’s way of thinking is different than the other people in a position to affect change through investments, as he says: “I keep saying to people... all the people here... why don't you put your money investments into more interesting companies than you're doing... you are buying property... it's just a house sitting there...” (Appendix 5).

He suggests that there still is a conventional way of thinking present in Tromsø, however Kim has an influence on this, as he is challenging the ‘normal’ way of thinking, by not doing things the way most are used to.

Øyvind from Gründerhjelpa is of the opinion that change is coming, but the pace is slow, he says: “...they need to highly competent people to make this society go forward in the next 100 years... and this hasn't fallen into the heads of our leaders yet... it will come...slowly...” (Appendix 4).

He indicates that despite the changes Tromsø municipality has made in regard to entrepreneurship, there is still a need for a mentality change. However, as he suggests, it will come, only it will take some time.

In Nuuk, there is also a sense of responsibility toward creating entrepreneurial opportunities, as seen by the implementation of Greenland Business and Sermersooq Business Council. However, as stated by Lennert-Sandgreen, more could be done.

It is safe to assume that Tromsø, compared to Nuuk, is ahead on the entrepreneurial development front, indicating that there has been a desire to do so for quite some time.

In the following, key words are picked out of the analysis to create an overview, in order to determine what the entrepreneurial community in each city is consisting off.

The keywords have been selected through examining the respondents’ replies and opinions they provide.
5.7. Comparison between Nuuk and Tromsø

The influence of globalization on entrepreneurs and entrepreneurship

The influence of globalization appears to be affecting the entrepreneurial community in Tromsø faster than Nuuk. For instance, the opportunities Norwegian and immigrant entrepreneurs in Tromsø are greater, however that is reliant on immigrants coming, and for foreigners Tromsø has higher appeal than Nuuk. Not all of the differences and similarities will be mentioned, an analysis of the most notable ones will follow, this will be the case for each topic, the reason being that most are explained briefly, and do not need further elaboration.

When the two cities are compared, more topics are at play in Tromsø than Nuuk. The most notable ones are:

**Local employees vs. International employees**

In terms of globalization, access to a larger employee pool, creates a broader workforce, mainly because they are less reliant on increasing competences of locals, as the workforce is moving toward Tromsø from abroad. Whereas in Nuuk, the ones moving to the city are Greenlanders from other parts of the country, which will require, either an education, courses or otherwise increase
their competences. This acts as a booster for Nuuk, but compared to Tromsø, it can be seen as a hindrance as educating people and increasing their competences take time.

**Increased access**

There are similarities between Nuuk and Tromsø as well. Both cities are increasing their infrastructure, meaning the capacity for expanding business, tourism and residential areas, where both cities are growing and expanding.

**Emphasis on local production vs. emphasis on export**

A comparison of the emphasis on production shows that Tromsø, through *Innovation Norway*, is focusing more on international export than Nuuk. Although through *Greenland Business*, entrepreneurs in Nuuk, can apply for an export grant, to help increase awareness and develop their business, however this option is not seized by many in Nuuk, where there is an increased focus on developing local production.

**Core vs. Periphery**

**Inflows of locals vs. Inflow of foreigners**

Both Tromsø and Nuuk are experiencing an increase in population. In Nuuk, these mainly consist of Greenlanders moving to the capital city, and in Tromsø the increase consists of immigrants and
refugees, indicating several things. Immigration from abroad is used as source for increasing the number of entrepreneurs in Tromsø. Tromsø is visible on the international scene, Nuuk is less so.

*Hub for Greenland vs. Hub for Northern Norway*

Both cities serve as hubs for their respective surroundings, and are thereby increasing in population and infrastructure.

*Local workforce vs. Easy access to international employees*

In Tromsø the workforce consists of both Norwegians and foreigners to a much larger extend than in Nuuk, indicating that immigrants may serve a ‘fresh blood’ purpose, giving the society a greater resource pool to draw upon.

*Education in Nuuk vs. Education in Tromsø*

The University in Tromsø consists, to a much larger degree, of international students than the University in Nuuk. In addition, the international students in Tromsø are an active part of the city.

**Entrepreneurial characteristics and motivation of entrepreneurs in Nuuk and Tromsø**
Motivation in Nuuk vs. Motivation in Tromsø

A comparison of two entrepreneurs from respectively Tromsø and Nuuk. In terms of motivation both are passionate about what they have created, both are adventurous, having migrated from one country to another. Both have had a need to create a future for their families.

Hans states that he was sort of raised to be an entrepreneur, indicating that he knew where he was headed. Kim on the other hand simply continued working on his childhood hobby, which he embraced in adult life and became part of a large international company.

Both are dedicated to the life entrepreneurship requires, putting in long hours and nurture their business.

Opportunistic

Both can make use of possibilities and create opportunities. They show that they both take initiative when it comes to business.

Hans is able to see possibilities where others might not, for instance creating an opportunity with a bigger company in Denmark, thereby both expanding, and also ensuring his business for the future.

Kim creates opportunities by being in a position to start a business dedicated to helping others, as well as creating a sustainable business. He points out that the idea for his business came from someone other than him, but that he could see the potential, and was willing to take the risk and develop the idea. At the same time, Kim is investing in other entrepreneurs, which from his point of view only makes sense to do, as entrepreneurs create growth and further opportunities.

Hans moved to Greenland and realized his idea, creating a sustainable and expanding business, indicating that his migration paid off. Kim has moved around the world, lived in several countries and expanded his knowledge about the field he works with. He settled in Tromsø, mainly because of family, indicating that Kim is able to recognize the potential of Tromsø and how it has grown over the last five years, bringing his experience back to Tromsø.
Considering the myths of entrepreneurs and entrepreneurship

In Tromsø there are indications that there are not many myths concerning entrepreneurs and entrepreneurship. However, what is present is that there has been some prejudice toward entrepreneurs, in the form of Janteloven. The mood is shifting toward a sensation of excitement and interest, which is both stated by the entrepreneurs themselves, and also through the initiatives taken by Tromsø municipality, which have created a greater awareness about entrepreneurship.

Entrepreneurial environments and igniting entrepreneurial action
The increased awareness is showing in Tromsø, by the implementation of Gründerhjelpa, and the shift in Innovation Norway, where a more outgoing approach is taken. The networks being setup by FLOW, also have a huge impact, the cooperation between FLOW and Gründerhjelpa is a sign of the impact it has, the recognition by a local institution working long side a private company can only be seen as a positive initiative.

Likewise, in Nuuk, with the enactment of Sermesoq Business Council and Greenland Business, where local entrepreneurs can obtain support.

Providing institutions that deal directly with supporting entrepreneurs is a vital step in creating an entrepreneurial community, as is evident in Aalborg, where the various organizations date back many years.

**Entrepreneurial responsibility**

Creating an entrepreneurial community is viewed, by some, as a responsibility both held by the local society, and also the entrepreneurs themselves.

In Tromsø this is taking place, the initiatives taken by creating FLOW and the network it has managed to create in a few years is a healthy indicator of the importance of such initiatives.

The entrepreneurs themselves are attributed to this creation of a network, as well as expansion of awareness of entrepreneurship.

In Nuuk, there are some that believe that not enough is being done to create a healthy entrepreneurial community, and that change is required if the wish is to create such a community.
When comparing the two cities, there are some differences, most notably the approach each of the cities take towards foreign entrepreneurs and in turn employees. In Nuuk, the tendencies are toward making use of local workers, and foster local talent, whereas in Tromsø both local and global entrepreneurs and workers are used.

There are several reasons for why that is, it could be contributed to the location of Nuuk, as it is less accessible geographically than Tromsø. It could be because Greenland is part of the Kingdom of Denmark, and therefore receive workers from Denmark. It could also be a conscious choice made by the government of Greenland, to simply rely on local workers, in order to increase the competences of the population and make use of local talent, or it could be because Tromsø and Norwegians simply are more open toward the idea of foreign entrepreneurs and workers playing a role when it comes to being part of a globalized world.

Whatever the reason, Tromsø has managed to create a more functional entrepreneurial community than they have in Nuuk, in the form of a large network and counseling possibilities. It exists in Nuuk, but it is not as developed as in Tromsø.
6. Conclusion

Nuuk and Tromsø, both located in the High North, and both are, from an outside perspective, seen as peripheral cities, far away from everything. The emphasis of this study has been to discover how entrepreneurs in both locations are affected by globalization.

Several topics have been analyzed: influence of globalization, core vs. periphery, entrepreneurial characteristics and motivation, entrepreneurial environments and igniting entrepreneurial action, and entrepreneurial responsibility.

The respondents from Nuuk have experienced an increase in the awareness of entrepreneurs and entrepreneurship in recent years. The internet plays a vital role for businesses in Nuuk, which provide the possibility of being global from Nuuk.

The opportunities for entrepreneurs in Nuuk are increased, as a higher focus has been attended this area, by the implementation of Greenland Business and Sermersooq Business Council. However, there has been an outcry from the young entrepreneurial community, that the government should do more to encourage an entrepreneurial community.

The city itself has been affected by globalization in the sense that the city is expanding and growing, where a lot of Greenlanders are migrating to the city, causing an internal migration within Greenland. This is beneficial for the economic growth of Nuuk, and in turn increases the entrepreneurial activity. However, when Nuuk is compared to Tromsø, it is clear that Tromsø is doing more in terms of creating a sustainable entrepreneurial community, where Gründerhjelpa, Innovation Norway and FLOW play a key role.

The respondents interviewed in Tromsø have embraced the possibilities of the internet, being able to go online and in some cases, be global instantly, have increased both the number of customers as well as the number of investors.

Some are even creating a network, with the sole purpose of expanding the entrepreneurial community in Tromsø. Others are making use of global communication, via websites, to increase customer base, by reaching as many as possible.

When examining core vs. periphery it becomes clear that, Tromsø, has managed to sell the city as an interesting and adventurous place for international workers, and has a positive population
increase due to immigration. The same is true for Nuuk, however it is an internal migration, which is causing the city to grow.

At the same time Tromsø is embracing immigrants from abroad, providing them with opportunities to create a business of their own, which is not done in Nuuk.

The characteristics of entrepreneurs in Nuuk and Tromsø does not differentiate much, both places have people that want to create a business for themselves, and both have similar motivation, such as providing for their families, and some are motivated by adventure. Passion is the most influential motivation, where all the of the respondents speak of passion in several forms.

The entrepreneurial environment has received a boost in Tromsø in the last 6 years, it is claimed that the motivation is a shift in commercial interests as Norway is seeking a different form of income as the oil prices, that Norway depend upon are falling, regardless the shift has benefitted the entrepreneurial community in Tromsø, as more opportunities are present.

In Nuuk, there is less attention on entrepreneurs, compared to Tromsø, however there are organizations which are dedicated to creating an entrepreneurial community. Lennert-Sandgreen is of the opinion that the government could do more in terms of creating an entrepreneurial community.

In Nuuk, the entrepreneurs are aiding the society by increasing the competences of their employees, thereby increasing the education level of the population in Nuuk. In Tromsø, they are taking it a step further, by creating FLOW, this organization has the purpose to increase the network as well as the entrepreneurial community.

The motivation for Tromsø may be financial gain, and that could be the substantial difference between Nuuk and Tromsø. Sure, Greenland is also seeking income through entrepreneurs, however as it has been shown, the entrepreneurs themselves do not concentrate so much about it, and that the entrepreneurial community could use a serious upgrade. Therefore, it can be concluded that Tromsø is providing the entrepreneurial community better opportunities than is provided in Nuuk.

Both Nuuk and Tromsø have room to improve in regard to entrepreneurial development, and it could be an option to look to other places for inspiration, it could be Aalborg, as it appears to be more advanced than both places in terms of entrepreneurial development.
7. Suggestions for further research

A different approach could have been chosen for this type of research. For instance, a broader perspective could have been taken, where more cities from Arctic countries would be included. Like, Anchorage in Alaska USA, Kirovsk in Russia, Whitehorse in Canada and Oulo in Finland. Interviews with entrepreneurs and organizations working with entrepreneurship could be conducted, in order to determine the effect of globalization on the Arctic region in a larger perspective. It would create a more accurate picture to include a larger data collection area.

Another option could be to conduct a comparative study between Nuuk and Nunavut, in order to examine how entrepreneurs and entrepreneurship in Inuit communities are affected by globalization.
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8. Appendices

Appendix 1

Andreas – FLOW

I: I want to know about you actually, to begin with...

R: I'm... my master thesis is in business creating and entrepreneurshi... so from... I have a master thesis in being an entreperneuer... from University here in Tromsø and also from University in Gothenburg... so personally I knew when I was little that I wanted to be an entrepreneur... do something bigger than working 9-17... I have started quite a few companies now, I guess 7... 6 is still alive...

I: 7... it's just that you seem so young... I guess that doesn't really matter...

R: 6 of them is still alive... within various industries... the first company I did as a part of our master thesis... so we had to actually start a company, which is called Globestar, which is... we are using satelitte pictures to see if the earth is moving... we can see it on a milimeter accuracy... so I can see if house are going upwards or downwards... or even more... we can see if mountains are moving... if they need to watch out for avalanches or... big stone blocks falling apart... that was kind of... my first big company I did... I have some various projects as a kid... collecting flowers selling it to neighbours... and it worked out... and then I have this clothing brand that is called Moose on the loose... which I started in 2010... and I've been practically working from home for 6-7 years... and then I needed a storageroom... so I had a storage and an office... then I got to one of my friends, who also needed an office space... and then I just saw that... shit I'm doing more the first months than I've been doing the last half year... just by having it here... because... working from home... some people will manage to do that... but for most I believe it's temptations and then your girlfriend comes home... then you start talking to her instead of doing the work... and then you have lunch for yourself... putting on TV and then there's an interesting TV show, and it's going round... I mean the days are drifting by...

I: I think most people to writing a master thesis... you do it at home and...

R: Yeah... our biggest competitor is actually people working from home, or home offices... yeah so we work together and I'm like shit this is working so good... this needs to be something more people would like to... to do... I mean working together... you also have different... not abilities... we do
different things... so if I had a question he could most likely answer that, instead of searching or Googling it... bam bam, and that was 1 minute instead of 1 hour... so then we started looking... I mean from a Norwegian perspective we haven't had co-working space that long... I think MESH was the first one... at least the first commercial one... it started in... the same year as us or the year before... and we started in May 2014... so it's been 3 years..

I: Very new yeah...

R: I think they are 4 years old...

I: What do you call em?

R: M E S H... they are now joined with... in Copenhagen... they are now Scandinavia's biggest co-working space... we started... I wanted to do something with co-working... getting people... then I met another one who also wanted to do something like that... and then a third one... and we went together and made FLOW happen... 5th of May 2014... soon 3 years ago... and from that we are rapidly expanded... we had a good landlord deal... basically we paid for what we used... and we had the first... we had this model where we paid a bit more every month... or every other month... so the first two months we got for free... the next two we paid... 40% I think... and then 60% and then 80%

I: Okay...

R: So January 2015 was the first month we paid full price... and I mean... they like the concept and they would like to help us build it... because we didn't have money, we didn't have a place to be... so we struggled almost a year finding somewhere to be... because a landlord would want money... and without money we couldn't meet the landlords criterias... when we started up we where 8 back then... and today we're 82...

I: 82...

R: People representing somewhat 40 ish companies, depends on how you count... then I count one of my companies as the 7 or 6... this is why... we have a lot of people... I call it everyday magic... because, my job as coworking manager is basically to force people to talk... because that is when this magic happens... so going forward we started already the first friday with waffles... and we've had that every friday since... the thing is back then we where 7 boys and 1 girl... and this girl, which was one of the founders... or a woman... she saw that all the boys where in their IT bubble... and
then she put on the waffleiron... and people just went <he shows how people sniffing the air> and then people gathered around the waffleiron... so it was kind of a good thing to do... to make people to come out of their bubbles and start talking... we also have... we went several rounds... because first we started with lunch... we got lunch at 12, bring your own lunch... and we can eat together... but the problem was... it didn't work out that way... we wanted to have at 12... but then 'nah I need to do something' and 'oh I'm coming later...’ so now we have actually an employed a cantine woman... she is making lunch at 12 and now people are there at 12... she is from Thailand, so we have Thai tuesdays and Thursdays... and people are there 10 minutes before because she is so good... that is also just a thing to force people to talk... then we start lunch and yeah what are you doing... and oh you should talk to this guy or girl... or whatever... several companies actually met here at FLOW... there i one company called Benzin... they have 4 employees... and they started with 2 guys having 1 company each... complimentary each other... why not do this together as one company... so they started up 1 company, and now they have employed 2 more... starting by meeting here... and that is also the thing about coworking space... we have so many different people with so many different backgrounds... o if you have a question about the books... like finance... then you talk to this person... a design problem then you talk to this person... and so on... a lot of IT people... dealing with different issues with programming... yeah basically a lot of people with skills... and it happens...

I: Very cool...

R: So that is the short story about FLOW, but it's... it's very fun to be part of... so it's trying also to do... when explaining FLOW we use 3 words... first one is coworking... beacuse we want people to be here to build their companies and make value... and the second one is network... and I mentioned that we are 82 people here now... each persons network... then we have a huge network together... and we want people to share... just contacts and information and... if I share with you and you share with me... it goes around like that... and the third word is event... so we try to have different events... both events which is... entrepreneurs telling their stories... success stories... but we also have fuck up nights...

I: That is almost as useful as success stories I think...

R: Yeah... only problem is... it is easier to tell about the good stuff than the bad stuff... so people don't give you the entire story... so it is both for motivating and inspiration... but also to have events for more... how do you say... for a more leaning perspective... it could be social marketing.
marketing, economics, business modelling and so on... so different more... you come and you learn something... and hopefully you go back and you can do that for your own company... so that is FLOW in three words... and now this weekend we're gonna have a Hackathon... which is basically from idea to prototype in 50 hours... this one is going to be in 48 hours... in regards in smart cities... how can we do Tromsø more smart... because now they are going to have... I don't know what you call it... bomstatistisjon... when you drive your car passed this bom, and then you have to pay a certain amount...

I: Oh, a toll booth...

R: They are going to setup this next year, and we think it's... they are going going to spend 600 millions in 20 years on administration fees and booth...

I: To limit the traffic in town or?

R: That is one of the aspects, but also to get more money to do bigger stuff... this could have been done in a much more economical way, so that is why we just said.... "okay let's try it out and see what we can do" so we're going to spend 48 hours... starting from 5 on friday, finish 5 on sunday... just building, making prototypes, asking people, coming back, making next prototype and so on... that is also something we do to inspire more entrepreneurial way... everyone can't work at the kommuna, or Gründerhjelp... or worry about your pay day on the 15th each month... yeah so that is FLOW in short sentences...

I: How do you... there's probably not a hierarchy... but who is the boss and who is the employees?

R: We have two employees, which is me and Ingrid... meaning we're employed here... we said that we don't want one CEO because we're only two people... and we want to do... have a more flat structure... and we're only two... so it will feel bad to be one boss and one employee... she is focusing more on the event side... I'm focusing more on the coworking and economical side... and then we have... the kitchen, which is just the kantinewoman... and that is us now... and we're looking for different approaches on how to... because we are working with the most... how do you say it... vulnerable customers... because they could go bankrupt... we've had several... and we will have several... I think they say that 7 out of 10 is going bankrupt the first 2 years... so I mean the odds is against us... it is hard to make a profit on just co-working space... if it was up to me... I still mean that the kommuna should pay for us doing this... because they will profit off having more companies... more employees... taxes back...
I: I guess you applied for funds and stuff like that?

R: Yea, we're trying to get grants and stuff... we should... our goal is not to be dependent on Innovation Norway... we are doing different stuff... because Gründerhjelp is now coming here... so me and Ingrid is going to be part of Gründerhjelp... we're gonna talk with the ones coming into them... every thursday... and they are paying us for doing that... that is what I do already... I talk to people here, and give advice and connect with people... you should talk with this guy... and you should talk to her or him... so that is part of... to kind of get people in... the problem is that we're a stock company... and the problem is that people think about a stock company only do this for the money...

I: I can see the... you shouldn't think that way about a co-working space, because that is not the point at all... I mean I get it... that is my point, I jut don't understand why people will think otherwise...

R: We are working with vulnerable companies... we have some bigger companies as well... we all ourselves an entrepreneur house, but we also have some companies that are some years... and I think to have different companies in different sizes, in different stages... not just start-ups... is also inspirational for start-ups... they can sa "oh my god you made it" we have one guy here who is called Kim Daniel Arthur... which is kind of like a guru... he really managed to... he did a good deal with Playfish, and he sold them some games for 4.2 billion...

I: So he is a billionaire?

R: Or he has some percentage... but I think... you can question him later... but people look up to him... they want to talk to him... I've done some successes as well... so a lot of people would like to talk to me... just to hear my stories... and I guess having the different aspects makes us more attractive for the people... so we are not... Tromsø is aquite small city... 70,000... something... we have 10,000 students as well... so it's a huge student place... but FLOW is not for one niche... one market or one... we have different companies ehre, from events to tourism... economy... to yeah... games... designs and so on... while I guess... I don't know Aalborg... we where in Stockholm a couple weeks ago... and there they have one co-working space for tech companies, and one for med-tech... one for different...

I: I think Aalborg is pretty similar to Tromsø... sizewise it's about the same....
R: It didn't seem natural to kind of say we're only for these people... but we do have more people within IT... IT, social entrepreneurship... culture, but in a broader term, it's not just theaters it is also games... and then we have IT of course, which is the biggest... so what we do... or what we're thinking to do... instead of saying this house is only for IT, we can make them sit together in like a corner in our space... so they can talk to each other... and hopefully have the benefit of sitting together as well... every day magic I am talking about... so we're small city... we would like a competitor or 2... it could be nice... to make more people within the entrepreneurial mindset... I guess more entrepreneurs is just good for other cities...

I: You started like 3 years ago... I'm sure it will... if it becomes a success, then you will have competitors...

R: A lot of things have happened since we started as well... when it comes to being an entrepreneur... I guess you've heard about Jantelov...

I: Yes...

R: Which is quite strong here... but things have happened in the last 4 years... it's being a bit cooler now being an entrepreneur... with the oil prices going downwards... we need to do something... in Stavange... which our oil capital, I think you can say it like that... they've had people who work in the oil industry and now they don't have a job... so the entrepreneur side is growing rapidly... a lot of people from the oil industry are entrepreneurs... I think they have 4 or 5 hubs... coming up the last 3 years... so it's a good thing...

I: You mentioned it could be pretty much anything... is there... I'm told that there is a lot of immigrants in Tromsø...

R: Yep

I: Do you have a lot of immigrant entrepreneurs here?

R: We have... I wouldn't say a lot, but several... but most of them came here... headhunet for the jobs... we have one woman Kirsten... who came here... she is from San Fransisco... she found a boyfriend when she was on holiday in South America... which was from Tromsø and then she came back here with him... and then she met with Kim... on this global event from Innovation Norway... and then suddenly she was kind of an intern here at FLOW... and then they needed a sales manager in Kim's company and then she where hired... she is still here 3 years later... I guess most is... most,
the other ones... Kim and Superplus, the company, have one or two others... but which came to Tromsø... based on their skills... but we had some coming in... but not staying that long... I guess it is various reasons... and we got one from Dubai... he is not here that much... this is his season... he is out selling products or delivering his products... so some, but not that much actually...
Gründerhjelpa has most...

I: Yes, they told me about immigrant workers...

R: And they have send this application of us being part of a bigger immigrant project... so hopefully when they get their funding... we're going to have more with Gründerhjelpa as well... Gründerhjelpa and us have a good cooperation, so they have... they are paid for one desk here... hopefully it's going to be one office soon... with 4 available chairs... so people coming into them, talking to them... they can say that you should go sit at FLOW... just to feel in... I don't like to say the energy.. but feel the... get to know more people here and so on... so hopefully that will lead us to have more immigrants here as well... where they go from talking to Gründerhjelpa and actually coming here, and wanting to take part... also we want to have more seminars... now most seminars are Norwegian... so I guess we attract Norwegian speaking people... some of them don't have the language... or the necessary skills so they are not coming... hopefully soon...

I: Are you planning to do English seminars later?

R: I mean we're open for it... the problem is that most are for free... so people are paying us for doing the seminars, then often it is in Norwegian... so we can reach out to more people...

I: Ah yeah, so it's...

R: So yeah it's a balance... I mean we're up for seminars as well... I guess the Hackathon is going to be in English as well... so we try to do both... but most Norwegian...

I: Do you have any... businessplan for this place, were are you in 5 years, 10 years..?

R: We've had one... but we're now in the process to redo it... I don't know whose going to read this, but we're going to think bigger now... or atleast that meaning was the approach to the board... we have a board meeting in the end of this month... we want to... not just being a co-working space, we want to attract bigger companies as well... so our dream is to have a bigger house, where we can have the co-working space as one floor... and then one floor with bigger companies... so they can also learn from each other... because you have start ups... and scale ups... so they can learn from
each other... so yeah if we could have a bigger house, with the coolest companies here... that's our new approach... so now we're looking for a somewhere to have the house... and then we have one hub in Narvik... FLOW... so that is another hub, but what happens is... most people from abroad... if they are investors or whatever... they are not calling each smaller co-working space... so we now have... we try to take the part where we are the Northern Norway's... if you're going to take one phone call it should be to FLOW... and then we can connect with different hubs... we have cooperation with several, also in the south, so if you're in Oslo, then you have a places... one co-working space there, same in Bergen... Trondheim... Finland... and in Stockholm we have...

I: So, you're kind of international...

R: Yes... so we try to make it... I mean in being in a co-working space you don't need to be in Tromso, maybe you need to be in Stockholm, because that is where the... not just market, but where the competences are as well... competitors, or potential collaboration partners... so we're just trying to make, or find out what does the ecosystem look like... not just in small Tromsø... it could be... your company should go to Stockholm... in this hub, because they do what you do, the best in the world... so you should be... so we don't have a plan... but want to think bigger... and also come when it comes moneywise... the co-working space... our goal is that it should break even... but then if we have the bigger companies, then we can charge them a bit more... so they kind of... subsidize the co-workers... so hopefully someone here... when they succeed, they go up to next level, to the next floor, and they pay a bit more to kind of help the ones who is coming up there soon... but maybe in a month, if we had this talk, we would say something else...

I: Well... it evolves...

R: We want to do more about innovation, and we want to more about the companies innovate themselves as well... so it is not just us... or co-workers... but also others...

I: The company here FLOW, seems to be pretty reliant on communication technology... so the globalization... how has that influenced your... this idea... the increased...

R: When it comes to FLOW you think?

I: If you have any ideas about that?

R: It's just more that we try to collaborate with people... so we can send you to Oslo and you have places and people to talk to... different companies... personally I'm not a Northern Norway fan...
most of my friends moved south when they finished their studies... because Tromsø is so small and there is not that many opportunities... if you want to aim high... but that is where I try to think that... if everybody leaves, then of course it would be nothing here... but if something stays and we make... for instance this co-working space, would make it more attractive for people to stay here... so that is also something we try... to make Tromsø more attractive... so people can come here... you have also seen the workation side... where people travel here and work, and hunting for the Northern lighs or the midnight sun at night time... so we have, not that many... but quite a few emails from people wanting to coming and working at FLOW... we had one a month ago, I think it was Japan, we had some... In June from Netherlands... we have dropins from different countries... so I think it will happen more on that side as well... as more people will come to Tromsø and not just explore our nature, but also work at daytime... that is also when it comes to our plan, we're going to think more about... we're going to structure it, so it is easier for people to just come here... sit down and work... go on the internet... just make it easier... and with this house, we're going to be here... we have a contract for end of 2018... it's 12,000 sq. meters down here where there is nothing... we're just waiting to do something bigger... so we are looking for other places to be aswell... and what we don't like about this... I mean we pay a okay price... it's fairly cheap actually... which is doing so it is possible to do... but we are on the 4th floor which we don't like... because we're up here... come on people, but we are 4 floors up, and for a lot of people that is scary... and also we've... Kim which is now making furnitures... I: Furnitures?

R: Yes he has a company called Ahktar which is really Norwegian... his hobby... and he i going to make us kind of a reception out here... now people are coming, and I'm sitting in there... I guess you also... 'should I talk to somebody here, or should I sit down'... okay we should have kind of this reception... our goal is when you come you can just... it's an ipad or something 'I have a meeting with Andreas' and then I can get a... oh he is here... so that it's easier for people to come here, and that they feel welcome... because it's a bit like that now... we'll see how that goes...

I: So you have to have... an electronic receptionist...

R: Yep... the problem is, that we have so many meetings and talking to people... so we're not going to be here 24 hours... so the computer thing would be nice to have when we're not here... because then you... oh welcome... then you get a text or email or something... just making it easier for us... so I don't need to sit in the reception 24/7... we have so many hats...
I: This open office concept...

R: We have both open office space and we have offices... in the open office space, we have different prices... from 1 day a week to 24/7... varies from 800 to 2,590... I don't know about Aalborg, but in Stockholm they have twice or three times as high prices... so we will see when we go to new place, if we need to make the prices higher... we'll see... I don't know if I answered your question...

I: It's fine... we can stay in the... do you think there is any negative consequences of globalization in terms of entrepreneurship?

R: I mean of course the competition is higher... which is both negative and positive... negative side is that... the work force in Norway is pretty high, the cost of having someone employed... so we have this saying... what you do here, 10 Indians can do in a month... that is kind of the problem side of doing this... on the positive side... we have the global market... so you can also sell everything... one saying is that from FLOW you can go global from Tromsø... that is one of our goals, to show people that we don't just need to think about Tromsø, or the local market, or the national market... we can go international if they want... yes so globalization of course more competitors... you need to work harder to meet the competitors... and you're a global market, which is the cool thing... and on the positive side, when it comes to co-working spaces, people are extremely friendly... most at least... so when we go to Stockholm, they are willingly sharing everything... 'come join us... if you come to Tromsø, come and stay at our place, and the opposite way around' so I think people want to see each other succeed... and that is a nice thing...

I: Yes, that is very positive <both laughing>

R: I think of course... by the globalization that it is easier... for instance the bigger companies here picked up people from Russia, Slovakia, and one from Singapore... Taiwan... coming to Tromsø... because they have this application word wide... and I think the other programme excersize as well... he owns the best one, so they picked him, asked him to come to Tromsø... so it is also an opportunity to get the best people... hopefully they will like the nature...

I: Always a plus, you look out the window and go 'hey!'

R: Funny story... we where going to have the Nordic Start up Awards... the Norwegian finale here in Tromsø... then we talked to this guy... Kim Balle from Denmark... and we where sitting in this room... and he asked 'do you have mountains around you' and we're like... 'yes there is, there you
see one...' so of course we have the nature, and we have internet access... so things are easier and
easier... we are positive about the future...

I: Any... when you talk to people about entrepreneurship... do you meet any people who ha an idea
or some prejudice towards entrepreneurship... you said that the idea is getting better, people are
more... inclined to think that entrepreneurs is a good thing... are there still those negative thoughts
about?

R: Yeah... the outflow is definately quite high... 'what are you trying to do... who are you?' kind of...
but it is getting more and more acceptable... or accepted... I think people... with the fish... no not the
fish... with the oil prices... people are starting to see that we need something new... we can't rely on
the oil money anymore... so we need to do something new, and we need to... if nobody is daring...
or trying then we wont have any companies as well... I think we're after... at least Sweden... where
entrepreneurship is... they started some years earlier than us... Denmark... I mean if you ask, can
you say any big Norwegian companies... which is not within oil or fish... I guess it's none... Sweden
has a lot, and Denmark has some aswell... Sweden has a lot, like Skype and Spotify and... so they
have several companies that has started recently... but is getting bigger and bigger, better and
better... and since they have these bigger companies, I guess that is an inspiration for others... we
can actually manage to this... same with Kim and their company... that you can actually suceed from
Tromsø... so of course people are negative... but we try to focus on the positive side... and it's been
some programs about how to be an entrepreneur... you can actually see that... people are trying to
see some... with the startup awards... they are actually awarding people doing the startups... so I
think it's happening... and the co-working spaces... 4 years ago, I think there was maybe I... today...
it's if it's not 100s.. I guess I can mention 30 or 40, and I don't know everyone... and that again
means that people are trying... so we're on the right direction at least...

Appendix 2

Art Café

I: I'm writing a paper about entrepreneurs here in Tromsø... for my master thesis... the guy at
Gründerhjelpa told me that you recently started this business

R: Yes, we started in 1st of October 2016... so only 5 months...

I: I have a few questions about you and the business and stuff... what is your background? You said
yesterday that your husband is a chef and you're a?
R: Yes, my husband is a chef... and I worked on the cruiseships for 10 years... Norwegian Cruiseline... and after we finished we the ships we moved to Tromsø 6 years ago... in 2011... and then I worked in restaurants here... Aegon, it was very nice... one very nice guy... the manager at Aegon gave me a chance to work... basically noone wanted to hire me, because I didn't speak Norwegian...

I: Oh okay, yeah...

R: He gave me a chance... and did the breakfast for the hotel... and then pretty soon after that he promoted me... to be like the breakfast... in charge... everything... that was really nice, and then I worked at Clairty at the Edge as a handreader... I was in charge of the breakfast and lunch... so my husband worked as a chef here in a hotel... we are not part of the hotel, but we rent a place from them... this was a massage place... so when they left he saw that... took the opportunity to fix it... fix the place... everything that you see is done by him... and then we decided to start something... and we named it Art Café, because he had one before... he lived in Austria, and worked as a chef... then in Bali.... and then he had a same like this one... in Romania, Transylvania... where we are from... actually I'm Hungarian... but it is in Romania...

I: Cool... I know some... at my study... it's a very international study... I'm going to school with Romanians, Hungarians, Estonians, English people... Americans... I dunno... anything... so I think it's very cool that you moved from here... I mean from there to here to work and start something... it's amazing... what was the motiovation for starting? To be self-employed or?

R: Yeah, to be self-employed... actually to... just to... to start a business is like really hard here... it wasn't easy, and it is not easy now either... but we wanted to... we have a niche... this healthy food concept... everything homemade... no microwave... no frozen food, so we thought that is something that is missing here... everything is pre-prepared... the fashion for food and stuff like that... so we thought that it's better to have just homemade, nice, fresh eggs, omelets and fresh homemade cooking...

I: So do you use local products?

R: Yes, we got the fish from the local fish stores... and we basically do everything in the house... like the stock for the fishsoup... we use the bones...

I: Very cool
R: That is our niche...

I: Why did you start in Tromsø?

R: There is no reason for that... no reason at all... just that I worked in... as I told you... I worked in Norwegian cruiseliners... I met a lot of Norwegian... all the captains and the... the normal Norwegians... and they were really... and I had a friend who lived here... basically that is why it is Tromsø... there is no specific reason for that... we knew we wanted to live in Norway... and now all my family is here... I have two sisters... so everybody is here...

I: In Tromsø?

R: In Tromsø one, and the other one in Christianssand... the south...

I: Pretty far away... but it's pretty easy travelling in Norway I think... by plane at least...

R: By plane... still there is no connection between Tromsø and Christianssand... you have to stop in Oslo...

I: Yeah okay... so you said it was difficult starting a business... why was it difficult?

R: Because it really a long process... with all the papers and all the documentation you need to have... we managed... I managed to get the liqour license... which is very hard here... and the license for the food... and everything else... it took a long time... it took like 2 years... to prepare for this...

I: Wow... really... did you have any help from... the Norwegian government... something... one of these organizations that help...

R: Not really help, but Tromsø Kommune... the cityhall and everything... they supported us in sort of way... with advices... and you know... they don't let you be by yourself... they try to... you have to have a business plan... you have to come up with something... how many seats you have... how many... what do you think... who do you think will come to your place... these kind of things... so we had meetings with them... but other than that we didn't get any help...

I: So no... you didn't get any financial help from anybody? You paid... no...

R: We just started by ourselves...

I: That's cool... that's the tough way... how do you get customers? You said this was a niche to that...
R: We promote it... the social networks... like Facebook... Instagram... and then we made flyers... to
give all over the city... actually there are a lot of guides... from the tours... that loved our place when
we opened... we knew them from before... but then they came and they liked it... so they started
recommending it for their customers...

I: So they... that's good...

R: So basically we didn't do that much for the publicity... not like you know... to promote the
place... we didn't have time... we were just two... but the newspaper came, and they wrote a whole
page about us... both the main newspapers here in Tromsø... Nordlys and I Tromsø... and that was
it... our customers are mainly tourists... and locals... old ladies that came and they saw that it was a
very cozy place... and they come to have a nice dessert... coffee or salad... basically we are open on
sunday... that is where we do very good... sundays... because other places are closed...

I: Okay... I don't know the rules, but how do you open... or stay open sunday if everybody is... are
there rules laws?

R: No

I: So it's just because people close on sundays...

R: In Tromsø, yeah... all the restaurants... not all... but mostly... sunday is the day for themselves...
Tromsø people are not doing anything...

I: Okay <both laughing>

R: That's the culture...

I: Yeah okay, that's a good thing, because sometimes it can be too rushed... in the town I live in...
nothing is ever closed... it's all the time... sometimes you need a breather... so I think it's a good idea
that you can do that... but for tourists you definetely need to be open some places.... so I can see
why you use that... because it's a pretty good idea...

R: Yeah that's... we are closed on mondays... so we kept it like that for christmas... of course we
need one year to figure out everything... to get to all the phases... we don't know how it's going to
work in the summer... until now it was really good... so it picked up... but we have to have circle
one year... to find out... so we can go to summer, so we can see what is going on in the summer...
now easter is coming... and the 17th of may... that is the national day in Norway... so we have to go
through all these phases... you need at least one year I think to find out if it is working okay... so far we're just experimenting...

I: Do you have any employees?

R: Yes we have one... 19 year old boy who is coming... but only in the weekends...

I: Is he Norwegian or?

R: My nephew...

I: Okay... so you employ... because I heard that there was a lot of immigrants in Tromsø... like 120-30 different nationalities... so it's a very intercultural community I think...

R: Yeah it is...

I: You use immigrants... workers I guess you can say... it's your nephew so it's your family...

R: Yeah family business, we keep it in family for now... later we will move on of course... we have to see what is going on...

I: Do you have any plans of expansion? After one year... maybe not plans... but ideas at least about expanding...

R: Yeah of course, but it takes time...

I: Yeah okay it takes time...

R: Sometimes it's the lack of seating place that is our problem... we don't have so many tables...

I: Okay, so when we come to summer do you think we can be outside and stuff?

R: Yeah we will be... we will have some tables outside aswell...

I: Okay that will increase the... yeah that is good... and what about the competition? Is there a lot of competition for café's? But you have a special kind...

R: Yeah... the special kind of things is that we are a café... we are open from 11-22... other places café's they open early and they close at 5 or 6... most of the café's don't have alcohol... so they just serve desserts and coffee and tea... we have different... we are different because we have also food... homemade food, for dinner and lunch... something the others don't have... of course there is some competition, but... everyone has their own niche you know... they all have their own line... we have
ours and we are kind of a bistro actually, it's not really a café... that is how we got the name in beginning and it is still like that... so it's a little bit confusing for the locals... because they are not used to this concept, that you have food with alcohol in a café...

I: So you have to establish... that takes a little time...

R: Yeah it takes time... they are not really used to that...

I: But you still here, so I think it's getting more... what do you call it... normal? accepted I guess?

R: Accepted, exactly... I think that we could have bigger success if we had more Norwegians, but we are not so... I'm speaking Norwegian so it helps also... my nephew as well... he's been in Norwegian school for 5 years now... so it has been a lot easier in Norwegian... that is for sure...

I: I'm just curious... it seems to me that there is a lot of help to... when you are an immigrant... coming to Tromsø... and trying to start something... they encourage you to do that... sometimes at least... maybe not... it depends on the... your experiences... there is always individual experiences... <I knock over a glass of water> right where were we... you have cultural differences... do you sense any cultural differences between... you said that it was a new concept that people didn't really know... but is it because of the culture, or do you have any idea on why people don't know it?

R: Of course there is a cultural difference, because we are different in so many ways... I don't know where to begin with that... the thing is that there are not... eating the way we do... they have their own lunch hours... things that they do just that way... they just... it's not the same as we would do, but of course you have to, we are here for them... I mean it is important to have locals... we are for them here... of course the tourists as well... we want local people to come... they are very important to our business...

I: So you seem to be working a lot... long hours everyday... so you start earlier I guess...

R: Not me... my husband is earlier than me... he has to make the bread... so he is baking like 2 or 3 breads in the morning... but he has a really healthy lifestyle... the first thing he does... when he wakes in the morning he goes jogging and comes in here... puts in the bread and goes back to the gym... and then he comes back... so everything is like programmed...

I: So everything is like... what do you call it... a set routine?

R: Yes, a routine...
I: That could be good, having set rules for what you do... how to structure...

R: Yeah, you found out everything that you need to do... to work out for us... what is the best thing to do...

I: And then globalization... the course I'm attending is called culture, communication and globalization... so I'm including a globalization perspective on my paper... and I'm thinking... do you have any thoughts about entrepreneurship and globalization... do you experience it being easier or harder or... does it increase your chances of becoming an entrepreneur in Tromsø...

R: I don't know what globalization means...

I: Okay, it means several things, depends on your point of view... but globalization means... is understood as that the world is becoming smaller... so it's easier to communicate with people in another country far away... or you can take a plane easy to China or Japan... you can move from Romania to here... that's globalization... go where the opportunities are...

R: Okay, I think Tromsø... it's increasing so much... it has so much potential... because I work in the hotels... for 5 years...

Appendix 3

Bodil – Tromsø

I: When we use the term Brain Drain, it is because there is a massive amount... it's happening in the East European countries... and in Greenland they also suffer from it... I don't it's so much here in Norway... but...

R: We say here in Tromsø... or in North... when the people leave and move to Oslo... the IQ gets up both places...

<Both laughing>

R: So that is a joke we have...

I: It makes sense... we can just take it from the top... yeah, what is your background? Education, work...

R: I was a grownup student... I wasn't study anything until I was almost 30... I had my kids before... and then I started to educate me in agrivulture... 3 years... in Norwegian we call it an 'Agronom'...
it's farmer education... animals and crops... after that I went to Trondheim, and got a bachelor in food nutrition, food technology... so I have a degree... then I came back... and worked in the for the health authorities... and... like in Norway we call it Mattilsynnet...

I: I think I know what that is...

R: For 3 years, then I got a job at Lufema... the Norwegian institute for research of food... and I work as a driftschef... technical engineer... I have a... my responsibility is all the infrastructure at the building we have... laboratories... cold stores and so... all of it..

I: Cool...

R: So, I been there for 16 years... in last september... the last 3 years I have been just at 60%... because I want to start my own business... and I also have studied nutrition... like what you call the 'modern medicin'... alternativ medisjin... in Tønsberg... in south... so I was commuting...

I: Oh, that is a long commute...

R: Yes, but it is net based also... on the internet... so I have studied several topics for the last 6-7 years... but nutrition due to different lifestyle illness is my main topic...

I: So you decided to start your own business?

R: Yeah...

I: And you have a health shop... what do you call it... it's more than that... yeah what do your business do?

R: I sell... I try to educate people, so they can take their own choices... good choices... due to food and life style... so I have some courses... and som talks... yeah... try to give people knowledge about how the body can react on different foods, if you don't tolerate it or... if you're allergic or intolerant or... you have your own... microbiota... like the all the bacteria in your gut, it's very important for your health...

I: Yeah it makes sense... how did you get to that idea? Of course you have the background, but... to go into your own business... it takes a little more than...

R: I think I needed some more... what do you call it... challenges... because when you have worked for 10-15-16 years in a place... you need some more input... and several things also... in my life... was I was way overweight... I was not very healthy... I had some difficulties... some inflamation in
my joints and my muscles... it was not good... so I actually... it was very... what you call it... accidentally I came into nutrition... it has always been an interest... food... but the nutrition due to different illness... my thought was YES, that is what I have to do...

I: So it's passion driven you can say?

R: Yeah it is...

I: Yeah, that's good... usually it lasts longer... you have to have the passion... so why did you choose Tromsø?

R: Because I lived here... pretty much...

I: Okay, that was the... yeah...

R: And I still have my work... so to earn some money... to use on my business...

I: So it's not self-sustaining yet...

R: Yeah....

I: Maybe it will be...

R: But I shift... I am sometimes here in Tromsø, and sometimes a bit south... at Senja... the Island... so I have both opportunity... I have two homes so I can use both for my business... that is... you call it... it's a tiny farm I have at Senja... so maybe we use that to grow some vegetables... we can use in my business... hopefully...

I: When you started here in Tromsø, did you use any of these organizations that's helping entrepreneurs?

R: Yes, yes... I used Gründerhjelpa... I used Kvinovation... it's a network... it's women... Innovation Norge have it with Kvinovation... so I took some courses there... so there was much focus on making a business plan... because you need to have a business plan, if you want some money from Innovasjon Norge or others... and I was to Leonardo Da Vinci Project... it's in EU... what do you call that... I was Hospiteta...

I: Hospice no...

R: I was... I travelled to Spain, for some health hotels or... and I worked there... so we could have... udveksle... some knowledge between Tromsø and Spain... so I was twice on that programme... and
got some money to go there... so it was a health resort... so I could see how they was managing their courses... and how they worked... and then I have used... that was called Rejs og Ryg...

I: We have it the other way around in Danish, it's called Ryg og Rejs...

R: Men samme... Leonardo Da Vinci money was financing that...

I: Maybe it's just a name... and not related to that... I'm thinking about that Ryg og Rejs...

R: We say that to in Norway...

I: I think it's means... someone to leave and not come back...

R: It's not the same it's the other way around... and then I also used Kari Ada... they are... it's a... rådgivning...

I: Counselling...

R: Counselling for... how you can... I think the possibilities you have... the skills you have... they can... get you... they have to get me aware of what I can do... so it's a bit... self-confident...

I: Ah to boost that... self awareness...

R: Your own value... and that is... I think that's Tromsø Kommuna... and the same with Gründerhjelpa... I think that the thing I have been too... yeah... the official... what do you call it...

I: Organizations and institutions...

R: Yeah... so...

I: Did you... usually when someone starts out, they usually have some... well most hopefully... they have some cash themselves, or finances themselves... did you have any you brought into the business..?

R: Yeah... it's all finances by my own private money... and my husbands... it's nice to have some money to...

I: Yeah... I think it maight also make it easier to get help from other... you know these organizations... when you're willing to risk some yourself... it seems like it to me atleast...

R: Yeah, yeah... you need your own capital...
I: So... meet any... things you did wrong... things you needed to change... obstacles... things like that?

R: My... I think... the thing I... when I look back... I think that the business plan... it was no good... not... it's no good for nothing when you are just on your own, and going to start your business... you use so much time to write and think... and... get some thoughts about the future, and how much you're going to earn... it's not working... I think... but that is like Innovasjon Norge think... you need to have it... if you should go through their system... but for me... and all the entrepreneurs that is 1, 2 or 3 people I think it's no good... it's only if you need to to get some money from Innovasjon Norge, and if you want some money from them... you need to be million business... and go abroad... it's nothing to... they have nothing for me... a small entrepreneur...

I: But then there are the other organizations or?

R: Yeah you have... kommunale... næringsfond... where you can seek... where you can get some money from... I don't know how much they have... there is no... money for small businesses...

I: I thought the Gründerhjelpa or something would be..?

R: No I don't think they have any money... you can have free courses or meetings... but not money to... like 10-20,000... maybe you can have a website... get some help in that kind of way... but I don't think they have any... you need money of your own...

I: Yeah okay...

R: But my business is not so very expensive... I have a AS... so I need an accountant... and he is expensive...

I: Yeah I could imagine...

R: He was not so pleased with my... economy... all the stock holdings... was gone... so I need to make some money soon...

I: Do you have any employees?

R: No, just my husband...

I: Voluntary..?

R: Yeah, he don't get any money... he can help me... with small things...
I: So how do you get customers..?

R: Through Facebook... and through... last summer I had... a stand... on... we have different markets and such out in Senja... so I went there... with some products and some Glutenfree bread and... different... so I gave them to taste... just so they could get familiar with me and my business... yeah I think that was a good thing... because people are actually very... they need... they like to talk about food... and nutrition...

I: So you're very... I've come to realize that mouth to mouth is the best one... so if you have a good experience... then you tell it to someone, and so on and so on... so you also rely on that... well every business does... most at least...

R: It is a bit difficult to go back home, and be the prophet...

I: Ah yes...

R: That is very difficult... so I think it will take some time to adjust it to... to get some customers... because I don't have that many...

I: How many people live in Senja?

R: Total it's 4 kommunas, communities... and it's about 10-12,000...

I: Okay, that is pretty big then... so you have some customer base... I was just thinking it was a small community...

R: Yeah... no but it is a big Island... but the thing... I can move myself... I just need a computer... so I can have some talks everywhere...

I: Yeah, that makes it easier to... promote yourself... how long have you been in... 3 years you said... so you're getting pretty familiar with the ways of doing business in that way...

R: Yeah... I say to my accountant... I'm preparing for success... so it takes a bit... it takes some time... to get all the systems in row... it's so much you need to know... when you are an entrepreneur... it's... you need to know everything... so it takes some time... and I'm not the youngest anymore... so maybe take even longer time, than a young entrepreneur... they have more guts and more energy maybe... I don't know...

I: I think it's mostly about passion, but I don't know... I haven't been an entrepreneur myself... not yet anyway... hoping to... that is why I'm writing this paper, to get experience and learn stuff...
R: Is it a Ph.D.?
I: No it's a master... I have to do the master before the Ph. D. ...

R: Yeah I know...
I: If I'm gonna do the Ph. D., I don't know... but... I've to school for so long now... I need to work... and maybe then I can look into a Ph. D., that would be nice... I like this researching... it's actually very... it's very interesting to meet people, talk to them... I didn't realize I was actually quite fond of that... it's quite interesting... it's kind of requirement when you're doing the papers during the education... that you go out and talk to people... some don't and it's purely theoretical, and I find that very boring... so I like to talk to people...

R: We have some researcher at my job who are interviewing people... travelling around the world... due to fisheries... and the products from fish... salmon and cod and yeah...
I: You haven't any employees... it's because I have this about cultural differences... but maybe you have some experiences during your job or work? I've been told there is quite a lot of immigrants working in Tromsø... so maybe you have some at your other job...

R: Yeah I have... we have a cleaning company... and they have very... various people from... mostly Africans I think, and that is not so easy everytime... because I have them... they are in... I need some work done, like moving furniture... or yes bit heavy work, and I need mostly men... the thing I see... you have the language challenge... they are not so... they can't speak English... they don't understand English... and they are not so good at the Norwegian, and when you talk to them... they say yes... yes... they have understood the work... and when you come back... they have done a completely different thing... and I see they... they don't have the same work moral... I think... they are... but that depends on the people I think... but the worst thing is, that the men don't take orders from woman... so their leader... when he is coming with a work crew that is going to work for me, he needs to say she is the boss, you need to hear what she say... and if there are some other women at the work, they can't give them, or tell them you can do that... or you can do this... no they don't listen...
I: That is so strange... but that is definetely a...
R: They don't want to take orders from women....
I: Is that cultural or religious maybe?
R: Cultural I think... so we have some episodes... so I told the manager that they need to prepare them, we can't have them to work with us, if they don't respect women... that is not good... so that is some an issue that is not so good...

I: Did you, when you started out... did you have any doubts about being an entrepreneur? You know an idea on how hard it would be, how much time you would spend? Do you think about if it would be to difficult...

R: Yeah I was prepared that it was... it's going to be hard work... and we had many discussion... with my husband... about how much time I'm going to spend... he gets time off of his job... he is working turnus... it's 14 days work and 14 days leave... he is on the ferry... and the money we need to spend for getting this thing going.... you need to agree about certain things... and he think it's okay... sometimes he thinks I'm doing to much, but... that's okay, we have been together for 40 years... so we know eachother... yeah we have... but of course it was many thoughts... and sometimes, not often... when I'm fed up... I think "why did I do this?" ... but it is very seldom... mostly I think I'm privelged that I can do the thing I love to do.... hopefully I'm going to earn some money some day... but until then I just have to put in some money...

I: It's an investment yeah... do you have any thoughts about globalization? Like we saw yesterday... with the Grethe Roede... it's becoming bigger and bigger... spreading... do you have any idea that maybe someday your idea will do the same or be as?

R: Maybe I should have... but I don't think... not like a chain or like Grethe Roede... I don't think so... I think that... my next step is some net courses... and maybe... I think I prefer to... talk to the people directly... and I like also showing them... how to prepare food... cook, how you can take a whole fish... filet it... and do some... maybe do some fishcakes... you can use the whole fish... with lamb carcass... you can chop it up and you can do some products from the meat, and you can... in Norway we have pinjekjött... it's a rib that is salted and dried... and we cook it for christmas... and you have lamb roll... poor leg... I think I want to that kind of things... I don't see that I'm going to spread so... I think I'm more like going home with my business, and do it on the farm...

I: So you are using... by using local products?

R: Yeah...

I: Because I was thinking maybe you are inspired somehow by things from abroad or something...
R: Yeah, yeah... we have... I have had two courses in Spain... on a health resort... and we have some friends... Danish and Swedish... living in the North of Spain... Alcante area... so maybe we go with some cycling groups...

I: Yes, that is globalization in a sense... the international cooperation... even though it is small, it is still different countries working together...

R: I think that because the winter tourists is exploding here in Tromsø... it's amazing... and also Senja is very... it's 1 hour with a boat... out to the house or the farm... you can take yeah... it's one hour... and you are at the farm... I think maybe some tourism... eventually... both winter and cycling groups in the summer...

I: That is what entrepreneurship is... using the opportunities that is there... that is what I'm beginning to grasp at least... see what is there...

R: Yeah, see what opportunities that lays direct ahead... and we didn't notice them before the tourist came and showed us... the Northern light or the whales or?

I: I'm also including an aspect that... a paradox... if the entrepreneur creates the opportunity... or if the opportunity creates the entrepreneur... and in this instance you can say that the opportunities is creating the entrepreneurs... seeing the opportunities after the tourists are coming... but still the other way is also... the whole egg and chicken... I think it's pretty interesting that idea...

R: I'm thinking I'm... you need to ask the customer what they need and want... and then... I think people are looking more and more to the authentic... real food... how to prepare it... where it come from and yeah... it's... I think it's back to basic... back to nature... flower power...

I: Maybe not to much... <both laughing> No I like the idea of that... back to nature... this is just my personal opinion... I think there's to much consumerism taking place... but that is also a part of tourism... tourism is largely consumer based I think, it creates a lot of opportunities...

R: I think that if you can have a product for a small exclusive group... I think that's the thing to do... because we don't have facilities to take big groups in Senja... but we can take small... small groups... and give them very good...

I: Treatment...

R: Oplevelser...
I: Experiences...

R: Experiences... I think so...

I: As part of your... probably market it like that... you know sell it like that... I'm just thinking here... make a whole stay about your way of cooking and living... and then have a small group of people... have a week or two or something... and then they stay doing that... and then you plan certain activities... I could imagine that...

R: Exactly how I am thinking...

I: Okay, I could imagine that would work fine...

R: Yes the more authentic..."

I: The customer base might be as big, but you don't need it to be as big... you just need a few customers really...

R: The difficult part is to reach out to the right customers... so I need some help with marketing... but I know a professor... so that is good...

I: Brain drain... you're not really experiencing that in your business...

R: No, not in my business... but I see that in the community... some places you can see that the young people are moving back... when they are having kids... then they go back to the families... and maybe start... and nowadays you can do most businesses whereever, it's computer and yeah... for many...

I: Professions?

R: Yes, professions... you can do that... then you can commute to Tromsø if you need...

I: That is very interesting... I've always... now I realize it's not... in the beginning when I started writing my... well having the ideas about writing this thesis... I was thinking that Tromsø is... really high north... and very secluded... but now I've been here for two days only, and I know it's not true at all... because Tromsø is actually the central place...

R: Yes it is...

I: So my thinking have been wrong...
R: That is the way... at work we had a big EU delegation... that was... we have different... some factories around... we do some research at the fish health... to develop vaccines.. and they where out there... and we have some plants that does the bio processing... what do you call... the gut or the rest or... from the fish industry...

I: The left overs?

R: Yeah, the left overs... and take out maybe some... the fat or some enzymes... and use in health products... and Tromsø is a very big research environment for the marine sector... and there was stunned by all that, they didn't... they couldn't imagine what... how it was like... just like you... maybe the same thing when people come from Oslo and up, they don't... they are very stunned... they don't know their country... and I think... we call Tromsø the capital of the Arctic... and Nordens Paris... because in the early 1900 we had... on the coast... we sailed down to Europe, and you could see the same clothing on the women in Paris... as in Tromsø... because they travelled so much by boat and they took home the Haute Couture... and you could see the ladies in Tromsø wear the same... so that's why the name Nordens Paris... and we call it also the gate way to the Arctic, or the Arctic Ocean... Porten til Ishavet... so I think Tromsø has many,... advantages that can... we can use for... but we need to realize that we have these... and that is why that it is good to talk to people that can come and say "wow what you have" ... Tromsø is a very international town... I think more than 100 different nations living in Tromsø... it has always been that... because we have the fish trade... to Europe... and Italy, Portugal,... very important countries for Bacalau... the salted dried cod... klip fisk...

I: Ah, yean I know that one, we do that to in Denmark... I don't eat that to much though... only one time... I'm not from a fishing community... I don't have any more questions...

R: Hopefully I could answer... my English is not so fluently... some different... when you... we have a lot of researchers... and the English is very much the language at work... but it's a bit difficult... they don't learn Norwegian... all the people... all the researchers... they just talk English... so they have... many have been living here for years and they don't know Norwegian... I think that is a pity, because they can't get... they don't get all the differences in the language...

I: Yeah, that is an issue...

R: We have several researchers from England, New Zealand, Canada... from... all over... and we have some from India... so they come to Tromsø... and they all like it here...
Appendix 4

Gründerhjelpa

R1: My name is Øyvind Berntsen... I have been working here for nearly 10 years... and I'm a master in Green losses (ukendt uddannelse)

R2: My name is Everista, I from Rwanda... 18 years ago... I study agriculture... I work with integration of refugees and immigrants...

R3: Odd Arne is name, I was work as the secretary for the group... and I read all the interviews and coming interviews also... and I work with NAV and what they want us to do there... to be their creators...

I: My name is Janus... I go to Aalborg University, where I study the CCG programme, Culture, Communication and Globalization... I follow the special branch... Arctic Studies... and doing my master thesis now... and I'm writing on entrepreneurs in the Arctic region... so I thought... and I want to do a comparative study between Tromsø and Nuuk... and I have done some interview with entrepreneurs in Nuuk, I don't have any from Tromsø yet... and that is where hopefully you come in and can help me with that... I have this angle on my master thesis... is the globalization... the increasing globalization we are experiencing now... how it influences entrepreneurship in the Arctic region... in the peripheral region, seen from Europe... the central part... I have some questions... how is Gründerhjelpa organized? What does it do?

R1: Of course Gründerhjelpa is organized to accommodate how people come to us... and how we are organized when people are arriving... I can take it from the start... the beginning... when someone wants to make contact with Gründerhjelpa... they make contact with the first line of business we have in Tromsø... a kind of innovation advisors...

R3: Then they come...

R1: Yes, they make... they have two ways to do this... we have Odd Arne where there is 10-15 employees, who work in service group...

R3: I'm their face toward the public...

R1: It is open from 8 in the morning till 18...
R3: I can be reached via internet or by phone, mobile phone... it could be at 12 o'clock or 4 o'clock...

R1: We call it Service Toget...

R2: Public information...

R1: Public information square... in English... the other way is through internet... you make a... you call or make an appointment through the internet... then you have to fill in the form... tell who you are and you have to tell what your idea is... and then the secretary will set an appointment... and create a schedule for our team... every Wednesday we have... what we call the first hour of appointments... with our customers... we call them customers... it is very important that we don't call them clients... we have a very relaxed relation between ourselves and the people who use Gründerhjelpa... that is maybe the key to success for Gründerhjelpa... we are... as you see... we have some age... it is not young guys who is sitting around the table... and we have Nina, at our...

R3: Advisement for starting out...

R1: She is the only woman... but I wish we had someone who was a woman now... because we lack some... the touch of a woman...

R3: There is the place that is open for information at the city hall, they are open from 8-15.45 everyday... so they will send the message to me... please call that, and that... then they have to fill out the form... so we check out... I make an appointment with them on the schedule to Øyvind, Evirista maybe Nina... and so they come for the meeting for the first time... people from... you know what NAV is?

I: No...

R1: The unemployment office in Norway...

R3: They have a lot of support arrangements... you can go there and get help if you are unemployed... and also from them we get people who want to start up... we make an evaluation of these people... so we send them back with that evaluation to NAV... and we inform NAV that we have checked them and maybe say go back and work more if you want to open a business... so we can maybe help you... so we make an evaluation after that... and maybe they start... and also in the last year we have had about 112 people coming to us... and out of these 112 people who come to us, there is about 40% people from abroad...
I: Very nice... that was one of my questions actually...

R3: Tromsø is very international... there live about 38 nations in Tromsø, and a lot of people from Africa... therefore it is also very important to have people, who also... maybe speak the language... but to care of the customers in a way...

I: How do you help... counselling, finances?

R1: Excuse me how we?

R3: <speaks Norwegian explaining>

R1: We have this hour of counselling... the first time we meet with the customer... and we can repeat if we find it necessary... the second is in cooperation with a place called FLOW... which is a co-working area... co-working organization... they have innovative talks also and projects and meets... do you know MESH in Oslo or Copenhagen Innovation...

R3: Copenhagen House...

I: I'm sorry no...

R1: It's a co-working space...

I: Ohh okay... FLOW yeah....

R1: They come together and pay for the lowest possible costs... and the idea is to share... they have workspace... for a few weeks... we call this the heroin kick... because for three weeks you do not pay... we like to use this, because we want our want our a way to get most starters to survive... then we have a mentor programme, and it has been very successful... used 10 hours time to refine the idea to the start up or business... then they have to use 1 in the start and 1 hour in the end... to have a starting time and a reporting time... to measure the result... and this is our fond for larger projects... and that is for only a few projects...

R3: The very best projects...

R1: The very best...

R3: And of course we also have a lot of cooperation with NAV, Innovation Norway, with the Sami Parliament, Commerce department... and with other people also, with other organizations... and
FLOW of course... they are a very young and they are doing very well... a lot of young people go there...

R1: And we use... for example... a tax organization... we use the tax courses, to learn how to use start up business... and how to learn to how to do the taxes...

R3: If you want to start an A/S...

R1: Then you can use the courses without costs... and Innovation Norway use their courses without costs... and then we are 3 or 4 persons who are working and guiding it... we are using a total of 250,000 yearly on Gründerhjelpa... and then me... about a quarter of my job... I: What about... it seems that you primarily work with new starters...

R1: Yes, we are the very first start up... we are the first door... we are the first people you meet when you want to start up...

R3: We are the first line...

I: So the second is the cooperation with the other organizations?

R3: We are the first guidance and advisory... so we could then go to FLOW... we can do other things also... sometimes they do not do so good work and we send them back... maybe you go on the tax course... maybe sometimes we can have 5 meetings with a person... but usually they don't come back... some do come back... it happens... they will know something about starting up... because some don't come back because it was too much for them really... all this work... but a lot of people they go on, and they are really... they have guts... so we have different people...

I: Do you do any... or maybe FLOW does that... but workshops for entrepreneurs?

R1: We do not have to much of that... we had a project some years ago... 'Your business on the internet'... the goal was to put small and middle size companies in the service branch and so on... on the internet... so they could sell their goods on the internet... that would be 4 years ago... now it is about time to come back... and we are talking about them with that... Gründerhjelpa is more about this one on one... we are giving advice one on one... FLOW and Innovation Norway are more around the workshops and so on...

R3: We used to send people to workshops with Innovation Norway... they have a schedule where all the courses and all the meetings they have there, some of them could fit for our clients...
R1: And I think that is something that is also a reason for success in Gründerhjelpa... that when we have a meeting we close the door, nothing gets out... and it is one on one meeting... nothing gets out of the... a referendum from Odd Arne decides who Odd Arne sends to the start up business...

R3: After every meeting with the client... we send a summary... it goes to the client and it goes to us here...

R1: Odd Arne secretary is very important... because it is very easy to go to a meeting and I'll forget about everything... but we are following up on the demand we are setting on the client... we are saying to our customers that... I used the word clients... sorry... our customers that you cannot use our time... first there are many more that wants to be here... we have long list... and secondly it costs money... so you cannot misuse our time...

R3: They have to be prepared...

R1: So Odd Arne helps them being prepared... and it works...

R3: It works... that is the point of what he is saying... because on the summary... we will say... there will be some demand for the customer... so we check every demand... have you done that... have you done that... we have also some demands with us... and the customers can read that Gründerhjelpa is doing this... so we have to be prepared also...

I: That technique... is that something you have developed over time? Or where did you get that from? I mean that technique you use when you develop the questionnaire... where you ask have you done this... have you done that? Is that experience is it something...

R1: Some of... it has been developed over time... but some of it... some of the methods we use for Gründerhjelpa... I was working in Innovation Norway before I came here... and some of the ideas I had... or how we worked there... and the methods we worked with there... for example... what do you say when something goes wrong... how do you communicate... when do you stop a client... what kind of... when do you reward a client...

I: Is there any... you work with the start ups... is there any type of entrepreneur... or is it different? I'm thinking it's probably different, but can you explain or tell me... what type of entrepreneur you usually have... I mean the ideas and stuff...

R3: We have a list from 2016... I can send you... okay?
I: That will be fine...

R1: I have 5 minutes left I have to be in a meeting across town, can you... 5-10 minutes... I ask you to pinpoint you questions...

I: In regard to globalization... do you think it has become easier or harder... or I could just ask... do you think the globalization has influenced entrepreneurship in the Arctic... or in the peripheral regions... well from my point of view Tromsø is so far away... from yours I'm sure it's not... any idea on how globalization has influenced?

R1: We have applied for a programme to the national government... Evirista can speak more on this... me and Evirista... Everista will work with this programme with immigrants to Tromsø... and that is the main target to work with entrepreneurs in Tromsø who want Gründerhjelpa and other parts of the entrepreneur environment...

R2: I can talk about... in Tromsø we have about 140 different nationalities...

I: Wow...

R2: Yeah 140 different... every year we take around 200 refugees... we have refugees and other people who come to Tromsø... sometimes it is difficult to find a job... only they have an idea to start a business... they come to us... the first line as we say... and we try to understand their idea and how they can develop their idea... we try to help them with the Mentor... with FLOW... and Innovation Norway... we say that we have 40% of the people who come here are refugees and immigrants... and you will get this in the report...

I: Does the inflow of immigrant entrepreneurs... I have a really good question... I just can't formulate it... does the inflow of immigrant entrepreneurs help Tromsø develop... economically? Do you have any idea on where you would be if you didn't have this inflow of immigrant entrepreneurs?

R1: I can give you an example... in Tromsø... the growth of the population is immigrants... we have 1.7% growth in population... and that is immigrants... immigrants from abroad... and that means that we can't make everyone... in the lowest kind of... you need to... they can't be washers and so on... they need to highly competent people to make this society go forward in the next 100 years... and this hasn't fallen into the heads of our leaders yet... it will come...slowly... you need to understand, that we our birth only have 1.2 or 1.3 babies... and that is not enough... and that is the crisis in the
population... so we need to take our population as it is... forward... and give it education... and that is the reason of the shift in Gründerhjelpa... therefore, we... that was the main goal to the new project... and Tromsø is a little world right now... we have a 140 nations going on the little island in the north... it's about 900 meters... and there is 140 nations forward and back...

I: It's very intercultural...

R3: In the papers today is the biggest winter destination for tourists in winter in Norway... <inaudible> people from all over the world... there were 5,000 a cruise ship was also in that... so a lot of... there is a lot of Gründer (entrepreneurs) coming here with projects on tourism... and you are able to see whales... and to see the Aurora... there's a number of things that draw people to Norway... a lot of ways... they could be after a while I hope... there are discussion in the paper that some of them are serious people... some are not... and we have to compete with that... so we have some work to do...

R2: We also have a special position... Midnight sun... and the darkness from November to January... and it is attracting tourists to come to Tromsø... and the special position of Tromsø...

R1: You need to take a study trip up here... we have a nice University here in Tromsø... you can get into FLOW...

I: That is my idea... to go to Tromsø like soon, maybe this week... and maybe next week... but I need a contact...

R1: Odd Arne will set you up with contact...

R3: I like contact with you... so you can meet us when you come here, with lunch somewhere... I think we can find you a working space... if you want... then we can be in touch with you on the email... we can talk more...

I: Is there any new starters or entrepreneurs who would want to talk to me? Just 1 or 2...

R1: Can you send an email to Odd Arne where you say what kind of?

I: It doesn't really matter what kind to be honest...

R3: You send me...

R2: Send an email to Odd Arne... what do you need...
R3: I'll try and check together with what we shall give to you... no problem...

I: Okay good...

R1: I need to go now...

(R1 and R2 leave the room)

I: Yes, many thanks! It was very nice that you could talk to me...

R3: I will talk some more with you... no problem... just a moment here... when we look at who own... who come to us... we find them from 19 to 67... most of them are in the middle... from 30 to 50... but the women... most of them are from 30 to 39...

I: Very interesting...

R3: As to the people coming to us... we can see that Europe has most part of us... 27 last year... Asia 9 people... people from Africa 8... people from South America 1... we can also see that... if I compare the women from abroad... I can see that most of them where between 20 and 39... but none where above 50 years... but men I can see that most of the people... men from abroad... most of them are between 50 and 30... and just one are above 50 years... so we have this evaluation of people coming to us... and I can see that we have done 23 evaluations like that... because they want to have support... when they start their company... they can get their support... but before they can get it we have to take care of them and give them an evaluation... now is there... please do that evaluation... so the municipality... should do that... but we do that... and it is free... and if we compare to other cities in Norway... we can see that they put this type of evaluation to private company, and they take money... so they could pay 1.500 kr... we are a welcoming municipality... so I told the other part... Øyvind... that we are doing it free... and it shouldn't be any problem taking money from the people, because they pay 1.500 other places... in cities in Norway... no still it should be free... because we are happy that it is free... so we have some different opinion of something... what was the question..? Oh yes the language...because all the text are in Norwegian... and it is supposed that people from abroad should learn Norwegian properly... but you know as I know... that the language is very special, because we have a kind of law language... Norwegian laws... you know we have a law...

I: Oh yeah law yes...
R3: We have a very special language... this is not so easy to understand... because it makes distance to the people... and the people come from abroad that makes a test and fail... they have big problems... because what does it mean? So I said something to the bosses... I think we should have some of the text in English...

I: That is a very good idea...

R3: So it would be easier for people to understand... but still they say no it should be in proper Norwegian... if you are really <inaudible word> then you have a lot of languages, but we have in Norwegian... but I think we could do it other ways... of course we have an kind of adult education also... this is really expanding... there are about 4-500 people going there... and they are... most beyond 18... some are between 15-18... and attend high school and technical school where they should be... but this... they are making some problems with that kind of education... because people from Africa and Europe could be in the same group...

<The connection was lost>

<We resumed>

R3: about education... maybe they could get the people to explain what they need to know... and it takes time to do that... so we are going with the test in Norwegian... also something here...most of them... <points to paper on the desk> a third wanted to started something within tourism...

<inaudible> could be organization, could be... some kind of... I think we should try... I think we should have more time to follow up... contact them again... we have done some work in the meeting... follow up, follow up... <inaudible> and we can see that sometimes <inaudible> you should come here and work...<inaudible> we have to know about...

Part 2

I: Have a few follow up question from last time... we didn't cover everything... if that is ok... it was mainly about globalization, the positive and the negative... you mentioned an example... I was just wondering if you had more examples...

R1: Globalization, with entrepreneurship?

I: Yeah exavtly... what does it mean for Tromsø, if there are any consequeunces...
R1: Two examples... the one example is on FLOW, where they have now received many people, who want... applications from many people around the world... who want their seats and offices... for a short period of time... it's like they sell office space for a short period of time... so if Nina comes here from for example Berlin... she lives in Berlin, and then she can take her office with her... and she can also be with tourists in the evening, or she can go and see the whales... they have this... they are now looking into combining these two things... the second thing is the University of Tromsø... that has 7,500 students... and they are from all over the world... and that is because it is an international university... also for... you can study entrepreneurship in Tromsø... and that has been a very international study... we are also a different kind of problems regarding international responsibilities in Arctic areas... that is the main areas for the University of Tromsø...

R2: Tromsø is a great place to come... we have extended there very, very much in the last years... in January we have the big festivals, international festivals... film festivals... I used to be voluntary at these festivals, both of them... I meet a lot of young people... when I was inspecting one of their rooms... I was standing with a girl from Iran... we did our job of course... and on the other side, in the other room... there were two boys... one from Palenstine, and one from Jerusalem... they come to the festival just to see what it is, and learn to know each other... and when we had some free time we stood there and made small talk with each other... something about politics, something about their country... and after one week of this there was a big conference... you know maybe of the...

R1: Arctic Frontiers...

R2: Yes, Arctic Frontiers...

I: Yes I heard about that...

R2: And after that comes a big music festival... and people come from all over the world... just to look and see... in summer we have big international competition in piano... The Top of the World... that means that Tromsø is expanding a lot, a lot...

R1: So you can combine culture and knowledge and nature... in a very small area...

R2: And January is fabulous... beginning of February... is fabulous month to stay in Tromsø... it can be a very dark time... but we have the Aurora... and people go from concert and film... not all people know about the festival, but they come here for the Aurora... and know after some time that the festival is going on... but young people they know... they know everything that is going on...
I: I was also... studying the myths regarding entrepreneurship... the common thing that people think entrepreneurs face when they start out... do you have examples of people, or any bias towards?

R1: Any?

I: Bias toward, any negative thoughts about entrepreneurship... example could be that you are an entrepreneur and you start but you only want to work 10 years of your life and make a lot of money and then retire the rest of your life... did you hear anything like these? No?

R2: There are some who earn a lot of money, some are serious and some are not serious... we read in the papers that people start companies to go with tourists around the area... to see the Aurora and see the whales...

R1: Those kind of entrepreneurs doesn't come here... they have a different kind of picture of how they will start up... they want that is lasting... and who is solid... and that is what we are aiming for in our work... how do you get a good firm that is lasting...

R2: So the lowest level they come here, and sometimes the big ideas come here...

R1: So that maybe the thing... where we are very good... we are telling them what is not so good also...

R3: We are honest... if their ideas doesn't have anything, we are allowed to do so...

R1: We tell them to go home and rethink this...

R2: Do your homework please...

R1: Please do your homework...

R3: And that is a little bit problem if you are from... can I use an example from...

R1: Yes...

R3: We had one that send an application about a laundry, like the ones the one they have in the States... where you come and wash your clothes and you go home... and there's no room for that in Norway, because we all have a wash and dryer at home...

R1: Yes... where is the market...
R2: A specific problem as to culture collisions... there was Syrian family... come to us, wanted to start a restaurant... a Syrian restaurant... and we asked him... who is going to make the food? My wife... she makes food at home... so you know they come from an environment R3: That is a problem in my work... because I'm a woman with power... and that is no good... you can have some guys from different places around the word... especially Pakistan... Turkey... that area... if you're a woman, they are not going to listen to you...

I: How many do you have of these...

R3: I have some... I had one guy who was very mad at me... started yelling to me, and using his fingers <showing how> and I just told him... that is the rules in Norway...

I: Yes... when in Rome...

<All laugh>

R3: Definitely...

R1: Nina is very good... at her work... it's very solid to have a team... you have Nina who is very confident in her work.. and know her rules... and we have Odd Arne... who is confident in how to setup the meetings... and Everista who know how to behave with people who is new to the country... and we now working with FLOW... the startups who has this new culture... in how to... in earlier times 5 years ago... we didn't have this startup culture in Tromsø....

I: So it's very new?

R1: In Tromsø it's very new... maybe 10 years ago it was in Copenhagen... but in Tromsø... it came to Tromsø 5-10 years ago... this was a shift in Tromsø in how we thought about how to do startup work... so now we are trying to make agreement about cowork with FLOW...

<conversation about me visiting FLOW>

I: The topic isn't really so important to me as meeting the entrepreneurs... it the the people I want to talk to...

R2: You know were about 138 different nations in Tromsø... the biggest group is about 1,000 people... less than... that is Polish people... so comes Swedish, Finnish... and so on... but there are no really big group in Tromsø... maybe that is a kind of advantage to have no so many very big groups... they are a lot of groups from Asia, could be 100 or 150, 200... Somalians, and Eritreans
they are a little bit more... they are having their own milieu... their own associations... they are founding church association some of them....

I: I find it extremely interesting that it is so intercultural, and mixed culture in Tromsø... because of the location I think...

R1: Tromsø is a small town in international... than if you see it in Europe...

I: Perspective...

R1: Yes perspective... in national perspective, we have all the service... we have a hospital, police... they are here in Tromsø... we have many stately institutions... we have a large municipality... with wide kind of services... we are 195 refugees this year...

R2: This year...

R1: And that is in national... if you are... Oslo is taking about 1,000... Trondheim is taking 500...

R2: Our border to Russia was closed...

R1: The point is... Tromsø has everything... on this island... it's a hub... it is the Capital in the North... we call it Arctic Capital...

I: Yeah... funny... Nuuk said the same thing... they want to be Arctic Capital...

<all laughing>

I: I've only been here one day... but what I've seen so far, is that Tromsø has many more possibilities than Nuuk has... in my view...

R3: Tromsø is a very special town... the night in Tromsø... that is good...

R2: They have moved the Arctic research center from Oslo to Tromsø... and there where a lot of people that where there... they didn't want to go to Tromsø... okay said the government... we go, still we go... so they got a lot of new young scientists... coming to the center... and Norway is really, really big...

R1: Next year we get a... new researcher called Helmuth Hansen... it's very large and maybe the most advanced research in the world... that will be a very big day for Tromsø...
R2: We also have the Sami part of... the Sami culture here in Tromsø... one of the biggest Norwegian cities with Sami's inside...

R1: This is maybe not so...

I: No, no it's very interesting just to listen to this...

R2: You take everything... this is also important in the Arctic concept... because they are there... we have sometimes big discussion...

<Talk about arranging meetings with entrepreneurs in Tromsø>

R2: One thing about your research... there is a young population... not so much industries... but lot of public offices...

I: That is actually very... beause of the peripheral location... it's high north... it's not peripheral at all I know that... but compared it is peripheral... and usually peripheral areas they have an aging poulation... so you are very in Tromsø...

R3: Tromsø is a different city...

R2: Different city in Norway...

R1: You can see on the...

R2: The immigration... yes...

R1: We have an aging population as well... so as I mentioned last time... we are who have been born here... we are not... the population of Norway is not producing enough children themselves... so the growth in our population is immigrants... and it's about 1,7% so we do have to... our population in the area around Tromsø... is aging... the area around Tromsø is producing the most value... because there is the fisheries and agriculture... in the central Tromsø, it's mainly the state and the municipality... the hospital... everything is paid by you and me... our tax... this is about 45% of the labor... it's about 45% stately and Tromsø kommuna... here is the population... I'm here <he points>

R2: Show him where I am... 72...

I: Oh shouldn't you be retired then?

R2: I should be retired...
R1: There is a difference between the distrikt and the city center...

R3: All the young people are moving into to town... them from distrikt... if you have a chance take outside Tromsø... you talked about... what do you call it... the more rural areas... you called it something...

I: Peripheral?

R1: Yes...

R2: If you look especially at 20-40...

R1: Then you will see...

R2: Between 20-40 there a lot more young people in the city center...

I: And then they move out or?

R3: Yeah they move home, because houses in centrum... the prices are...

I: Yeah I walked passed a realestate guy... very expensive...

R3: Many of my friends at my age has to move back home...

I: So how it is commuting...

R3: My home place is so far away that you can't do that... because it's another kommuna... I have a friend of mine... it's about half n hour drive... no busses... she has to drive...

R2: What these figures say is that there is not so big difference up to 19, there is not so big differences between distrikt and city... and that tells us that there is not so many children born in here, they are... the people from 20 and up to 40-50-60... a lot of them are coming to Tromsø, trying to etablish themselves a new life maybe, or to get to work... the population of a 1,000 people from Poland they are all in the building industry and like that... in what happens in the fishing industry... Tromsø is going to be great...

R1: Is great...

R3: It's not going to be... we are...

R2: But the development has been very good for Tromsø...
R1: Yes, Tromsø is the largest city in landing of fish and herring in Norway and then transporting it to Hirtshals we have this freezing stores on the other side of the fjord and we are building another one further north.

I: Little the same issue in Greenland they don't have the processing plants they ship the fist and then come back which is stupid.

R1: There's not money in processing.

I: No, well maybe that is the reason.

R2: When I was at the Canary Island suddenly there was a big Norwegian salmon factory they are fresh there.

R3: It's not that good for the environment I think shipping the fish they have a new show on TV for kids it's called Planet save the environment and there they take these issues throwing food throwing plastic oil spilling just to get the kids to be more environmental and care about the environment it's a good service.

R2: I come from a little place and we are very used to people coming from abroad and helping us with the fish work with the fish on land not on the boat and now it is totally different first we have the Finnish girls in the summer helped us a lot of them stayed there because they were married to and so came the people from Sri Lanka they came here and work with the fish and bought a lot of old houses other people didn't buy so they bought it so suddenly the production went to the sea and not the land so they moved to Oslo and they nearly lived in two big blocks together now we can see people from abroad going on small vessels together with Norwegian that is a kind of globalization.

Appendix 5

Kim - Superplus

I: I'm doing my master thesis on entrepreneurs in the Arctic I'm a student at Aalborg University I have Arctic studies as speciality I want to learn about entrepreneurs I looked into what topics not really that explored.

R: So you're here in the general areas of Arctic studies is it in Sociology or what it is about?
I: Development and politics, but I want to expand it a little bit... politics is not my strong side I guess you can say... it's interesting... and it's very... politics leads to development so...

R: Have you been much around in Finland, Sweden?

I: I've been to Greenland... I was in Nuuk for 4 months... in the autumn, doing an internship there, with a company called Greenland Business... who also works with entrepreneurs, so it's not only because of my own interest, it was because of that company...

R: So that lead to?

I: Yes...

R: There is some interesting... because I am from a tech background... I mainly think about the tech in gaming mostly... in Aoulle in the northern Finland... very interesting how they managed to create a lot of entrepreneurial activity... from the old Nokia people...

I: I heard about that place before... so actually I should have gone there to...

R: I think it would be interesting... because in someways it is similar to Tromsø, because it's very the same latitude or longitude or whatever... but they have so much more density and so much more power behind it... I think a lot of is political as well... the local municipality is very involved... there is lots of programs... also for students... and also for the older engineers from Nokia... very interesting...

I: That is very cool...

R: So I'm happy to answer any questions or...

I: I have a few questions, just so we stay on... first thing I want to know about is your background...

R: I'll start from he beginning... I was... I've always been a very active gamer... so when I was 6 I got my first computer, and I made some games with my sister... and continued working with computers... and I started working when I was 18... fixing computers and stuff, but I always wanted to make games... when Nokia launched their first mobile with downloadable games... I made something and posted it online... I met some guys in London online... who was starting a company, and I moved to London to join them... that was kind of my entry into the gaming world... we where just as mobile was growing up... the first mobiles, we were lucky to get into the gaming market... so
the company grew from the 5, 6 of us... into around 350... and we listed on NASDAQ in 2006... so from 2001 to 2006...

I: That is extreme growth...

R: Quite... but in these days it is quite slow... but it was such a great experience to go from... make games programming... building a company... learning how to build an organization... I moved to China... was one year in China... and in the US... it was a really great experience... I was based in London most of the time... after that company... we come to a place where... because we made games for a lot of the older phones... and suddenly Iphone came in... a big organization we couldn't change... the competences were not right for making Iphone games... the organization became very big and American, we didn't like it... 10 of us went out... we started Playfish... which was social games on Facebook... just as Facebook opened their App platform... again very early in the cycle of a platform... we where really already in, and managed to grow together with the platform, so we grew from 0 users to a total of 280,000,000 users in 2 years...

I: You're really good at timing...

R: Yes the timing... the 4 main founders of the first company, and the 4 main founders of Playfish...
I was always product and development and team person... not so much on the business strategy... I learned and picked up, but they where the visionary kind of people in a kind of sense... so I was very lucky to be part of that ride... in that company we exited to Electronic Arts... we sold the company for 400 million... after 2 years... so that is quick, extreme... we had a team here in Tromsø, I moved back to Tromsø... I had kids... we had teams here we grew to 26 people, quite big for Tromsø... more than half where international people... it's much easier here to recruit international people... because the best people in tech... there is a lot of good people here... Microsoft have a big office here... but especially in this consumer oriented and game type technology... here there is more research based tech, not so much consumer... cool looking stuff... and people from Oslo and Trondheim are good... but they don't want to move to Tromsø... it's not cool for them... if they like skiing they would, but... but people from all over the world, they love it... it's an adventure... it's so exciting... so in all recruitment... it was never a problem to recruit here... London still have lots of trouble to recruit, because so much competition... but here it's like... we have this extra bonus... oh that is an adventure in my life... and then I moved as well to Japan for a year... I've been lucky to come around, and see different countries... and back here, after the acquisition... I was staying in the company I moved back to Tromsø in 2013... and then we started Super Plus, which is the current
company... we take everything we learned from the gaming world, and then we make educational... you probably saw the website... but educational and assistive tools for children with special needs... our main product is a communication app for the ones that cannot speak... they use the app to communicate through videos and images... so it's quite cool to mix the gaming with a different world... the main founder there is Katrina, she's a special needs teacher... I think that is kind of... especially in the gaming area... the trend is toward mixing different competences... mixing it with health, mixing with education... it's been happening for years, but there is much more acceptance... so I think that... and then I... I got so much excitement from the start up scene around the world, who wanted to make something like FLOW... so I helped start FLOW and I'm kind of involved, but not day to day... and now you can see there is an interest... there is about 50 companies here... in all sorts of industries... and the start up scene is growing up... Tromsø compared to Oslo... maybe 3 years behind... Oslo have become really good... maybe 3 years behind Stockholm... but still there is a lot of cool stuff happening, and people are... it seems like... maybe because I'm in some kind of bubble, but it seems like people are more willing to take more risks... and you know in Norway there is so much safety... and the social model...

I: In the whole country or in Tromsø?

R: I would say everywhere... so Tromsø is special, because there is nearly 50 % public jobs... so there's... everyone always says... that if you work in the municipality... you become very slow and sedated person... but even the municipality now... we're doing a project with the municipality together with the start up scene... we're trying to invent new ways of transport... solve these problems... I think there is more tendency to take more risks... because the old industries like fisheries and all this, they are looking towards technology to, to make things more efficient... they don't know anything about it... so there are disciplines that are crossing...

I: So when did that shift happen?

R: There's been a lot of public focus on it actually... we have Innovation Norway... yeah you spoke with Thomas right... they use to be quite passive... and the way they use to... the mandate and the way they use to... manage their spending wasn't very modern... in the last years they've had a new boss... 4 years ago... and she is really like... just <gestures outgoing> she sets the direction and messing things up... they kind of twist it a little bit... the programmes that they have... the focus they have... I think that helps spur people on... also just the trend in Oslo... the start up life, and this kind of... having your own mission, became quite cool and trendy... so there is kind of a lifestyle element...
to it... for the fisheries and these... especially in the North, because they are making so much money with it... they are in a cycle where they are making a lot of money... and then... but they can see a horizon that maybe... like the oil industry... the pressure when you have to cut costs... so they are trying to make their operation more efficient... and it is natural for them to go to more tech... I'm not sure there is one overarching thing that is triggering this change... I'm not sure... but I think there is a combination of an underground kind of feeling that this start up thing is quite cool... and then there's the public incentive, the public money, which is incentive... maybe the... if you look at the areas which are most affected by oil... they have a lot of engineers going into doing entrepreneurial start ups... so different effects... but I think the down side with has always been people... you work is something you do from 8-16... and then... something you also need a very high education to do... and then once you have a high education, then you should have a high paying job... in a very safe company, and then you also have this thing where... if you lose your job, you're still covered by the government... which is great, but it makes you a little bit passive... you don't have this necessity to go out... you don't need to... maybe that is coming more in... more global, the oil, the scarcity of maybe not having... for Norway to be able to sustain this model... is kind of pushing people to think more... maybe...

I: It makes sense... out of necessity... other people are talking about, they are talking a lot about independence in Greenland... they are in this dependence relation... the Danish government pays them a large amount of money each year... some people think, that if they remove that... then out of necessity they will rise to the challenge and become more... so some people think they need to do this... so a kind of similar situation... it's a safety net...

R: There's a political idealistic view point... I like when there is necessity... when there's more... how do you say... not aggression, but...

I: An incentive? Somthing like that... a reason to do it...

R: yeah... i just feel like there's... I remember hiring in other countries... and hiring in Norway... and hiring international candidates... especially in the Northern region... in the first interview, Northern Norwegians would ask how much holiday do I get and is there this and this? How many hours... and I have a kid I have to work for and... but the others they never talk about this... they are just excited... what are we gonna do... what is the vision of the company? They are kind of looking for something bigger... I dunno... there's something passive about the whole thing... a lot of people have cabins they go to... it's nothing wrong with it... there is a time in life I loved doing that... but I dunno
this thing with work it's not meant to be your life... so it's changing... changing is wrong, because we always see our lives in this context... but with anything like this... there has to be... you have to dedicate your life and take risks...

I: Yeah... so why did you chose Tromsø eventually? You said you had a family...

R: Yes I started a company here... it was family... the first kid, we where meant to have in China... but... we went to the hospital a few times... didn't... we lived in Beijing, so all the pollution... we just thought that Tromsø is the best place to be... and then really... in some ways I thought okay... this was before we did the Playfish company... okay there is not gonna be much potential to something like this in Tromsø... so we will try to do something else... but then Playfish... 'we want you to come to London, but we understand if not' we can have another start up and do it in Tromsø... so we did it in Tromsø... so there it was... there was no geographic or real reason why we should have a game company in Tromsø, doesn't really make sense... there is no...

I: Well global communication.. it doesn't really matter where you are...

R: It doesn't really, but I think creative industries are very... it's easier to recruit... but this density of companies and speed, and... is important for creative industries... I think it's hard for... you can do cool stuff, but to get that high speed... that momentum, I think you have to be part of something bigger...

I: Like Silicon Valley...

R: Yeah that ype of thing...

I: The agglomeration of companies...

R: Really it was family reasons... and many times I thought... oh it would be cool to live in another big city... so we had the Japan adventure... but I don't see any... like I said, creative industries are better off in a big city... but there is no reason why you shouldn't do it here... i think you can still do it, if you manage to create the right type of environment...

I: You're a pretty successfull company... do you have any... responsibilty to the society... is that something you do... think about when you start a company...

R: Both... for me it was triggered after we had the big exit... finansially.. personally it was big for me... a life changing... and then when I had more money I thought... I have necessesity to do
anything, what should I do... which is a complicated thing... then I thought okay... this money that you got... it was like winning the lottery... many people have worked harder... but you where lucky... I wanted... I keep saying to people... all the people here... 'why don't you put your money investments into more interesting companies than you're doing... you are buying property... it's just a house sitting there...' so for me it was... do investments... try and create this kind of community, and try to get things going... so more like a game... how can spend that money other than paying tax, trying to invest in activity and start ups... and then on the other hand the start up we are doing... I thought about it a long while, why do we want to go into something like this... children with special needs... in some ways there is nothing altruristic about it... it was more.... I could see that these gaming things worked... when we had all these millions of people in the same game every day we had like 13 million people... if you make a change or if you... the conclusion was that we where making psychological behavioral tools...

<both laughing>

R: Because, it was... it is insane... you can programme people to do something...

I: Scary...

R: Yeah, really scary... and we can predict.... if we do these 5 things, then most are likely to do one of these 3 things... so it's quite scary... but if you apply that in the right place you can really make a change... even like... the environment... I'm renting at the moment... so Tromsø are gonna put in tollbooths to collect money from the cars... and that is a kind of big debate in the society now... they are gonna put up physical toll booths in 8 different places... some families are going to spend 20,000 NOK a year...

I: 20! wow that is a lot....

R: after tax... so it's something like 40,000 extra, that's like 10% of many peoples salary... which is huge... and I keep thinking why... do they... okay the municipality orders a solution from the Statens Vejvæsen, which is like roads... and they think about roads and the stuff that they have.... they don't open it up to think in other ways... you can't expect the municipalities to do this... it's kind of our responsibility to force it upon them, or show them the opportunities... so I think a lot of people here want to create change in society with their own skills... in Norway we have something called 'Dugnat' you heard about this?

I: No
R: Everybody has it, but for some reason we have a special name for it... when you do free work for... like pro bono type... Dugnat... if you live in a housing complex you have Dugnat every year, where you kind of fix stuff around the house... or if you have a sporting club, where you sell lottery... in Norwegian... it's like Do free work... and the municipality use this for many things... like iceskating rings... they have parents that come in to prepare the iceskating rings... but they don't think that someone with computer skills, want to do Dugnat with computer skills... so I think they can... if people are asked and triggered... your skillset is really good... and you need... look at our data... can you try and solve our problems... I think people will do that... we're trying to trigger that... so the short answer is yes... I think about how to affect society... for me yes... and I think a lot of the people in this community as well, want to do this... and make money...

I: Yeah, it doesn't hurt... when you start a business in Tromsø... did you... what did you face... I mean obstacles, successes... well you're pretty experiences in starting businesses, but maybe it was easier... I mean is there a certain prejudice towards it...

R: There was no... I think more excitement... people want... there is a lot of positive thinking that we need more of international focused companies... and trends... people are excited... speaking for Katrina, who is the main founder... for her to take her skillset... she worked in kindergartens... and want to work with kids... so her her whole community is so excited... oh you're gonna scale it up... the sentiment... was really positive... and then... we where very lucky in Norway to have the Innovation Norway... easy access to public funding... if you tick the right boxes... international focus... innovative in terms of this new business model and tech... that is really well... investors... we where lucky to get investors...

I: I'm thinking the idea itself might... triggered a lot... it's a really good cause...

R: Yeah, and it helps with recruitment as well... we where lucky, because people said 'I can accept a lower salary, because I want to apply my skills to do this, it means something to me' and the investors could see that 'okay, the financial upside might not be so big, but it's something we want to do' so yeah, we where having a chicken and egg thing... people want you to have a succes before you do something new... so we where lucky with me and Stien, and another one of the cofounders... we where in the previous game companies together... so it's easier for us... when we talk to people... to have trust with them... it's generally for... I think the... there is another cool company called Ubuild, they make educational software... they also had a really... I think, I think there aren't really,
I couldn't say that... you know we have a big obstacle to start... I think that is more about the individual competences and willingness to do something...

I: You said you have a fairly easy time getting employees... international at least... are there any difficulties when you have different cultures working together...

R: I know only positive... it maybe a mindset thing, but... the positive one... the most cynical one is... that when people move here, they don't have ties to anyone... so they work more... the different influences... like we have an American marketing director... who moved here because she had a boyfriend here... and without her we would be nothing... she is so extrovert and marketing... market focused... her American way of being affects everyone... being a bit more invested... so mixing cultures have been really good... for the environment here does having so many different nationalities in this building... and it makes you feel different, it makes you feel like your part of something... I think it is very positive... we have a Russian programmer... it wasn't really a problem... as a start up you want to hire someone... that can work now, but because of visa issues it took like 3 months to do it... in the grand scheme of things... it's not a long time, but for a start up it is a quite long time... but Norway are working on that... an entrepreneur visa...

I: Yeah, that would be very useful... we talked about that a lot, but globalization... it's a very big term, being used a lot in work...

R: Again it is an idealistic thing I think...

I: Do you have any ideas or thoughts about how it influences entrepreneurship globally, and in Tromsø as well?

R: I think it lowers the barrier to be an international entrepreneur from a remote location...

I: So it's become easier?

R: The competition is bigger, so you have to execute in the highest level... and maybe there is a gap between the understanding of what that means for your life... so I think, if you're used to this 8-16 municipality... safe job... then there i a big gap to understand really how to really execute... I think everything is open... costs are lower... we do have a challenge still... that we expect such high salaries... in a start up you can't pay the salaries... for example... we recruit the Russian guy... he goes online and he search for the average salary in Norway for an engineer... 650,000 NOK... that is quite high... and we told him 'we're not trying to screw you over... but we're not in the oil business...
if you wanna work in the oil industry... you might get that salary... but we're in the start up and you get some shares...' there are some difficulties there... the expectation and the cost level in Norway is very high... compared to others... it's kind of a... we use a lot of these services... when we created our logo... we just use 99design.com... these freelance type of platforms... where you pay really low money for work... so it's kind of like a social dumping in some ways... and one of the start ups here he has 3 analyst in Indonesia... 5 dollars per hour... that is quite cheap in some ways... that is in my mind globalization and how it is there... but my general vieww is that there is no reason why there should be any geographical barriers or trade barriers in this world in the future...

I: Okay, well makes sense... I agree...

R: Even though there is a radical change right now...

I: Yeah it's going the wrong way...

R: But there are some cool things now... I see the immigrant thing there... there's a few start ups in Norway, where you are focusing on doing a cool start up and solving an integration problem at the same time... here in Tromsø there is a girl... who is doing this food... food cart type of thing, what ever you call it... so her local restaurant has openend up their kitchen so immigrants can make food there... and they have these cool food carts that they are driving around selling cheap... well not cheap but good take away food... Syrian food... and there is a lot of... in Oslo there is more tech oriented... where they are using really good tech abilities of the refugees...

I: So they use their strengths...

R: Yeah... instead of them jsut working at low paid job, they can actually... and there's programmes as well... there has been a lot of female entrepreneurships in the North... but they do seem to be tappering off a little bit... maybe because there's still low... I don't know... some years ago, there where lots of people... but now there is more initiative to the international... and Tromsø has a lot of internationals... not only refugees... there is a big Russian population... especially within the tourism... there is a lot...

I: I don't really have any more... in the first 15 minutes you kinda covered it...

Appendix 6

Runar and Liz
I: You can each tell me what kind of business you have...

R1: I am electrician... now working as a project manager... and I got offered an opportunity in last summer, to do the rental for a guy who owns a building outside Tromsø, about 50 kilometers... and in this building you have 2 high class apartments, that he rents out... that he wanted to rent out for tourism.... but the owner doesn't want the job of renting it out... he's more like an investor... owner of this... so I have done... I've been renting these 2 apartments for this winter now... I didn't have a lot of time to market it anything... because he asked me in the late summer in the last year... so this was a trial winter... so next winter will be the... how do you say... the decision year for me... if I want to continue with this... and then I will probably also take over the summer rental for the same places...

I: So you're thinking about expanding?

R1: No he has another guy doing the rental in summer, but as an owner he wants to have the same guy doing summer and winter... at the moment the guy who has the summer, doesn't want to take the winter so, he has given me the opportunity to take over the rental, if I decide to continue with this... and then it will become more or less a full time job...

I: Really?

R1: Yes, because it's a lot of administration... you have to be there for the clients and everything... and I will also have to expand a little bit of the services... for now I'm just doing accomodations, but I will also want to have other services, like fishing and whalewatching...

I: The complete package?

R1: Yeah, the complete package... I'm just in the beginning right now...

I: I might need you card afterwards...

R2: Yeah, I have done a lot of things... I was a nurse for many years... I was home with my kids when they where small, I worked with... my last job was at the dentist... dental clean... my english is not so good...

I: It's okay, it's fine...

R2: And I quit my job, and I was thinking what to do next... I talked to a lot of people... and was in touch with local companies in Tromsø... who sells working clothes... and I was asking they need
someone to work for them... it was a late night, and we where about to go to bed, and I was thinking... why I start working for them when I can start my own business... and my head was spinning, and I was talking a lot... and he was almost crazy... and the next day I was out checking machines... how the market was... I went for course... it went really fast, when I started to think about it... and my plan is to sell working clothes with embroidery logos... and it will be more expensive than if you order from China...

I: It often is...

R2: Yeah, but it will be local...

I: So the quality will be...

R2: Yeah... higher... and it will give me a job here in Tromsø... and I will buy from other local companies... so we have each other...

I: I have a part about the entrepreneurs role in the society... and that very much speaks to that, because you help each other... and by helping each other you increase... the combined business in Tromsø... so it's self effecting... it's actually very clever...

R1: I work for a quite big company right now... an electrical company, and they have in their vision and plan that... some of it is like... they buy local first... if not possible, buy anywhere else... but buy local first... this is a mentality that is very... it has very good grounds in the whole city... the whole city wants... he wants his neighbour to have a good business... when you have a lot of companies... you'll have a good competition ground, and you will always have jobs... it's about creating jobs for the whole city... and first of all local... even if it's a little bit more expensive... there is a saying in Norwegian... I don't know if you know this, but... it's very expensive to buy cheap...

I: Yes that makes sense...

R1: As I said earlier... it's the distances that makes it so exceptional expensive... when you buy something from China or Oslo... they have to send it up, we have to quality check it... and very often there is something wrong and we have to send it back you know... and time is money... so when you have people or companies in Tromsø that can determine right now... "is this the product you are looking for? 'you say yes...' okay, I can start making it now I will deliver it in 10 days"... it's about a process...
I: That also goes from... with people... I hear that Tromsø is very international... like a 150 different nations... it's crazy... it's awesome... I'm thinking all these people... how do they... find jobs... work in companies... I mean there must be very little discrimination I think, because of the diversity of the people... do you follow this?

R1: Yeah, we've been thinking about this... because we have the University that gives us this... big diversity... not diversity... but you have 'mangful'

I: Well, diversity is kind of... close to it...

R1: Yeah okay, it gives you... it gives us the city like an international way of thinking... because the students they go out in the city, instead of sitting at their apartments... they go out... they try to create something in the city when they are here... they give something back... and a lot of them actaully stay here, for many years after they have been studying here... that is also... you have a lot of students getting a high degree... and they can work at the hospital... and some of the research organizations... you know... and the fisheries... you have bio chemists... you have so much you know...

R2: This has grown the last years... with the... I don't know if it is right, but with the tourists... who come here... they helped us to see it's possibilities here... because... I'm from a small place outside Tromsø, and when I was growing up... my parents and my... everyone who was older said that you had to get away from here... there is no future here, you have to... you can't stay here, you must go... you must move to Tromsø for example... and now there is... then it was 2... fishing...

R1: Fish plants...

R2: Yeah, and it was 2 grocery stores, and it was school and it was kindergarten... a lot of small things there to work with... and now there are no shops, there is... the school is closed... and it's one fishingplant... but the positivty is big... it's... 5 years ago there was no tourist there... now it's a lot of tourists... and people see it's possibilites... to make something to create something... the tourist helped them to see that it is beautiful here... because 5-10 years ago, nobody saw it... the Northern lights... nobody saw it... the midnight sun... the fantastic nature... it was just there... but when the tourist came and said that this is beautiful, people started to watch and see... we can start something... we can make something... so now there is some families who have moved out there... there is no school, but it is bus... so with the tourists came a lot of small business from Tromsø, and people where starting to watch what do we have, what can we create... what can we do... we can
help each other to do this... so there is a lot of local shops opened and a lot of small businesses like mine like here... and everybody want to help each other... so it's a lot of... yeah people want to help each other... so it's FLOW... we have this... gründer...

R1: Small... FLOW is like...

I: Oh yeah I've been there... it's a Co-working space... I was there yesterday...

R2: Yeah, there is a lot of people come there, work together... also young people who doesn't fit in the normal jobs... they help people to create something...

I: Have you been there?

R2: I have been there...

R1: I have been there 2 times I think...

I: He speaks about a network, that he wants to create a network... have you used this in some ways? R2: I used it in the beginning... to be there, to talk to people... to get some help, but not now... now I have a lot of other things to do... so sometimes I'm there, but not often...

R1: But it is a perfect place for networking... of course... you will meet everything from very successfull entrepreneurs... and you will have those that just have an idea... so it's a very wide spectre of the type of people that are there... and sometimes they have... like... they will have a conference... where some of the succesful people will tell them some of the reasons why they became successfull... and then you can use their...

I: Experiences?

R1: Experiences yeah... and bring it in to your way of thinking... and creating something... we're quite a large city in Norwegian scale... we are about 70 thousand people here... the ideas that... the way of thinking about... we want what is best for the whole city... is more or less a ground for many people... you will always have these cynical business people, that will step over everyone to reach the top... but most people think, that we buy local first... it's a good idea and we will do it... but there is always a matter of prices...

I: The long run prices is often...
R1: Yes very often... but you have to... when you live in a place like Tromsø, and I know about this because I have been in construction for so many years... and I know that buying cheap is always... almost always... the most expensive thing to do...

I: A paradox...

R1: So yeah it's a real paradox... we have a... we are very aware of quality... we want high quality... the cheapest high quality... but very often up here... you cannot sell... how do you say... cheap shit... your business will not survive... you have to find your level of quality... but the level of quality has to be good or better...

I: Is that why you chose to live and work here in Tromsø?

R1: We are both born and raised here...

I: So that is the reason...

R1: You know you have a connection to where you are born... I have been living in the south of Norway... in Brussels... Tromsø has always been home for me... like she said earlier... I actually forgot how beautiful it was up here... because I lived away from Tromsø for about... it must have been about 10 or 11 years...

I: Oh that is a long time...

R1: And it was not before... until I came back... that I saw the beauty of the nature, how I missed the mountains going straight down to the sea... the lights... the sun through the whole day... the midnight sun... I started... I think maybe earlier... than local people to appreciate what we had outside our doorstep... so when tourists made the people of Tromsø aware of the beauty of the nature here... I was already like the tourists... I actually came back as kind of a tourist...

I: Funny, not in the haha... but it is very interesting to me that it was the tourists that told the people who live here, how awesome it is... they should know, but...

R2: Nobody knew...

R1: If you see the same thing every day you tend to forget... to look for the beauty..

I: That is true...
R1: It's a weird thing, you can't... if you take a drive outside Tromsø you will see the most picturest pictures you will ever see... and they have this strangest things... the big windows in the house... is almost never facing the beauty of the nature, it's facing the society... other houses... it's facing the road... instead of the beautiful mountain... it's so weird... it tells you a little bit about how the mentality was when they build these houses... and this is houses from the 1940s... people didn't see the beauty of the nature... they wanted to see what the neighbour was doing, or what was coming down the road...

R2: It has to be practic... so you can see what was coming... the society you lived in...

I: Yeah, we're all a little bit curious I think...

R2: So this is kind of new in Tromsø... this way to look at nature... at this local... local businesses...

R1: We are... if you can call it something... it's kind of a renaissance of the whole soceity here... and the foreigners that live here, or the tourists that come here... are the ones that mostly shows us with their set of eyes... how beautiful it actually is... and how amazing it is... but the... it's like I said earlier... we know where we live... we have really long winters... we have transportation problems very often... so we need to know that we always have the city... we need to know that we are... self...

I: Self-sustained?

R1: Yeah, self-sustained by the society here in the city... so if you live one hour from Tromsø, you need to know that you don't have to go to Oslo to pick up this special type of thing... you have it in Tromsø... that is the reason that you want to buy a thing from Tromsø instead of buying it from Oslo... because you know that when you buy it in Tromsø... you help this guy run his company... and he will be there the next day, and the next day...

I: So you can say it's a cultural trait... I guess you can say... is it specifically for North Norwegians or is it like that for all of Norway...

R1: I think... we have always had to be selfsustained... when you live in Bodø or live in Trondheim or Bergen... you have everything one day from you... you have the train, you have the planes the boats... you have everything... but you know the distance betwee Bodø and Tromsø is extreme... and we know that further north they see Tromsø as their closest big destination... if Tromsø wants to have this place in the Norwegian society... as a central place in the north of Norway... you have to
have all products that almost everyone can think of... it's a mentality to think... like I said there will always be those who doesn't think that way... in general I think that people don't think like that...

I: So when you started your business... here in Tromsø, was there any obstacles... any successes... your experiences with starting a business? Do you have any... When you started your business...

R1: Udfordringer?

I: Yeah... but into... you decided to start your owne business... because another one who did something that you wanted to do...

R2: Yeah but I'm not at that point yet, because I have started to do the process, but I haven't started deliver... I wont be there until May... that is my test period from May to September... so I'm not there yet...

I: These... Gründerhjelpa and Innovation Norway... have you used these?

R2: I haven't used Innovation Norway... because I'm to small... I'm not on their... they have this list... to fill... I don't fill...

R1: You don't qualify...

R2: It has to be bigger, and you have to go international... and my business... international... I can't do it...

I: Not yet...

R2: No, but it has to be local... maybe in North Norway.. because I can't have competition with big companies... and they importat from China and it's a lot cheaper... so that is not my...

R1: Main goal...

R2: It's not my goal... I want to be local... I want to be small... but I hope that I can live from my business...

I: How do you find customers? You said you checked the base or what do you call it... the market...

R2: Yeah I want to use Facebook and Instagram... and have this Netbutik...

I: Yeah yeah onlineshop...
R2: And also to be out and talk to people... and use this network in Tromsø... so that is... it's not so big... so people talk to each other... and when they mention I know someone who does this... and you can call her... so it's... that's the good part of being in the small...

I: Besides FLOW starting this network... is there job fares, some markets... where you can go and setup... and then promote...

R2: Yeah, you can do that... it's a lot of small... what do you call those...

R1: Fairs... fairs...

R2: Small outside Tromsø... for example where I come from... they have one day a year when there is this local day... and he has the apartments... where you can go out and talk to people...

R1: Fisherman...

R2: But you can also be in a shopping centre... if you want to... but you also have... we are now... we have been on a course... from Innovasjon Norge...

R1: Conference...

R2: It's a lot of small conferences all year in Tromsø... Forskningsparken...

R1: It's a business building outside of Tromsø

R2: They also have some days... it's a lot of small courses... conferences...

I: I head that the university have an education specifically targeting entrepreneurs...

R1: Yeah

I: I'm thinking maybe there's a whole culture growing in Tromsø...

R2: Yeah I think there is... but it is especially for tourism and these things... it's growing...

I: Your workcloths... is that mainly fisheries or everything?

R2: Everything... with embrodierie...

R1: She has already delivered some trials to the fishery outside Tromsø... also a lot of companies that has already contacted you... and they are just waiting for her to release the company... but she is doing a lot of quality management... about the machines she bought and everything... to ensure that the product will be perfect...
I: I talked to an entrepreneur in Nuuk... and he said... even though your not ready... you should launch... his exact words where: "Launch shit but launch..." I dunno... that really depends on your point of view I think... not sure he is right... he said that...

R1: This is maybe what is different with Tromsø... it's... you have... your lowest level of quality has to be high... because you will not survive if you deliver bad quality... the mouth to mouth in Tromsø is different than the rest of Norway... it's a small city even though it's a large city... people talk... and if one person says that... 'these products are not so good' this snowball will start to roll... and suddenly noone will buy from you... because they have heard from someone that your products are shit...

I: So he wouldn't last in Tromsø...

R2: No...

R1: No... but it's... there is some truth in not waiting to long to launch... but she has a very good time schedule... a very specific time schedule... it has always been the plan that in May she will launch...

I: So that is gonna be a big day... or big month...

R2: Yeah...

I: I take it you don't have any employees... how about... well you're just starting now... but expansion... do you have any future plans about expanding... I mean... of course you mentioned you wanted to stay local... but do you have any plans to expand to other towns...

R2: Yes and no... I don't know... my first plan is to get the business started... and see if I have customers to survive...

I: Yeah, that makes sense...

R2: And if I... if the business is okay... I want to buy bigger machines... so I can produce more... my goal is to deliver in Tromsø, Bodø and Finnmark... so I have plans... but my first plans is of course Tromsø...

R1: Get the webshop...

R2: Yeah, yeah of course...
I: That can be pretty national... what if it all works... what if customers come from Sweden, Finland... would you be able to do that?

R2: Yes...

R1: It's like we say in Tromsø, we can deliver anything you want to who ever you want... you just have to pay for it...

<all laughing>

I: Oh yeah, competition... is there a lot of competition...

R2: It's not... the problem for a business who want to buy my products is when... they have to go online... and start to see... and they can never find the price... what will this cost... because it's difficult... the question is how big is the logo... how many stitches... how many colors... how many this and that... and people dont understand this... if I ask you how many stitches in your name... you won't know...

I: No, probably not no

R2: So I want to do it easy... if you contact me and tell me your logo on the chest will cost this and that... I will not have a price for colors... I will not have a price for stitches... I will have one price... so it will... I want to do it easy for the customers... and often in companies it's men who is the chief... and want to order these kind of things... and they don't understand and they told me 'no I'm not doing this, because it's so complicated' ... so I want to do it easy... and when a customer contact me I can give him price over the phone... I don't have to check and do a lot of work... so it takes 14 days before he has... asked for the price and get price... and also I'll be local so I can deliver sample... I can go to the customer and say... 'is this what you wanted? Is this okay?' If he want to change anything... if he doesn't like the color... a lot of small things we can.... he can take a look and feel, see...

I: Sounds like you have a very good idea

R2: Of course I will use time to go to the customers... but that's the part I like with the job... I like to be out... I like to talk to people... I like to deliver quality...

R1: Very often for companies... because of the distances... transportation distances... it's often a very big investment for a company that want to profile themselves with new clothes... they have to
buy the clothes... they have to profile them... they need to know that the profiling is correct... and if you order this from China... you'll never know if it is correct before you get it... but you cannot get one sample from China... you have order 500, 200 or 100... and this is a very big investment... now she will be in the city... she will go and meet them... 'is this what you want? yes or no, change or no'

R2: And also I can deliver 1 or 3 or 5... often there is a lot of companies that is doing this, they don't deliver under 20 or 30... but I can deliver 5... I can do small... I can profile the small businesses that normally can't have this because it's to expensive...

I: We covered cultural... globalization... I mean for you it's very... because of the tourism... it's very big... the globalization is becoming more... yeah global... but you can come here easily... to you apartments... do you have any... you said that in the last 5 years it started to take off...

R1: Really take off yeah

I: Maybe you can tell me how it was before

R: Before, the high season in Tromsø was in summertime... it has completely change now.. now I see business in wintertime, and the city is building hotels... they are full all year round... before... Tromsø was a bit... more lower tempo... the tempo was lower... you could... if you wanted to go a restaurant you could just hop in, and you would have a table... now you have to order one or two weeks in advance...

I: Okay, yeah that is quite the difference...

R1: We also have the airport... it's to small to take all the tourism that we actually want to have... to low capacity... and we also see some dangers... coming with all these people... tourists that is going along the road to take photography of the nature or the aurora... and they go along dark roads.... you know... and people are driving fast... it's just been... I don't know... plain luck that we have not had a severe accident yet... the society has totally changed... looking at these tourists now... walking outside... we didn't see that... in wintertime Tromsø was like a sleeping city in the winter...

R2: But it was harder to the companies to deliver in the summertime... because we want to sell summer, hot weather, the sun, and we... as I said... we didn't see the beauty in bad weather... in rain in storm... in winter in cold... so it was hard to deliver... because we don't have warm weather, we don't have the sun all the time... we have a lot of rain... a lot of wind... and now when we sell... what we actually have... it is easier... and the tourists see the beauty of the wind and the rain... and we
where out in these apartments... and it was really bad weather... the rain was running down the windows... it was windy... and there was a lot of people taking pictures... and they could lay on the wind, because it was so strong...

R1: It was a storm...

R2: But it's easier when you sell what you actually have... because the summer tourism... was people who where selling before... they had a picture of the sun... of course we have the sun... some days in Tromsø... but we can't promise tourists that it will be sun and it will be hot... it's hard to deliver it... and nobody saw that... that we could sell the winter... nobody was thinking about it... because it was cold and...

R1: The main difference between tourists guides from now and from 5 or 10 years ago... would be like this... it's a perfect example... it would be, 5 or 10 years ago he would say to a tourist who came to Norway, 'I'm so sorry about the weather... it's pouring down and the forecast is also not good' the tourist guide today say 'oh it's gonna be stormy weather'

R2: And it's perfect...

R1: And you can do this, and you can do this, and this... instead of saying that you have to stay inside...

R2: We don't say we're sorry... we say it's beautiful and we like it... it's different...

R1: Yes because we realized that people don't come here for the weather... for the nice weather.. they come here for weather in total... you get what you see... that is it... this is the most boring weather of them all, but that is for me... I wouldn't see the beauty of the mountain... and the calm sea right now... today I'm more aware of it... and so are the rest of the people in the city... so we have stopped saying we're sorry for being an Arctic city... we have embraced it... and this is what we sell... it's a very honest product...

I: Do you have any thoughts about globalization and entrepreneurship... in Tromsø... how it has influenced it... made it easier, difficult, more competition... or... I mean to start up something...

R1: You know... it's... we where talking about the airport and everything... we have a higher number of planes coming into Tromsø everyday... I think it's about 20 per day... I mean that is a lot of people... but for marketing and other companies and so on... I would say that it is easier to market
yourself globally now... for me I have tried many different channels for my marketing or booking if you want... and I found out that AirBnB is the absolutely best portal to...

I: That is what I'm using now...

R1: You're using it now... I thought that AirBnB was not going to be the best channel, I thought that maybe if I go on Booking.com or Homeaway.com or something it would be the best... but it hasn't... AirBnB is the best for Tromsø... because the tourists that come to Tromsø, they either want to stay at a hotel or they are AirBnB people... and when you go on AirBnB you are global... like that... it's just a few pictures and a few words, and you are global...

I: Yeah, it doesn't take that much...

R1: The world will see you... I don't know if this answered your question...

I: Yeah it did... it's using the internet... but a media to go through to become globalized is very interesting I think... because it's so easy and then you're just everywhere... it's very interesting I think..

R2: The world is small...

R1: That is true, you can go from Tromsø to China in like 2 days... Tromsø is... you can physically be there in 2 days... but for marketing your products... you can do it like in 2 minutes and you're global... Facebook of course also... Facebook take a little bit more time...

I: Yeah it's a social media... so it's pretty much like being social...

R1: Being active and social...

I: Yeah exactly... get to know people... strangely enough...

R1: We have both... I have decided that I won't make a webpage... I have made a Facebook page for my business... because nobody uses the webpages anymore... the only thing they do with webpages is actually to go in and check if it actually a company... and they have this webpage... but I don't want to spend time or money having a dead page... I want to have living page... and it's very easy to do that with Facebook... the first thing you do is... you go to AirBnB and you see if there's only... a top text that tells you if this is an apartment or not... but if you have a top text that tells you... it's like... almost like a company name you will google it... and you will find it on google... I'm on
google... and you will also see the Facebook page... and you will go this way to find it... so webpages... it's a dying thing...

I: That's so... yeah... never thought of that...

R1: And it's so great with Facebook, because I can always... it's like I can make a small news... newsfeed... it's a continuous living and breathing thing... you can post things all the time, it's so easy... it can be pictures it can be ratings... anything you want...

I: Having a business page on Facebook, does that cost extra or is it the same?

R1: No, this is just a page... I have not registrered anytime as a business...

I: I was just wondering if...

R2: You can pay...

R1: You can pay... I have been paying for promoting some maybe... maybe some of the newsfeed from my page... only the page... so it will be traces on the internet for whatever you use it for...

I: Pretty interesting... because I have a summerhouse in Denmark... and I rent that out... I was on Facebook one time, and then I saw a commercial on the side for my own house... yes I want to rent that, but I don't have to... it was just so interesting to see... why was my... it's my house... why are you advert for me... it was very funny...

R1: It's true... because then you don't feel the same ownership to what you rent out anymore... and that is one of the reasons that I use AirBnB... because AirBnB never gives you the impression of having ownership in the place... they just take a small percentage... a provision... to communicate for you... booking.com is 25%...

I: Wow... that's a lot...

R1: AirBnB is 3%

I: Really...

R1: For me the math is real easy...

I: Yeah, yeah...
R1: And also I think that the people who go on booking.com ... I don't think they are looking for... the apartments like... vacation apartments... people go there very often for hotels... I think this is the type of people that goes on Booking.com... because AirBnB has become like the apartment bank for the world... and I think that staying there will be the best...

R2: You have a high standard for AirBnB...

R1: Yes it's high standard...

I: Can you use that all year? Because I heard that it was limited... maybe not in Norway...

R1: What is limited?

R1: The number of stays you can book through AirBnB...

R1: I didn't know that...

I: I think it depends on the government of the country... I heard that they used a lot in Paris... and people just buy apartments to rent out through AirBnB... and they try to stop that... because it's...

R1: Ah..

I: So maybe it's not an issue here...

R1: I think that because AirBnB wants actual... the renters to interact with the owners... and I... somehow I interact with them, but mostly by mail... by being always available... communicating with them everyday if they want... if they have questions... if they want to meet I will of course come there... but AirbnB gives you... when you make an add... it gives you 2 choices... and it's... one choice is that you will interact with the rentals or you don't want to... so I think yes or no there it's... you're telling AirBnB what kind of place it is... if it's more or less like a company or if it's your private home...

I: I Live in a... well not live... I rent... it's a private home... In Tromsdalen...

R1: Ah yes Tromsdalen... they live there also?

I: Yeah, it's a basement... so I'm completly alone actually... smart way to use it... let's see... I think that was one actually... I have this idea that Tromsø and Nuuk... the higher arctic is peripheral... in the sense that it is away from the cental area... but the more I'm hearing the less it is... it's pretty funny...
R2: yeah...

I: I guess you've never seen it like that... that it is peripheral because it's 2000 km north of somewhere... maybe you haven't thought about it...

R1: Yes...

I: From my point of view... if you look at a map... it really is... but when you're here it's really not...

R1: The communication has changed... and logistics... Tromsø and the rest of Norway has changed a lot... but we have always had the problem that the train stops in Narvik... the train doesn't come here... the only way to have daily deliveries is either by plane or boats... you can have daily delivery from Narvik, no problem... but it's... you know logistics are very expensive... something cheap in Oslo cost so much when you want to buy it from Oslo and get it to Tromsø... so having companies in Tromsø... that have... can have this stock... is so much better... because then you don't have to pay the high price for transportation for one product... because he has already paid for transporting maybe 10-15 or 200 or a 1000 products to Tromsø already... and you will pay a smaller fee...

R2: For example IKEA... they don't understand the North Norwegian way of thinking... because they didn't want to come to Tromsø... when they decided to come... they have this pickup point in small shop here... but the best way for them has to be 5 miles outside Tromsø...

R1: On the mainland...

R2: You have... there is a small place... but they don't understand the North Norwegian way of thinking... because if they had been there... they had this communication with Finmark, in the south... Narvik...

R1: And Finland, Sweden...

R2: Finland and Sweden...

R1: It would be very central...

R2: Knudepunkt...

R1: Connection point...

R2: It would be a very central connection point... and they want to have it here in Tromsø... because of the population here is... they think the best way to... the best place to have IKEA is in Tromsø,
and that is totally wrong... because we don't have problems to drive for one or two hours to go to IKEA, people in Tromsø... a lot of people in Tromsø...

R1: It's 6 or 7 hours drive...

R2: To go to IKEA... and that's... to put IKEA there it would be much better location for them...

R1: Logistics and everything...

R2: But they don't understand this way of thinking...

I: So they are not here yet or?

R2: We have this pickup point... and they want to have it here... and I think it's so stupid... it's totally...

R1: They have... is it 14 trucks per day that comes... with the... supplies... and they have to drive through Tromsø, over this bridge, through the city... to get to the point where IKEA wants to establish... instead of being at the central point... the connection point she is talking about... where you have the E6, the E8... the main roads from Finland connecting at this place... it's so...

R2: But that is because they don't understand the North Norwegian way of thinking...

R1: The mentality...

R2: They think that if we are more than 20 minutes away with car people won't come and visit us... and that is totally wrong... totally wrong...

R1: We are used to these distances... it's no problem for us to drive one hour to get to a point and one hour back... if we just need a pack of milk we will do it... if we really need it... we do it...

R2: I'm use to driving for one hour to buy one liter milk, or anything it's no shock where I come from... people are used to it... and it's okay... it's okay for us to drive for one hour...

I: If you have any other things you want to tell me or something...

R1: No I don't have... if you want to learn more about what my product is... it would be Hillesø Recreation... so you can learn a little bit about what our marketing methods are and our products in total... and also if you want to go to...
I: In the future yes... I'm a student so I'm very poor... although I'm here granted... it's not to expensive coming here actually... I thought it would be more expensive, but it's actually...

R1: Yes, you have directly from Copenhagen to Oslo?

I: Well... from Aalborg to Copenhagen to Oslo...

R1: Ah, you see that is the difference between us... because we would think... people from Tromsø would say... 'ah you just drive from Aalborg go Copenhagen...'

I: It was easier taking the plane... it was 45 minutes... 35... but I think there is a direct route aswell... but again as a student I have to take the cheapest route to get there...

Appendix 7

John – Business Aalborg

I: Jeg har fået at vide flere steder at du er sådan der ved noget om alting nærmest...

R: Ja, jeg ved nok sådan gennemsnitligt ret meget om mange ting, men jeg tror aldrig jeg bliver specialist i noget som helst...

I: Det er også bedre at være generalist nogle gange, så har man lidt mere og gøre med... for jeg tænker at i har sikkert mange forskellige... men det kan være vi skal starte med spørgsmålene... hvordan er... det er nok mere den her afdeling, hvor Business Aalborg er organiseret...

R: Godt spørgsmål... altså vi har jo... hvis vi tager det her som en afdeling, så er vi jo sådan et virksomhedsteam, den består egentlig af to... selve virksomhedsteamet, og iværksætteri teamet... og vi er så... nu er vi 4 mand i iværksætterteamet... og så er der to studentemedhjælpere... og vi er... Claus Agnesen, som kommer fra jobcentret... han arbejder med nogle kontanthjælpsmodtagere, sådan nogle der er ved at... det er nok primært nogle der er ved at falde ud af systemet... som kunne have potentiale i at starte egen virksomhed... der er er nogle særlige regler for det, og en del af kernen i det er også at mikrolånsprojekt... hvor man kan lånne beløn til at starte egen virksomhed på, hvis man er under kontanthjælpsystemet...

I: Ja, okay... det kræver det så...

R: Ja, det er meget specielt... også er der så os andre 3, hvor Kristian er forholdsvis ny... så er ved at blive kørt ind i at vejlede virksomheder... også er der Finn Lange og mig selv... som de gamle i
faget... og vi har jo lavet de der virksomhedsvejledninger i mange år... for folk der vil starte op... og gør brug af hvad der måtte være af støtte programmer og sådan noget i den sammenhæng...

I: Er det er noget med at i udarbejder ansøgninger eller hvordan?

R: Nej...

I: Eller hjælper med...

R: Ja, det gør vi lidt på det der hedder vækst iværksætter programmet... og vækst plus... vækst plus programmet...

I: Er det vækstfonden eller..?

R: Nej, det har ikke noget med vækstfonden at gøre... vækstfonden er en anden finansiell organisation... så men det er igen det hvis ordet vækst indegår... men det har ikke noget med hinanden at gøre...

I: Meget gængs ord... ja fair nok...

R: Ligesom væksthuset... men det er jo så en anden ting... men hvis man kan kalde det en organisation... i hvert fald nogle folk som har nogle opgaver som er delt op i de iværksætter teams... virksomhedsteam... hvor virksomhedteamet de tager sig af vejledning af bestående virksomheder... dvs. nogle gange så kalder de sig selv for voksenafdelingen... hvor vi er fødselsafdelingen eller børneprogrammet eller hvad nu... hvor vi tager os af dem mens de er ved at starte, mens de er helt unge... op til... nu ligger grænsen og svæver mellem 3 til 5 år gammel... eller virksomheder der er i en iværksætter lignende situation, det tager vi os også af... men de programmer der for eksempel specielt retter sig mod bestående virksomheder dem føler vi ikke rigtig med i, det har vi ikke brug for... så hvis der er nogen der kommer og spørger om et eller andet... vækst 2015 eller hvad det hedder, så vil jeg ikke kunne fortælle ret meget om det... det er jeg holdt op med at følge med i... og der koncentrere vi os meget mere om iværksætteriet nu... også de virksomheder der falder ind under de der specielle programmer... altså vækstiværksætterprogrammet, vækst plus programmet... som er anderledes end selve iværksætter forløbet, for det er selve process forløbet... det stiller nogle andre krav til os... det er lidt specielt...

I: Ja, det må jeg nok sige...

R: Og det er alt muligt... vi tager os... vi vejleder alle slags virksomheder... uden undtagelser...
I: Er det hele kommunen, eller hele regionen eller hvordan?

R: Nej, vi er et kommunalt erhvervskontor, så det er kun Aalborg Kommune...

I: Ja, okay nu er i jo også kun 3-4 mand... man kan jo ikke nå det hele...

R: Nej, og det der er særligt ved den iværksætterordning vi benytter nu er at midlerne i den er begrenset... og det er faktisk blevet kvote opdelt så man har en antal sager per kommune... så vi er ikke interesseret i at bruge Aalborg kvoten på virksomheder udenfor Aalborg...

I: Nej, fair nok... det er simpeltthen kvote opdelt... det var da sjovt, jeg tænkte bare det var åbent og frit, også kunne man bare...

R: Ja, desværre... sådan har det også hidtil været...

I: Det vil sige at der nærmest er begrænsning på hvor mange..?

R: Ja, det er der...

I: Det var da sjovt...

R: Så når vi har brugt bevillingen på det... hvis den er brugt på de første 2 måneder så har vi ikke noget at lave de næste 10...

I: Ja ja, det er nok nærmere omvendt hvis det skal være <begge griner>

R: I hvert fald når man bruger pengene...

I: Er det penge der går til at udvikle produkter eller start af butikker eller hvordan?

R: Nej, det er... det er sådan at indenfor EU er det faktisk forbudt at give offentligt tilskud til noget der ligner virksomhedsdrift... så det vi kan få tilskud til er rådgivning, og så vil du måske sige at det er rådgivning også... det er også en del af almindelig virksomhedsdrift... ja, men det har man så positivt undtaget... derfor kan man give tilskud til rådgivning og kun rådgivning... så vi kan være med til at supplere den viden vi har... som jo ikke er en specialist viden, det er mere en generalist viden... den kan godt være meget speciel og specifik på bestemte områder, for vi lærer jo også noget, og vi kommer med en baggrund af forskellig slags... men vi vejlede i princippet kun... det er fordi at det er også forbudt for medarbejdere at gå ud og tage brøddet ud af munden på private rådgivere... så altså rådgiver vi ikke, vi vejlede kun... så har vi vores tilskudsordning, sådan at man kan supplere den vejledning vi giver med tilkøb af noget professionelt rådgivning... hvor vores
tilskudsordning egentlig tager toppen af udgiften på nogle områder... og det er fedt derhen... at så lærer iværksætteren at bruge professionel rådgivning... og det ville man... det siger jeg tit om gamle dage... det skal jeg passe på med... men hvis man går lidt tilbage hvor ordningerne ikke fandtes, så var der nok en tilnøjelighed at mange... især yngre mænd som iværksættere, bare sprang ud i det... så lejede de et eller andet butikslokale... og gjorde noget... uden at have undersøgt om det rent faktisk kunne hænge sammen... og det er jo sådan lidt af det vi også bruger vores iværksætter vejledninger til... det er at hjælpe dem til at blive ordentligt forberedt... og også få noget rådgivning, for eksempel fra revisor side... omkring noget økonomi... at de også udfra det får et bedre grundlag for at vurdere... om der er et forretningsgrundlag... eller om der i hvert fald er økonomi i det forretningsgrundlag de har tænkt sig... og det synes jeg er ret fedt og det har virket godt i mange år... at vi så har fået en lidt udvandet ordning, det er jo så en skam... vi har også her i Aalborg kommune bestemt at vi vil hjælpe alle iværksættere uanset branche og start form... hvilket også hænger sammen med at beviseligt så kan man se at iværksætter virksomheder faktisk skaber mange job... og derfor er det godt at få startet en masse virksomheder generelt set... også folk der har en mulighed for at være selvbeskæftiget... at de kan gå ud og tjene deres egne penge... og der kommer altid flere jobs ud af det... altså vi ved statistisk set ud fra de år det har kørt at en iværksætter skaber, indenfor de... jeg tror endda at det er indenfor de første 3 år... der skaber de 1,8 job...

I: Okay, ja det er da... hvor ligger de statistikker henne, det kan godt jeg lige skulle have?

R: Ja, det tør jeg ikke helt sige... det har været undersøgt 3 forskellige steder... dels har væksthuset undersøgt det... som Peter Voldsing... også har det været undersøgt et par gange af universitetet... for de er jo sådanne nogle skeptikere derude...

I: Det er vi jo...

R: De troede ikke at det var rigtigt... også har erhvervsfremmedstyrelsen, eller hvad hulen det hedder... Erhvervsministeriet faktisk også analyseret på det... og kommunerne forsknings og... hvad pokker er det det hedder... kommunerne har sådan en forsknings... de har også samlet op på det engang... så det er meget godt belyst...

I: Ja, det lyder rigtig... ja... jeg kunne heller ikke forestille mig at iværksætteri ikke gjorde det... nu har jeg jo snakket med en del efterhånden... og de er jo... det er rart nok at få bekræftet...
R: Nemlig, og vi har jo i mange år sagt at vores ordning heroppe... i løbet af det første 5 år... det var nogle af de første statistikker... viste at vi havde 65% af iværksætter virksomhedens tilbage i 5 år... mens landsgennemsnitet sagde 50% efter 3... så vi har en overnormal overlevelse på 15% point...

I: Det er rimelig meget...

R: Nogle gange så hører man 60%, men den er større... i hvert fald mindst 20 % højere end landsgennemsnit... så rådgivning er godt, og vejledning det er også godt... det gode ved vores vejledning det er jo at den uvildig... og den koster heller ikke noget... dvs. at vi er ikke farlige for iværksættersonen på den måde... så de kommer ind og tager imod vores vejledning... det synes jeg vi har rigtig gode erfaringer med... og da det var på sit højeste... den ordning vi rendte ud af i 2015... der var lidt flere penge til rådgivning... den var ret godt markedsført som nogle jyske iværksættetere... ny ordningen... så der havde vi 660 iværksættelse igennem vores mølle... altså hvor vi kørte dem i tilskudsordningen... så har vi jo sorteret en del fra også, så vi har vel snakket med omkring en 1000 stykker på sådan et år...

I: Det er alligevel en del...

R: Ja, det er mange... så du vil også opleve at hvis du sad heroppe en dag, at der er et evig ren af glade iværksættelse som kommer for at få vejledning hos os... så vi har mange møder på den måde... men man lærer også mange ting omkring det... mange af dem... de iværksættetere der starter op er jo også... nogen ligger helt fremme teknologisk... hoppet ud af en virksomhed måske fordi de ikke kan komme igennem med deres egen gode idé... og andre udnytter bare et forretningsområde som andre ikke har forstået og udnytte på samme måde... også er der jo nogen der kommer sådan... både hvor vi har set dem før og så kommer de anden gang, også prøver at starte noget, og tredje gang måske også... der er sådan nogle serie iværksættetere som man ikke kan bremse... og nogen render jo ud og bliver vældig... både velhavende af det og initiativ rige også...

I: Er der mange sådan... hvad med dem der fejler... ja fejler... lærer man... kommer de fleste op på hesten igen eller går de..?

R: Det ved vi nok ikke så meget om... vi forsøger jo at lade være med at få dem op på hesten hvis der ikke er et bæredygtigt grundlag... så vores filter... som det er... er meget godt... så man starter ikke noget, før man er sådan rimelig sikker på at man får en forretning ud af det... så vil man hellere tage projektet tilbage på værkstedet og arbejde lidt med det... også forsøge at ændre på grundlaget for det... forudsætningen i det... vi hæber i hvert fald at det er den effekt det har... derfor snakker vi
meget om iværksætter tragten... det der filter hvor virksomhederne eller iværksætterne de prøver at gå ned i... også efterhånden som de bliver klogere og finder ud af at det her kan ikke bære, så springer de fra... og i hele processen på vej ned igennem sådan en tragt, så bliver de klogere, får undersøgt flere ting... og deltgårer måske på iværksætter kurser... ude i de andre arrangementer vi har... snakker med andre iværksættere... dem der så kommer i vores ordning til sidst, de er faktisk rimelig godt forberedt... det er nok også derfor at man har sådan en pæn overlevelseskoffecient... eller hvad man nu skal kalde det... overlevelsevne i hvert fald... så det håber og tror jeg selv i hvert fald...

I: Hvad er din baggrund, du har også været iværksætter selv eller?

R: Nej, jeg har kun haft en deltidsvirksomhed engang... hvor jeg lavede strategiske oplæg og ansøgninger, financiering og sådan noget...

I: Okay, så du er indenfor...

R: Oprindeligt, så er jeg Cand. Pol. af den rigtige slags fra Århus Universitet...

I: Det er da anderledes end iværksætteri...

R: Ja, ja...

I: Men det betyder selvfølgelig ikke noget...

R: Jeg har læst sammen med Anders Fogh Rasmussen... så kan du se hvad sådan noget kan føre med sig... men jeg valgte at gå ud i erhvervslivet... og har også været ude og inde af systemet her et par gange... vil du have hele historien?

I: Nej, nej, det behøves du ikke... nok ikke hele historien... hvis du gerne vil så selvfølgelig...

R: Jeg har været indenfor privat service... offentlig service... og jeg har været ved... her da jeg kom til Aalborg... så der har været ved <et eller andet navn> Eksport, jeg har været ved Aalborg Værft... jeg har været ved noget der hedder Nordjyllands Erhvervsråd, ved Spar Nord... og BRF kredit, og noget der hedder Job Nord også... så har jeg været tilbage til Nordjyllands Erhvervsråd igen... som skiftede navn til... Nordjyllands Erhvervsservice... kom det til at hedde på et tidspunkt, og ja... så har jeg været ved Aalborg Erhvervsråd... der har jeg været de sidste 20 år, jeg har også været direktør for en bygge virksomhed i en periode...

I: Du har været langt omkring i hvert fald...
R: Ja, ja... det giver sådan lidt forskellige erfaringer...

I: Ja, det er også det... erfaringen betyder meget... at man har oplevelser flere steder fra...

R: Men jeg synes især min tid... da jeg var ved Nordjyllands Erhvervsråd var rigtig god, det vi gjorde det var at vi lavede strategisk oplæg og projekter til virksomheder, der var sådan modne til at ekspandere lidt... og dem søgte vi egnsudviklingstilskud til... det var en faktisk en formidabel god ordning... som Nordjylland har nydt godt af... og hele vores IT sektor er faktisk bygget op fra egnsudviklingstilskud... egnsudviklingsdirektoratet i sin tid... det var noget vi arbejdede meget med... selvom det er nærmest forbudt at arbejde med den slags der... software var jo ikke noget... nej det var jo skibe, og skibsvarf, cementindustrien... det var sådan noget der var godt... det gik... det var i hvert fald de gamle virksomheder gik voldsomt op i at man havde sådan noget mere traditionelt erhvervsliv... mens IT det kom ligeså langsomt snigende ind... bl.a. også med SP Radio som leverandører af Kloge hoveder... SP Radio var ikke særlig moderne selv, skranten en del medarbejdere ud som iværksættere... og en del af dem startede virksomheder som kom til at være rygrader i hele IT sektoren... og det blev så en... ja hvornår har det været... været i midten... i begyndelsen... første halvdel af 80'erne... tror jeg... hvor man så også på Universitetet gav sig til at uddanne elektronik Ingenører... og det var jo lige haps for branchen, for så fik man jo simpelthen et udklæknings sted her for hele... alle de folk..

I: Så de var forudseende på det plan...

R: Ja, det var de... det var... det er i hvert fald noget af det som var godt for Universistetet også... hvor man har støttet sådan en helt ny sektor... de kunne også godt se hvor det bar hen...

I: Hvad med... fordi flere steder hvor jeg har været rundt... der har de fået en økonomisk støtte af en eller anden slags... i er udelukkend rådgivere... eller vejledere... men hjælper i også med... jeg tænker at der er forskellige steder man kan søge penge...

R: Ja men for iværksættere er vi jo indgangen til... vi administrer jo sådan set iværksættere... den iværksætter vejledning... hvor man kan få noget rådgivning betalt... og det her...

I: Kan man søge penge andre steder til... hvad man nu skal bruge...

R: Nej, der er ikke rigtig mange steder man kan søge om sådan noget... nu er du selv inde på vækstfonden... det er jo mere en låneordning...

I: Okay, så det er låneordninger mest... det er ikke...
R: Nej, ja... men det hænger sammen med at man i mange år... også fra den Danske Stats side... gerne ville nedlægge alle de der tilskudsordninger... og det ville man da helt klart dengang Venstre kom til i sin tid... og der var en VKR regering på et tidspunkt... det var... hvad var det hun hed... hun hed Ann Marie Lund et eller andet... hun var Industri Minister... hun vidste ikke ret meget om de her tilskudsordninger... det var hende der fik egnudviklingsordningen i sin tid... fordi de ville afskaffe den... men hvad ministeren ikke havde sat sig ordentlig ind i, var at den var faktisk 100% financieret af EU...

I: Det burde stå i første linje nærmest... det koster ikke os noget...

R: Men så havde hun vist nærmest skrevet under på at den skulle nedlægges, også klappede EU i deres små hænder, og den blev ikke oprettet igen... så fik man først senere noget kompensation i form af måordninger... naturnålt træer... naturfondsordnignerne... men den anden var meget speciel... og gav tilskud til både anlægsinvesteringer også til rådgivning, det var sådan mere total projekt... men især anlægsinvesteringerne... og det gjorde man også på fiskerisiden... gennem FIOGA, og sådan noget... landbrug har vi aldrig beskæftigt os med...

I: Det er meget sjovt, det er at grunden til at jeg spørger om financiering... eller finanshjælpstøtte... det er fordi i Grønland der kan de søge om penge til at starte på... udvikle produkter... også videre også videre... men jeg tænker også at der er ret stor forskel på Danmark og Grønland... fordi der er mere økonoisk udvikling der skal igang, så det er med at få støttet folk på den måde... det er det jeg tænker... men der har man vel været i gang i Danmark i lang tid i forhold til...

R: Ja, det har man, og man har indenfor EU også dirigeret midlerne derhen hvor de... hvor der har været mere brug for dem... også har man indregnet nogle faktorer eller et eller andet... som der jo også klart siger at Danmark er for velhavende til at få de her forskellige former for strukturfonds støtte... også dog undtaget nogle yderregioner af forskellige slags... så dengang man åbnede meget for alle de gamle Øst Europæiske lande de kom ind, så fik man jo brug for pengene derovre... fordi det er jo klart i forhold til... selvom man tager vores mindst udviklede egn i Danmark... så var det jo endnu værre derude... så kunne det være svært at opretholde støtten... men man har haft det rundt om i forskellige områder i Danmark... og måske også i nærheden af kysten... der har været forskellige ting, udviklet landdistrikter og den slags... egnudviklingen der eksisterede dengang, den var jo også kun i bestemte områder i Danmark... Nordjylland var et egnudviklingsområde... Vestjylland var... Lolland-Falster... Sønderjylland...
I: Det er fordi det er yderliggende... men hvad så med de store byer? Her i Nordjylland der har vi Aalborg... det er en stor by efter danskeforhold i hvert fald...

R: På et tidspunkt var Aalborg... hvis jeg ikke husker helt forkert... hvor man havde en mål to ordning... hvis man havde lokalitet i Aalborg... så kunne man ikke få noget...

I: Det er fordi jeg tænker på om den bliver talt som ydeliggende i forhold til København eller Aarhurs... men det gør den vel på sin vis ikke...

R: Næh, men så opstår der et eller andet struktur problem... fordi hvis du nu har en hel region som Nordjylland, som måske er trængt... så kan du ikke bare pille den største by ud... for så ville folk måske begynde at placere sig i nabo byen bare for at få noget tilskud... og det ville give en uheldig struktur i forhold til resten... så jeg tror man vil være forsigtig med at pille sådan et område ud... men nu kender jeg jo ikke grundlaget ordentligt for det der... for meget af det... hvis man tager sådan noget som fordelings politik... altså politik er kun et spørgsmål om holdninger... det er jo ikke nødvendigvis sund fornuft... og sådan har meget erhvervsfremme heller ikke været præget af voldsom meget sund fornuft altid...

I: Ja det er sjovt det der, sund fornuft den udebliver nogle gange...

R: Ja, ja så...

I: Du siger i har alle slags iværksættere... er det små enkeltmands firmaer, eller er det store... større... eller hvordan?

R: Når man er iværksætter... så er det meget start af virksomhed fra bunden... men det kan også være nogen der springer ud fra en større virksomhed... men vi regner jo ikke... altså hvis det er en bestående virksomhed, så indgår det jo ikke i vores målgrupper her... vi ser mest på dem der vil starte en virksomhed fra bunden, som vil gøre et bi-erhverv til hoved-erhverv... måske købe sig ind i en bestående virksomhed... det tager vi også med, det har vi ikke så meget af... det er mest start fra bunden... og så tager vi os også af de mindre virksomheder som har et vækst potentiale... fordi vi har de der lidt mere vækstbaseret ting for iværksættere... som VIP Plus og Vækst Plus ordningen... det er jo så også fordi her er tale om virksomheder der ikke er særlig store... ellers så vil man sige at når de er over en hvis alder og hvis størrelse... så må de kigge efter om der er andre muligheder for dem... men der kunne jo godt tænkes at være et eller andet som starter... nogen de virksomheder vi har haft... nu er de voldsomt store ikke... man nok ser noget indenfor... det er ikke så teknologisk... vi har haft noget indenfor pleje sektoren for eksempel... som er blevet store... altså rengøring og
ældrepleje og sådan noget... og der har også været indenfor marketing... sådan noget som Jysk Telemarketing... jeg tror de er over 300 medarbejdere i dag... eller 250 i hvert fald... som er blevet meget stort... det er ikke vildt avanceret... også er der også andre der er blevet store... fordi de har et godt produkt område... hvad kan man tænke på der... en sjov en, det er måske sådan en som Jens Peter Vejby... med hans nettelefon selskab... det har så udviklet sig, nu sidder de og udvikler... sådan noget spille... kasino programmer og den slags... så der er der vist i Spilnu og 00 mand indsat...

I: Ja, det kunne jeg sagtens forestille mig...

R: Ja, ellers så... meget af det vi ser er jo virksomheder indenfor handel... og virksomheds service også... her i Aalborg har vi ikke så mange produktionsvirksomheder... i hvert fald ikke omkring os... nogen er der... der er også nogle håndværkere... få håndværkere... men ellers så er det næsten alt mulig andet...

I: Er der nogen begrænsning på om det er... hvad slags erhverv eller er det alt... du siger jo godt nok at det er alt...

R: Ja, det er alt muligt... vi har... ja alt lige fra håndværkerne der vil starte sin egen virksomhed til folk der vil lave webshopper og... hvad har vi mere... vi har haft en dyreambulance også... vi har mange konsulenter nok også fordi vi har Universitetet herude... der er en del af de unge som studerer et eller andet, hvor man måske godt, typisk kunne, gå ud og sælge konsulent ydelser, og forsøger sig med det... vi har også en del der arbejder med noget IT baseret... software eller webshop ovre i den kategori... og så er der noget som måske også basere sig på en anderledes viden... det kunne være pengeinstitut folk der måske starter noget indenfor... mere sådan børsmægler virksomhed... eller ovre i den slags... ander ting hvor det bliver mere kapital tung... det ser vi nok ikke så meget af... det sker måske også engang i mellem... især kemisk industri er voldsomt kapital... det er lang tid siden vi har haft sådan en...

I: Ja, jeg tænker de mere etablerede de er jo... de store de er... men man kan selvfølgelig altid starte noget nyt...

R: Men nu har vi noget indenfor Rumfartsteknologi...

I: Det lyder da rimelig fedt...

R: Det kan også godt gå hen og blive en stor virksomhed...
I: Hvad med sådan noget som... det er fordi jeg tænker at få det Arktisk perspektiv fra Danmark... hvordan, det er nok lidt mere abstrakt... men hvordan ser du den Arktiske udvikling i forhold til iværksætteri?

R: Det har jo altid været svært ikke også... jeg tror historisk set har det også været svært fordi markedet har været domineret af en stor udbyder på mange ting... i al hemmelighed var det Kongelig Dansk Handel... eller hvad det hedder nu... og det gjorde nok at det var meget svært at etablere egen virksomhed i Grønland i det hele taget... så er der sket en hvis liberalisering af det... og jeg kan også godt se nu at der faktisk er en del små virksomheder deroppe... det er som om der kommet lidt mere gang i det private erhvervsliv... også indenfor service...

I: Er det sådan indenfor de sidste..? 20-30...

R: Det er sådan lidt udefinerbart... fordi nu Grønland... vi har altid sagt at hvis der kom nogen der på en eller anden måde... uanset hvor de kom fra... om de var bosidende deroppe eller nogen der ringede og havde brug for noget vejledning omkring iværksætteri, så var de altid velkommen... men et problem for os er jo at vi kender jo ikke nok til Arktik forhold, og hvor besværligt livet det kan være nogen gange... man kan jo gætte sig frem til det, også og så ud fra det man hører... men hvis man nu vil sælge et eller andet produkt man har lavet... det kunne være et specielt produkt, som sækød eller sådan noget... så skal de jo have kølefaciliteter og sådan nogle ting etableret ude i bette udsted... det ved jeg faktisk at der er nogen der har fået gjort... hvor man har slæbt sådan noget køleboks ud for at etablere den, en bette virksomhed langt ude på landet hvis man kan sige sådan på Grønland... og sådan at de er i stand til at opbevare deres kød og deres ting... altså det er jo ret spændende hvis det kan lade sig gøre... men det er også nogle varer der måske henvender sig til et begrenset marked... samtidig med at transport forhold gør at varen jo bliver temmelig dyr... så derfor har jeg også hørt fra Grønlandsk side at et af deres vigtigste markeder faktisk er Island... og det er ligesom en base for Grønlandske virksomheder... snarere end Danmark er... og det er jo lidt pudsig... man siger... hvis det er sådan at iværksætterne tænker... der er jo også vokset nogle virksomheder op som gør meget for design... og brugskunst og den slags...

I: Ja, jeg oplevede en del da jeg var deroppe...

R: Og det er jo også et skridt på vejen frem til at man måske kan lave nogle ting som måske er direkte Grønlandske også... hvor man kan sige at tingene er produceret på stedet... nu kunne det der med kød jo være en ting... og klimaet er jo også ved at ændre sig voldsomt, så man har større flukke
af både rensdyr og får og moskusokser... så kunne man udnytte noget af det... det der moskus uld det er helt fantastisk...

I: Det kan vi hurtig blive enige om, jeg har fået lavet noget til min mor... og hun er helt...

R: Nå har du det... bare en enorm ulempe det er at prisen er sindsyg høj...

I: Ja, det var frygteligt dyrt... men hva faen det er min mor, så hva faen...

R: Men hvis man på en eller anden måde for det industrialiseret... det er jo et grimt ord... men på en eller anden måde måske for sat produktionen i system... så tror jeg også godt at man kunne få lavet flere råvarer, og på den måde være med til at billiggøre projekterne... få lidt mere industri omkring det...

I: Det lyder rimeligt... jeg ved bare ikke lige hvordan... det er fordi i hvert fald en af måderne de samler uld på i Grønland, så vidt jeg har fået at vide, det er man simpelthen går rundt ude i landskabet og samler uld ind...

R: Nå for fanden...

I: ja, når de taber det... det tager meget langt tid... jeg tror det er derfor at det er så dyrt... det er jo vildtlevende dyr, jeg tror ikke der er nogen der har dem som... det kunne man selvfølgelig se på hvis man vil gå efter det der...

R: Nu tænker jeg lidt på Pasmina sjaler... det kommer fra geder... man må jo tage de der bæster... så må man jo fange dem også frisere dem... eller gøre et eller andet for at få ulden af dem, sådan i større mængder... fremfor at rende rundt i hele store Grønland... det kan man jo ikke...

I: Det virker rimelig tosset, men man ved jo nogenlunde hvor de er henne... de vandrer jo sådan nogen... de flytter jo hen hvor maden er... så skal man jo flytte efter dem...

R: Vi har faktisk haft en iværksætter her, som organiserede landsætnigner på Grønland... altså fôrevarer og ekspeditioner og sådan noget... hvor han hyrede sådan nogle Herkules maskiner... og dem der var størrer og kunne flyve forsyninger og boreudstyr og hvad der var til Grønland... det var han så meget specialiseret i... det var sådan en lidt sjov ting... der har jeg også tænkt på, med al den snak der har været med mineraler og den slags... at der måske godt kunne være en mulighed for at udnytte noget af det, for værksættere i mindre grad... for jeg var faktisk ude og rejse med nogen som havde været en tur på Grønland... og... det er en lang historie... men det endte da med at de var på en
sneslæde og kørt ind i en meget stor sten... det var mutter der styrede den der... hun kom heldigvis ikke til skade... og det var sådan en utrolig flot en... og så siger hun også til ham der ledsagde dem... 'hvad er det for en den der? ja det vidst han da i hvert fald ikke, men han syntes heller ikke han havde set sådan en før... der er så mange forskellige mineraler og sten og sådan noget, men nu har du jo fundet den... siger han så til konen der, også kan du døbe den... så tog han sin flaske frem... sin feltflaske eller hvad han havde med, drikkedunk... nu skal du finde på et navn... men nej det kunne hua ikke... men hun hed Kate, så døbte han den Katonit...' og det sjove det var da hun så året efter fyldte 60 år, så kom der et smykke fra ham der i Grønland, som var lavet ud af den sten der... et meget smukt smykke... også tænkte jeg også på... men det kunne da være at man kunne lave sådan noget deroppe...

I: Ja, det burde da ikke være helt umuligt... man kan jo sagtens ekspandere... altså udvikle på det...

R: Ja, man kan også sige at landskabet sætter jo også nogle begrænsninger... jeg ved godt at man har lavet Grønlandske isterings til sjusser, og vi har Grønlandsk is... som også sælges her i Aalborg... men det bliver jo et dyrt produkt, hvor det man er oppe imod er en etterspørgsel... hvor man kan sige hvor stor en merpris vil folk betale for en vare der udover at være lidt ekstravagant... kommer et andet sted fra... sådan noget med udbud og etterspørgsel... og det kan godt være svært at finde ud af... og det tror jeg også man måske har lidt imod sig, indtil der skabes en naturlig etterspørgsel... det kan jo godt tage lang tid, og koste mange markedsføringskroner... nu er det som om der er ved at komme lidt gang i sælskindssalget... har jeg indtryk af... det har jo altid været en fantastisk bærer af en kultur og en markedsføring... så det kan man håbe kommer igen... og så har man jo også de samme muligheder på Grønland for at lave noget elektronik som man har andre steder...

I: Ja, der er nogle... jeg har hørt om en speciel... jeg kan ikke lige huske hvad han hedder, men der er en der udvikler de der apps til smartphones... han har lavet en... han har sikker lavet flere af dem... men en er rigtig succesfuld...

R: Jeg snakkede også med nogen som lavede simulerings systemer til piloter, som de kunne øve sig på... og de der flysimulatorer, selvom man ikke skal være pilot, så er de ret sjove at lege med, ligesom et hvert andet elektronik spil... så der er nogen der går voldsomt op i den slags... det kunne jo være fint nok at sige at der er et market indenfor det... også internationalt set... hvis man kan ramme de rigtige distrubitions kanaler for det...
I: Jeg har også et spørgsmål om globalisering... iværksætteri i forhold til det globale marked... altså om man kan mærke om det er blevet nemmere eller sværere... eller hvordan det egentlig... hvad indflydelse det har...

R: Min påstand kunne være at det generelt er blevet meget nemmere... fordi små virksomheder i dag er jo hurtigere... måske ikke internationalt... men at de har et international udsyn tit, og jeg tror da også at de ofte er meget opmærksomme på hvordan man kan få et mersalg gennem noget salg internationalt set... hvis det kører på internettet, så ved man jo aldrig rigtig hvor kunden er henne som sådan... og der kan det jo være svært og lave en, måske sådan en landebearbejdning af det... hvis det er... men man har nok mere i industrialismenstid sagt at en virksomhed skal have en hvis størrelse... en hvis kritisk masse for at kunne gå på eksport markederne... og det er ligesom vek i dag, fordi man har nogle andre markedsføring muligheder... og bruger nogle andre medier... så jag tror den del af det er lidt lettere... så er det spørgsmålet... hvad er det for et produkt, hvordan er distributionen... det er jo så en anden ting...

I: Hvad så med konkurrence... den må være... jeg tænker den er blevet større også... på grund a mulighederne...

R: Ja, jo...

I: Eller om det har fremmet, altså at man skal være mere på mærkerne eller?

R: Ja, det skal man da nok... jo konkurrence den har nok altid været hård... den er ikke blevet mindre nu... og selvom man har et godt produkt... og man også har nogle elektroniske markedsføringsmuligheder der ikke koster ret meget... så er det da et problem, få kunderne gjort opmærksom på at man har noget særligt... hvordan møder kunde og producent hinanden der... det synes jeg er et godt spørgsmål... hvis vi vidste det, så kunne vi også give et mere precist råd til vores iværksættere om hvordan de skulle markedsføre sig... og det synes jeg er ret svært... vi har nogen der den ene dag kommer og siger, at det helt fint at bruge Facebook, som markedsføring platform... mens andre siger at vi får mere ud af at bruge lokalavisen... og sådan noget synes jeg er nogle sjove kontraster at arbejde med... det vigtigste er nok at man får sig tænkt lidt om... hvad er det man gør... men jeg synes selv det er svært... det er det godt nok...

I: Sådan noget som... nu ved jeg ikke om det florerer så meget her i... sådan noget som en forestilling om hvordan det er at være iværksætter... som ikke iværksætter... der er nogen der tror i hvert fald... at man bliver iværksætter fordi så er det nemt... så tjener man en masse penge også kan
man går på pension når man er 40... alle de der... dem er der flere af de der forestillinger der... er det noget du har oplevet? Eller hørt noget..?

R: Nej... jo, det har vi måske nok... men det er ikke det der er det fremtrædende... iværksætterne de brænder altid for en eller anden ting... så kan man så finde en variation i hvorfor de lige er startet... og det kan jo bunde i at... ja det kan være de har haft næsen for langt frem for deres nuværende arbejdsgiver, og synes det går lidt for langsomt der... der kan være nogle der er blevet fyret i en situation... eller ikke kan lide chefen... det giver dem så det sidste skub ud over... men de har jo allesammen en eller anden idé om at de gerne vil starte ud som... også er det jo nok... for de fleste så tror jeg det er et ønske om selv at kunne bestemme... og beslut tingene selv... så det går de meget op i... også må vi prøve at hjælpe dem til og lave nogle rationelle beslutninger omkring deres virksomhed... også hvordan de markedsfører sig og sådan nogle ting... prøver at lege lidt med dem... få dem lært de ting... for nogle er det et lang process... andre er meget mere målrettet... og determineret omkring hvad de skal... men der er da nogen som forsøger forskellige ting... ham der Mads Peter Vejby fra før... det var hans tredje virksomhed, som blev midt... hvor jeg måske også tænkte lidt på... gu ved hvor han egentlig har sin viden omkring sådan noget mobil telefoni fra... fordi det synes jeg ikke lige var det jeg kunne huske ham på... men han har forstået at organisere sig rigtigt... på en eller anden god måde... også ved at få nogle folk ind som havde forstand på det...

I: Ja, det er nok også vigtigt...

R: De har også kunne bearbejde ham lidt... så de i fællesskab har fået det der op at stå... og det ser vi nogen gange... så det er jo dejligt når det sker...

I: Jeg var oppe at snakke med en i Tromsø her i sidste uge, forrige uge...

R: Ja, Tromsø det er sørme langt væk...

I: Han havde startet flere virksomheder... en meget entusiatisk ung mand... han havde haft mange succes... han nyeste projekt var sådan et Co-working Space... hvor folk de kunne komme også kunne de leje en plads ind og få sådan et fællesskab af iværksætteri...

R: Fysisk sted?

I: Ja, fysisk sted... han havde fået et kontor sat op i Tromsø... og er ved at udvikle det... og det havde rigtig mange... det startede med ikke ret mange og lige pludselig så har han 100 eller sådan noget...
men jeg tænkte på er der noget lignende Co-working Space her i... altså et sted man... altså som virksomhed hvor man kan leje sig ind...

R: Ja, det har vi faktisk... dem er der en del af efterhånden... og noget af det som jeg synes har været lidt problematisk med Aalborg i mange år... det er at vi har ikke rigtig haft sådan et gammel pakhus eller sådan noget... som man har i København eller Aarhus... så det er lidt ærligt... men de seneste år... vi har selv haft, her ved Business Aalborg og et i mange år som hedder Dreamhouse... som startede som et netværkshus... der har været 23-25 arbejdspladser... i det bette hus der... det har så skiftet lidt med hvad for nogen der er der... også har der taget fart... også efter at man begyndte at rage ned ude i øst havnen... fordi der lå der så et hus... det er blevet tømt nu... som hed byens rum... som var sådan et gammelt pakhus, hvor iværksætterne fik stillet til rådighed... det var så en del af den handel der lå bag ved det derude... man måtte ikke efterlade havnen helt død... så det blev sådan en iværksætterhus... der er et privat et nede ved slottet... som hvor der bor en del virksomheder... vi har også noget der hedder Mamma I made it... som er sådan et... jeg tror der er 10 pladser... der også noget privat noget i Koksløbergade... og sådan ligger der flere forskellige rundt omkring... vi har... ude i Nibe ligger der er en gammel elektronik fabrik derude... ved Skals... der er også åbent til små lejemål, og sidst her ved den gamle SP fabrik... det er også privat initiativ... åbne til små lejemål også... det der jo nok sker... det er jo også... at ved at man tillader at der kommer så små virksomheder... så kommer den der dynamik ind i det...fordi der er så mange underlige og meget forskellige virksomheder der kommer ud af det... om de så vokser eller bliver større det kan man nogen gange godt sætte spørgsmålstegn ved... der vil jo altid være nogen der udvikler sig... der er også nogen der er sprunget ud af det miljø som er blevet rigtig store... ellers så giver det nok en mulighed for de fleste at drive en enkeltons virksomhed, hvor fællesskabet gør at der er nogle faciliteter man kan bruge... fælles møde lokaler... det er ligesom noget... fordi bare at man skal derhen om morgenen, så tager man på arbejde... det er noget andet end at have sin virksomhed derhjemme... og der er nogen man kan spare med... af store fællesskaber... så kan jeg ikke lade lære med at nævne et af de rigtige store, den ligger så i Støvring... i den gamle elektronikfabrik dernede... der er i hvert fald over 90 små virksomheder i det miljø...

I: Det var ikke så lidt...

R: Nej, og der er også plads til både produktionsvirksomhed og lager faciliteter...

I: Fedt...
R: Ja, det er meget fleksibelt... det synes jeg er interessant... vi har mange gode rum her... hvor en del er baseret på noget som er mere kontor agtigt...

I: Har du nogen iværksættere eller virksomheder her... de skal jo helst have et Arktisk syn... men jeg ved ikke hvor mange der her i Aalborg... er det nogen du ved hvem er? Som går hen mod... enten Grønland, Norge eller Finland... eller hva nu...

R: Nej det kan jeg nok ikke sige... jeg synes det er lang tid siden at jeg har haft nogen som retter sig mod Arktisk... ligesom ham der der lavede landsætninger eller hvad han nu gjorde... forsyninger til Grønland... og der er nok lidt en tendens til at det er nogen af de bestående virksomheder der har taget sig af den håndtering... og de er meget koncentreret omkring Grønland... Grønlands Havnen... og jeg vil også tro at folk på vores Arktisk projekt der, de kender nok mange af de virksomheder... men sådan direkte iværksættere på det område... det kan jeg ikke sige lige jeg har...

I: Jeg tænkte nok at det var svært, men jeg synes lige jeg ville spørge... jeg ville lige høre om der var...

R: Ja, ja... men du har da ret i at... altså der kunne jo godt være en mulighed... men alligevel så tror jeg nok lidt mere at det er den anden vej... at man nok skal være i miljøet for at man sådan vil fokusere på det... i hvert fald på en eller anden måde have en tilknytning til Arktisk...

I: Det er fordi... flere af de virksomheder jeg snakkede med i Grønland og i Norge... de vil meget gerne eksportere... og der tænker jeg... jeg ved ikke om det er et problem... ikke problem, hvad hedder sådan noget... om det er nødvendigt for virksomheder i Danmark at eksportere til Arktisk... altså den vej... om udviklingen går den vej, om de eksportere mere end...

R: Jeg ved det ikke... der er altid nogen der laver leverance derhen, fordi folk skal have nogle fornødenheder... byggematerialer eller hvad hulen de skal... og det er jo tit sådan noget vi har set... men det er jo nok også et spørgsmål om pris i den sidste ende... men det kunne da godt være... hvis man fandt nogen der fandt en ny måde at lave snescotere på eller sådan et eller andet... hvor man kan sige at der er helt klart et marked for det... at der kunne åbnes for noget... og hvis man sådan kigger lidt på Norge... det er jo det samme problem... for højere op mod nord man kommer, jo sværer er det at have en type virksomhed som eksportere, fordi det ligger så hulens langt væk fra alting... men ellers så har jeg jo lært... ved at rejse deroppe... at de har nogle af de mest fantastisk grønsager i verden... fordi alt hvad der er dyrket sådan oppe i de der kolde egne... det får en helt
eventyrlig smag... kartofler og jordbær... uha de smager så godt... det smager så godt at de spiser det hele selv...

I: Højst sandsyneligt ja...

R: Ellers så er det jo næsten kun oplevelserne tilbage... turisme... naturen... alt hvad der udspringer af det... og det bliver jo sådan lidt svært... jeg har endda også været på Svalbard, jeg ved ikke lige hva man skulle fremstille deroppe hvis det var...

I: Turisme ville i hvert fald...

R: De har haft en kulimne...

I: Ja der er miner... jeg ved ikke om de stadig har nogen...

R: Jeg tror nok de bryder noget kul deroppe stadigvæk... men det er vist ligeså meget bare for at holde gang i samfundet...

I: Ja, der bor da et par tusind deroppe...

R: Ja, det er sådan et sjovt internationalt samfund...

I: Det svinger nok lidt...

R: Men det er jo lidt det samme på Grønland kan man sige.. hvis ikke man kan få noget ud af naturen som sådan... min fantasi rækker ikke så langt... så jeg kan se hvad kan det så være... noget IT, det tror jeg sagtens man kunne lave... men det kræver jo også en omstilling af samfundet... få folk uddannet til den slags... så skal man jo heller ikke være bleg for at der er nogen der skal leve deroppe... så vi skal nødigt ryge i den fælde som vi har her i Danmark, så vi har ingen håndværkere...

I: Nej, det duer ikke nej

R: Eller forsøge at styre uddannelsen af læger... det eneste man har fået ud af det, det er mangel på læger... og ja det med fraflytning er jo altid svært i landdistriktet... det er det jo også her... for dem der vil bo ude i landdistrikterne er jo mest dem der er født der, så hvis befolkningen først begynder at gå lidt tilbage, så vil den jo ikke kunne holde sig selv i gang... måske i sådan et moderne samfund... det kunne jeg da godt være lidt bange for...

I: Er der sådan nogle... hvor Aalborg agere som et central sted hvor folk kommer til...
R: Jo, men Aalborg er jo lidt magnet i forhold til mange andre ting... især, også fordi man nogen steder har haft lidt svært ved at lave de der omstillinger der skulle til... nu tænker jeg lidt på fiskeri byerne... som har levet meget af fisk, også lige pludseligt så bliver kvoterne så små at man kan ikke leve af det... eller fiskene trækker sig tilbage... og hvad så... Aalborg var lidt i den samme situation på et tidspunkt, hvor man jo klamrede sig til de der store industrier... ligesom værftet... hvor man siger 'Jamen, værftet beskæftiger 3,000 mand' og man vidste jo helt klart at for hver værftsarbejder var der to beskæftiget ved underlevendører... så da det lukkede så var det jo en effekt på 10,000 mand... men der kom jo ikke noget skred, fordi virksomheden de omstillede sig til at lave noget andet ret hurtigt... og hele den der bule a ledige værftsarbejdere forsøgte man jo at sætte ind fra centralhold... der blev nedsat noget der hed Ole Andressen Udvalget... det er helt specielt... vi måtte tage os til hovederne fordi man dengang analyserede området... for at finde ud af hvad man var god til i Nordjylland... så man identificerede nogle styrke positioner... og det var... vi var helt forundret at man kunne finde på sådan noget... så man siger de 4 styrke positioner dengang man skulle tage afsæt i... det var landbrug, fiskeri, skibsvarft industrien og cement industrien... goddaw...

I: Det begrænser lidt...

R: Der var det vi andre arbejdede med IT...

I: Ja det er sjovt at IT er blevet så stort... jeg snakkede også med en IT fyr i Tromsø... han er blevet multimillionær... ved at udvikle computerspil til telefoner...

R: Det er jo fantastisk... men det er jo også igen at det bliver så dejligt uafhængig af geografi...

I: Ja, det gør det nemlig, det snakkede han også om... det var faktisk rigtig spændende... på grund af lokalisationen, eller fordi det ligger så langt væk... så har han meget nemmere ved at få arbejdskraft... fordi der er mindre konkurrence sådan et sted, men også ønsket om at bo hvor der ikke var alt det stress... og alt der var al den natur... det betød at man simpelthen havde nemmere ved at finde arbejdskraft end hvis man boede i London... det synes jeg var interessant... altså der er sikkert stadig klart flest i London... eller København eller hvad nu... men at tendensen er at man flytter de lidt mindre steder hen fordi så er det noget nemmere... og det er egentlig mere rart at være... det synes jeg er meget sjovt...

R: Det tror jeg også godt man kunne i Danmark... fordi hvis man har noget, hvor også kommunikationen kører meget på de digitale medier... og han har et produkt, som han også
ovenikøbet sælger over de digitale medier... så bliver han jo geografisk uafhængig... også kunne
man jo rigtig godt have en virksomhed af den type der... og det kunne man jo også på småørne her
i Danmark, hvis det skulle være... nu havde vi en af vores tidligere studentermedhjælpere... hun
havde familie på Læsø... så siger hun... 'det er da også pokkers... nu har de gamle tudser bestilt en
ny færge... også køber de sådan en der sejler langsomere end den gamle... så man kan ikke nå
fastlandet og tilbage igen på en dag...' 

I: Det virker da tosset...

R: Ja, det virker lidt dumt... hvor man måske skulle have valgt en katamaran i stedet for... men det
var jo fordi der var nogen der synes... at når man tog til Læsø, så skulle man ligesom have sjælen
med... det er meget fint... men det kan få derovre... så bliver det ligesom Fanø nede ved Esbjerg...
det er jo sådan et fristed... og man kan ligefrem mærke hvordan ens hjerne når man sejler det lille
stykke over til Fanø... også er det bare så roligt derovre... der er ingen støjende diskoteker... folk de
kører rundt på cykel... der er sådan en anden puls... det er godt nok sundt... også kan man så se hvad
man kan finde ud af... der er en kvinde der også laver stikfestival derovre... tænk sig der kommer 4,000 wilde madamme engang om året til strikke festival... og det er udsolgt 5 år frem i
tiden... det er helt fantastisk...

I: Det lyder fuldstændigt tosset... det er det jo ikke... skide god idé...

R: Ja, også tænkte jeg på at hvis man skulle lave et også i Thule... hvad gør man så...

I: Der er måske lidt flere logistiske udfordringer... man kan godt komme derop... men det kræver at
man planlægger i forvejen...

R: Der kunne jo godt være nogle steder hvor man kunne sige at her er faktisk en aktivitet som
kunne være spændende at gøre et eller andet... nu siger jeg jo ikke at man skal gøre alle på Grønland
til elektronik ingeniører... men der kunne måske godt være et eller andet... også hvor de kan bruge
deres evner på andre måder... fordi de har jo... nok som det naturfolk de er... en anden måde at
anskue verden på... og det kan man jo også se via design og sådan nogen ting... hvor noget af det
bliver selvfølgeligt meget Grønlansk folklore agtigt... men det kunne være man kunne inoperere det
på en anden måde, så man ikke føler at nu køber man noget som der som er meget Grønlandsk, men
som måske er mere Arktisk... som alligevel afspejler Grønland på en eller anden finurlig vis... det er
der nogen ting der gør... så kunne man sige... bare ind i mellem... så er det jo ærligt at det er så
dyrt... kan man så få det gjort lidt billigere eller er det ekslutiviteten der sælger... hvordan hulen gør
man... det kunne godt være på nogle ting... jeg tænker også lidt på moskusuld... som jo holder i 100 år... det holder en både varm og kold... det har nogle fantastiske egenskaber... men jeg ved sørme ikke... hvis man som iværksætter konsulent skulle give idéer til hvad man kunne leve af ude et helt øde sted, om det så hedder Nordjylland... ude midt på vejlerne hvor man bare kan sidde og kigge på fugle eller et eller andet... hvad hulen gør man lige derude... ham fra Gøl... Dam, han gav sig til at snitte figurer... i sin tid, og opfandt Gøl trojen... hvor de var meget fattige derovre, så gik han ind på isen til Aalborg og solgte dem... han snittede også i træ den gamle der... det var jo sådan lidt speciel... det kom der jo noget industri ud af... og det kan jeg da huske fra min barndom... det kunne godt være at man på forskelligvis... hvis man ellers er kreativ nok kan finde på et eller andet... det er jo ikke mig der opfinder det kan du nok høre... men der er nogen der kan...

I: Nu skal du vel ikke sidde og finde på idéer... altå der kommer en med en idé... eller måske en videreudvikling af en idé... hvis de har en eller anden erfaring med... eller de kan gøre det på en anden måde...

R: Så fortæller vi dem lidt om hvad der skal til... hvis det nu er en opfindelse... så snakker vi lidt om hvad vi kender... eller har kendskab til af lignende produkter... fordi det behøver ikke være nogen stor ting... det kan være ligesom den der plastiskskive man bruger til antidryp i vinflasker... som har gjort deres opfinder voldsom velhavende... det kunne også være andre ting, som måske er lidt mere teknisk... så fortæller vi lidt om hvad det er man skal være opmærksom på... det skal kunne patenteres, og hvad så... sådan, sådan og sådan... fortælle lidt om hvad de skal gøre for at komme videre med det... men det er jo dem selv der skal gøre tingene... fordi vi kan ikke drive deres virksomhed for dem, og skal heller ikke gøre det... hvis de lærer at finde ud af... hvordan reagerer det her produkt... og de er ude og spørge rådgiverne selv... så hergang de får et svar har de jo 10 nye spørgsmål... så de bliver dybt frusteret til sidst... men det er også en god process... hvis ikke de er egnet for den... så står de jo af i processen... også kommer de ikke videre med deres idé... også har de heller ikke tabt noget... de har ikke lidt nogen overlast, fordi de bare er hoppet ud i et eller andet... sat hus og hjem overstyr... og det kan være en god måde at få udnersøgt tingene på for nogle af dem... og vi kan også bringe dem sammen med eventuelle partnere som kan hjælpe dem videre... eller hvis de mangler kapital... det er jo også noget af der er godt, hvis man har et rådgivningsapparat... for eksempel på Grønland, og også de andre Arktiske områder som kender til forholdene... her er der en særlig fond man kan søge... hvis du er i Nordnorge, så ved jeg at nordisk fond de har... eller Nordisk Råd har nogle særlige fonde man kan søge, som vi slet ikke kender herhjemme... men der vil lokal folk jo vide at 'hov her er en idé, den kan man faktisk godt få lidt
tilskud til at videreudvikle, fordi der er den her særlige ordning heroppe...' og noget tilsvarende er der også på Grønland... så må vi jo gå til de der lokale erhvervskontorer og få noget vejledning... og det er jo blevet meget, meget bedre de seneste år... hvor man har fået sådan nogle rigtige erhvervsråd... tidligere var det tit hængt op på borgmesteren eller sådan et eller andet... det skiftede så, næste gang der var valg så startede man ligesom fra scratch igen... har jeg indtryk af... jeg har i hvert fald tidligere hilst på mange fra Grønland... og der tror jeg der er vigtigt at man fp noget kontinuerlighed omkring vejledning... man får kontinuerlighed omkring sine støtter og tilskudssendringer... det synes jeg er et stort problem generelt... når man tager EU ordninger... det er sådan 3 årig ordninger... og voop så er de væk... vi holdte jo liv i Nordjysk iværksætter netværk i 14-15 år... og det er en af grundene til at det har virket så godt... det var kontinuerligheden... og folk kunne komme når de var klar, og ikke bare fordi at 'hov nu kan vi lige måske få lidt tilskud til tingene'... så det gjorde at man tog mere ro på og fik udviklet sine projekter... så bliver det mere bæredygtigt... det gjorde det... så hvis man kan få sådan en god kontinuerlighed ind omkring... også det rådgivningsapparat... som man gerne vil pakke iværksætttere ind i og hjælpe med... det tror jeg er en stor ting... for nogen vil det og kunne få hjælp til deres markedsføring og måske også til salg... kan det jo vee en mulighed... og det kan godt være... vi har forsøgt det lidt med fødevarer her i Nordjylland hvor der har været de mindre producenter... bortset fra at det er meget svært at få en enighed omkring det, så kunne det jo godt være at det var det der skulle til... men det kan jo gøre at dem der har hans talenter måske simpelthen skulle gå ud og så sige... 'nu har vi et handelsselskab... vi vil gerne sælge de og de ting...' også etablere en sælgend virksomhed omkring det... som så kunne overtage varen... og måske købe dem direkte hos producenterne... også få det solgt ud over grænsen... men uanset hvad du laver så er salg og markedsføring altid det sværeste for iværksætttere... det er også det vi bakser med hver eneste gang... de har jo viden... de kan jo lave et eller andet... er man dygtig IT ingeniør... ligesom ham deroppe som udviklede de der spil... kunsten er så at få det solgt... hvor det er et specielt spil til mobil telefoner så vil vores spilnøgler herinde ved siden af helt klar sige... jamen der skal du gå ud og tage en eller anden samarbejds partner også sådan et salg af et eller andet spil, der render af stablen, så går der 6 uger... bom så er det færdigt... også ser man så om man har tjent eller tabt... og sådan kan det jo godt være i nogen sammenhæng for nogen ting... og det gør jo også at iviet for sådan en virksomhed bliver kontinuerlig... udvikling... hvor man med det samme har fundet... eller fået solgt eller markedsført et produkt... så skal man til at begynde og have det næste klar... så det kan godt være lidt stressende for dem... hvis det er sådan noget man er inden i...
I: Ja, det er meget bredere i Aalborg end de andre steder jeg har oplevet... men jeg tænker det er måske mere pga. den centrale... altså jeg tror geografisk... betyder noget i starten i hvert fald... at det kan være det kommer mere og mere... men at mulighederne er lidt større her...

R: Jo, men det er jo også noget med at se en mulighed i en bestemt branche... det gjorde for eksempel Rauf og Sørensen, dem med fabrikken nede i Støvring... hvor de var udbrydere fra SP radio... og startede faktisk som iværksættetrætre med at lave noget forskelligt måleudstyr... og hvordan de kom ind på det ved jeg ikke... men de fandt ud af at de var bedre... eller at de kunne lave noget satelit navigation til lystbåde istedetfor... og det var kommet af at den amerikanske hær de har jo sendt sådan... det der Global Positioning System op... det bestod dengang... tror jeg... af 11... 10 eller 11 satelitter... som lå i sådan en kreds om jorden... og det var det amerikanske forsvar der brugte det, også fik... de gav noget af det til civil brug... og der kunne man søge en licens til at få lov til at eksperimentere med det... og det gjorde de så og begyndte at udvikle navigatorings...

navigations systemer til sejl på... og ellers var det hele bundet op på dækningssystemet... som var sådan nogle master der stod rundt i hele verden, på alle kyster... men her kunne man lave det på satelitterne nu... og ikke nok med det... så kunne de lave sådan et system til 10,000 kroner til en sejl... det koster jo ellers mindst 10,000 dollar... men der er jo ikke noget i vejen for at sådan en ting kunne ske i Arktisk område også... hvis der sidder en eller anden nord derude... og ved hov der er et eller andet her der er helt specielt...

I: Men du siger at det går mest den her vej... altså fra Arkisk til...

R: Ja...

I: Ja og den vinkel er ganske fornuftig... den giver god mening for det første...

R: Der er sådan en lokal designer... jeg besøgte deroppe...

I: Isaksen?

R: Ja, selvfølgelig er der noget salg via internettet... der også noget lokal handel... som går til de lokale... og så er der en lille smule til nogle turister... og det er jo sådan hendes sammensætning... men det sjove var jo også, at når man sådan prikker hårdt til hende... hvor de så siger at de kunne godt tænke sig at få noget mere ud af det... så bliver de alligevel noget vaklende... og det er sådan lidt udfra... arrhhh... vi ved jo hvad vi har... jeg tror det nogen gange er lidt det... og hvad sker der så hvis det bliver større... det kan de ikke helt overskue... og det er nok meget normalt for iværksættetrætre... og specielt også hvis det er kvinder... altså kvinder er så forsigtige...
I: Nogen kvinder... det har jeg også tænkt på... og det er nok for sent at bringe ind i min analyse... men hvor stor kønsforskel der er... mit indtryk er at der er flest mandlige iværksættere... men jeg er sikker på at der er masser af kvindelige også...

R: Jo, i alle de år jeg har beskæftiget mig med det... der har forholdet mellem mandlige og kvindelige iværksættere ikke rokket... det 2/3 dele mænd og 1/3 kvinder...

I: Okay, så det er alligevel en stor del...

R: Ja, men når vi ser på hvem der deltager på iværksætter kurserne så er det en lille overvægt af kvinder i forhold til mænd... så over halvdelen af dem der deltager på kurserne er kvinder... mænd de er sådan lidt mere... nåhrhh men nu ved vi nok... nu springer vi bare ud i det... hvor kvinder skal lige undersøge tingene... kvinder laver jo også udemærkede virksomheder... og der er også baggrund for at det kan vokse... der kan være andre ting der kommer ind hvor de priotere anderledes... barsel og den slags... der har været nogen som også har banket store virksomheder op... og haft det godt med det i mange år... men det kunne da godt være at i de Arktiske egne at det er meget nærliggende at få kvinderne til at udvikle de der virksomheder... fremfor mændene... hvis nu mændene de mere... for det er jo et barkst klima... og man er ude og arbejde og man skal måske også være flere til at lave det samme stykke arbejde... end man skal her i Danmark... fordi maskinerne går lettere i stykker eller det er så koldt at olien fryser i motoren der er sådan nogle problemer, så det binder noget mere mandskab... så kunne det jo godt være at kvinderne de... selvom de måske også udfra et traditionelt tankegang havde lidt mere at gøre i hjemmene... men havde mulighed for at blvie mere selerhvervene... eller drive en butik som kunne holde dem i gang... det kunne da også være at det kunne løse nogle af de sociale problemer der er... man hører jo at mændene de banker deres damer... og de bliver meget skilt, det gør man nu også her i Danmark... men der er nogle sociale problemer... noget af det er bestemt af deres historie...

Appendix 8

Brian – COMBY

I: Det første spørgsmål er hvem du er? Hvad din baggrund er og sådan...

R: Tænker du uddannelsesmæssigt eller?

I: Ja, bl.a. det kan også være lyst osv. hvorfor du startede også videre...
R: Jer er uddannet kok, og jeg er uddannet datamatiker... jeg kom til Grønland som kok... og så endte jeg så ovre i IT på et tidspunkt... så på et tidspunkt så valgte jeg at starte selvstændigt... det har været i 2000...

I: Okay, så det er rimelig længe...

R: Jeg er uddannet datamatiker før... nu tager datamatiker lige... det tager et par år inden man er færdig... jeg gik edb assistent vejen... så først på handelsskole... også edb assistent, begge to erhvervsuddannelser... datamatiker er nok den lavest akademiske der ligger i den... hvor så erhvervsuddannelsen så giver adgang til... så det er den længste vej... havde jeg gået igennem gymnasiet, så havde det noget hurtigere... da jeg så var færdig med det... så på det tidspunkt havde de sprøjtet så mange edb assistenter og datamatikere ud... at hvis du var heldig så kunne du få ansvaret for en kaffemaskine... og det var ikke lige det jeg havde brugt al den tid på...

I: Det tager lang tid at blive datamatiker, er det ikke 5 år eller sådan noget?

R: Hvis du har... det tager 5 år hvis du har gymnasiet...

I: Okay, det tager rimelig lang tid...

R: Jeg gik jo handelsskole vejen først... også edb assistent... det er 2½ år... også havde jeg så den 4-årige datamatiker... jeg kunne have været medicinskælge på alt den tid <begge griner> så det var sådan lidt øv at komme ud til... altså jeg kom jo stort set ud til arbejdsløshed... der var overhovedet ikke behov for det... den mængde vi havde uddannet på det tidspunkt... det var det nye sorte på det der tidspunkt... alle skulle jo bare have en IT uddannelse...

I: Så du begyndte som kok nogenlunde med det samme eller?

R: Nej så... ja... så blev jeg .. jeg fik et job ude på færgen... Halskov til Knudshoved... koksmate... altså medhjælper for kokken... også tænkte jeg... hold da kæft mand, hvis man kan opføre sig sådan der og være på arbejde... så ved jeg hvad jeg skal være... <griner> de styrede jo skibet... når kaptajnen kom ned, så fik han en røffel hvis ikke de havde... altså de kunne bare opføre sig som det passede... kunne bare sige... det der... det er lige meget... så jeg tænkte... det er lige mig... så det skulle jeg selvfølæg vel... så gik jeg i lære som kok...

I: Så du har meget uddannelse... det giver også en masse erfaring vil jeg mene... og det har hjulpet dig med dine tanker om at starte virksomheden eller hvordan?
R: Jeg synes jo... jeg har faktisk brugt mere af min kokkeuddannelse i at være selvstændig... end jeg har brugt datamatiker... markant mere... nu er du jo selv fra køkkenbranchen... så når et selskab kører... så kan du ikke... "vi er sgu ikke klar, kan i ikke komme igen i morgen?" altså... det går jo bare ikke... det bliver fuldstændigt et no go... altså den her tanke om at man kan være for sent med en leverance... så tryller man sgu bare og får det til at ske alligevel ikke... det er helt naturligt i den uddannelse... altså selvfølgelig gør man det... man leverer til tiden... og man planlægger... og hvis det går galt for en så føltes det virkelig som et monster nederlag... hvor du meget ofte... ser i rigtig rigtig mange brancher at folk... "errrhmm altså... planlægningen smuttede sgu lige vi... det bliver næste uge..." og det ser du også hos mange IT selskaber...

I: Så man kan sige at serviceniveauet er helt anderledes, hvis man har en anden baggrund?

R: I hvert fald... restaurationsbranchen giver i hvert fald... der er nogle elementer i det der... som du rent faktisk kan bruge i alle brancher... så på den måde synes jeg at jeg har brugt det meget... min tidligere salgschef han var også tjener uddannet... og havde det også med at kunne lytte til kunden... finde ud af hvad kunden entaget ønskede sig... også huske at levere til tiden... og i den rigtige rækkefølge... og det er tydeligt at se at det er noget der hører til den branche... det er indlært... det skal man ikke lære folk der kommer fra den branche...

I: Så det er en kæmpe fordel?

R: Ja...

I: Du startede din egen virksomhed... hvad var din motivation for at gøre det?

R: Inden jeg startede Comby... havde jeg faktisk startet noget der hed Nuuk netcafé... sammen med et par stykker andre... det havde jeg gjort sådan lige i et lille års tid inden... så det med at have noget selv det var ikke helt fremmed... også var jeg nået til et sted med min tidligere arbejdsgiver, at enten skulle jeg rejse tilbage til Danmark, eller også skulle jeg finde noget helt andet og lave... jeg var nået dertil hvor jeg så siger... den udvikling jeg havde der... det var der jeg var nået til nu skulle der ske noget andet... eller ville der her gå galt... også var det faktisk ham der forslog mig... "hvorfor faen starter du ikke bare selv?" ... "Tjo, ja... jo det kunne man da også godt prøve..." så det prøvede jeg, og det gik sådan rimelig ok... og vi blev en tre mand sådan rimelig hurtigt... og så slog vi os sammen med noget der hedder A-team... noget der hedder A-team i Danmark... havde en afdeling herovre... men så A-team i Danmark de havde købt noget stort i Norge eller var det Sverige... noget der var gået fuldkommen galt for dem og var væltet på røven... men dem i Danmark og Tyskland
havde nået at skille sig ud som selvstændige selskaber... og dem slog vi os så sammen med...
fusionerede med... de var 7, også var vi jo 10...

I: Ja, så går det hurtigt...

R: Ja

I: Da du startede i første omgang, fik du støtte fra... havde du selv finansieringen til det... eller
hvordan fik du? sådan rent opstart?

R: Som udgangspunkt skulle der ikke meget finansiering til... vi lejede et kontor lokale til at starte
med, det kostede 4.700 om måneden... det var på Industrivej 1... det var oppe under taget... og man
kunne næsten stå oprejst... lige i midten kunne man i hvert fald godt... og det var så kontor lokalerne
til at starte med... så skulle der jo tjenes hjem til det... og det skal da ingen hemmelighed være... jeg
tor det første halve år før jeg ikke lige... for de penge der kom ind skulle bruges til at købe varer
for, som vi så kunne tage ud og sælge... sådan var det jo...

I: Ja, sådan er det tit... i hvert fald mit indtryk at starten det kræver tid og penge...

R: Vi samlede 125.000 og startede op som anpart selskab... og det var så de 125.000 vi havde at
arbejde med...

I: Nu virker du meget mere forberedt end de fleste... hvordan med at starte en virksomhed i
Grønland... nu har du kun prøvet at starte en virksomhed i Grønland... men jeg tænkte på i forhold
til Danmark... hvad for nogle forhindringer render du ind i?

R: Jamen... jeg synes entaget ikke så mange... og vi var jo ret heldige... vi forholdsvis tidligt, så var
vi jo forløbet... vi var ikke et år gamle før vi havde ansat bogholder... og det var en bogholder med
erfaring... så var der lige pludselig nogle ting... som vi skal huske at have styr på det... vi skal lige
det... og det her skal meldes ind... og i skal lige have registreret her... så der var en masse ting som
han så vidste... som han lige hurtigt kunne levere ind i en fart... så vi fik styr på nogle ting... som vi
havde glemt... der var der også en som ramte os i ryggen... vi overhovedet ikke havde forudset... det
første år... jeg tror vi nåede... var vi 15 mand år 1... det tror jeg... det var omkring 15 mand vi var år
1... og hvis vi siger fuldtidsstilling... så havde det måske været 7 fuldtidsstillinger år 1...
feriepenge... skatten af feriepenge... de falder til skattevæsenet i februar måned... ikke når du
udbetalte feriepengene... og nu havde vi 125.000... vi havde omsat for 14 millioner kroner år 1... så
hvis du kan forestille dig at når man vælker på den her måde så er der en ting du mangler...
desperat... det er likviditet... så likviditet er et kæmpe, kæmpe problem... også lige pludselig der i februar... out of nowhere... du skal lige indbetale en halv million kroner til skattevæsenet... "af hvad skal jeg?" og hvis der er noget som Grønlandsbanken jo altid har været hårdnakket med ikke at låne penge, eller hjælpe med... det var skat... de hjælper gerne med altmulig andet... men hvis du kommer op og siger... "jeg er fandme kommet røven, jeg har ikke betalt min skat" så løner de sig tilbage og siger "det var sørme synd, så må du sgu ud og knokle" så der var vi godt nok på numsen... det skal jeg da hisle og sige... den sved noget...

I: Men det lykkedes så?

R: Ja, ja... det var noget panisk vil jeg sige... den havde jeg ikke set komme... det havde været rart hvis der var nogen der havde så søde som måske... bare et par måneder før lige havde sagt at du er godt klar over at skattepengene forfalder rent faktisk... altså umiddelbart når jeg tænker det... så betaler man skat af dem når man udbetaler dem... synes jeg virkede naturligt... ligesom løn... jeg havde overhovedet ikke forestillet mig noget andet... men er du gal...

I: Det var noget af en hindring må man nok sige...

R: Ja, men det var den største og voldsomste kan man så sige i forhold til det offentlige... også var det at skaffe likviditet... var jo et sindssygt problem de første mange år... vi vækstede sindssygt... og mange af vores kunder var offentlige kunder... og de offentlige kunder de er jo ekstrem lang tid om at betale deres regninger... så vi var hele tiden likviditets presset... vi havde en jul... mellem jul og nytår hvor vi stort set på vores glatteansigt skulle op og hente over to millioner kroner ekstra i likviditet... fordi vores leverandør de ville ikke sende til os uden at vi havde forudbetalt... fordi vi var alt for nye og alt for spinkle kan man så sige... banken ville ikke give os ekstra kassekredit... medmindre vi kunne dokumentere at vi havde... det her i indkøbspris og det her i salg... og så skulle det gå lige op, også havde vi transport og fakturaer... op i banken... så kunden skulle betale direkte til banken... hold nu op... men vi startede jo om morgenen og fandt ud af... hvad fik vi ind i går af... hvad har vi fået styr på i går af... og hvad er der kommet af ordre bekræftelser fra Danmark... så ned i banken om formiddagen for at skaffe likviditet til at vi kunne bestille de varer... få de varer bestilt... ud og sælge nye varer... hentet priser hjem på det... få sendt tilbud til kunderne... ned i banken... så tre gange om dagen var vi i banken og hente likviditet... hver dag... det var...

I: Det var da noget af et eventyr... mareridt måske nærmere...
R: Der havde vi skiftet... fordi Grønlandsbanken simpelthen var for bøvlet at arbejde med... så skiftede vi til Spar Bank Vest... de havde lige startet på det tidspunkt...

I: Så er de måske lidt mere villige også... når man lige er startet så skal man vel have nogle kunder...

R: Jeg tror faktisk at vi var heldige... kan man så sige... at vi alligevel havde lidt en størrelse... og fremtoning var måske at vi ville fremad... så vi endte... jeg tror det var Steen Lyse der var bankdirektør... det var ham der var vores bankrådgiver i Grønlandsbanken... så han havde måske nemmere ved at kunne fluebene dem af... men det var altså... vi skulle op og afleverer... også sige det er det her vi køber ind for... fragten er det her... og det er det her det er solgt for... og vi kommer til at tjene sådan her... så fik vi pengene...

I: Hvordan med de ansatte.-. har der været forhinderinger med dem? At få den slags uddannede folk du sikkert skal bruge...

R: Ja, det har altid været et problem at skaffe dygtige medarbejdere... og det er det altid... og det vil det også være i samme branche i Danmark... der er ikke nogen større forskel der... grundniveauet på dem du har heroppe er måske lidt dærligere end det grundniveau du vil have i Danmark i samme branche... til gengæld er dine konkurrencer i samme situation kan man sige... når du sammenligner dig... så er det ikke... så er det ikke nogen voldsom hindring... vores medarbejder type... kan man så sige... er jo også... vi kan jo bare søge i Danmark... der er ikke nogen uddannelser der ikke har vores... så vi har ikke udfordringer med at skal slås alt for meget med om vi kan få folk nok... men lang, lang laaang de fleste medarbejdere rekruttere vi lokalt...

I: Okay det var godt, sådan rent udviklingsmæssigt...

R: Ja og også... viden bliver i byen... men det er også... henter du en eller anden fra Danmark.... kommer op... der er i hvert fald en sandsynlighed at den medarbejder siger "Nej... Grønland det var sgu ikke lige mig" lad os sige at der er 15% chance... de 15% er i hvert fald væk når du henter en der heroppe.... der er glad for at være heroppe... du henter en eller anden op du ikke kender... eller har noget forhold til... hvis det er en der heroppe så ved vi hvem personen er... vi ved hvordan arbejdsmoralen er... der er mange fordele ved at tage heroppe fra... det prøver vi så oftest at tage heroppe fra... og hvis vi endelig tager fra Danmark, så er det nogen vi kender... eller nogen af vores vedarbejdere kender... så på den måde... blank blade fra Danmark det er vi holdt helt op med... sandsynligheden for at det går galt er alt alt for høj... og det er for dyrt...
I: Hvad så hvis i får folk fra udlandet eller fra Danmark for den sags skyld... betaler i så for alting... rejsen osv.

R: Det er forskelligt... hvis vi nu... altså i gamle dage når vi søgte nogen... så betalte vi rejse og vi skaffede også bolig... bohave flytning... frem og tilbage... og alt mulig andet... så at ansette en mand fra Danmark koster ca. en halv million kroner... så hvis det kikser... så er det en halv million i havet...

I: Det er noget af en risiko alligevel... hvad så med... hvordan skaffer i kunder? I starten...

R: Jeg kommer så fra branchen og har arbejdet i samme branche... så jeg havde nogle kunder der fulgte med mig... og det gik sådan rimelig ok med at hente nye kunder ind... jeg var jo kendt... jeg havde arbejdet et par år i branchen... så jeg sådan forholdsvis kendt ude ved de her der var mine kunder... så det gik sådan forholdsvis smertefrit... jeg synes ikke det var det der var vores udfordring...

I: Hvad med konkurrence... var det et stort?

R: Konkurrencen er hårdere i dag end den var dengang...

I: Så der er kommet... nu ved jeg ikke om i var forgangseksemplet... et af dem måske...

R: Der er kommet tre nye i mellemtiden i vores branche... men dem som er vores konkurrenter... som dengang kan man sige... vi har jo taget en stor del af markedet... og det havde vi jo ikke på det tidspunkt... så nu er de jo også efter vores kunder... så dengang havde vi jo 0, og i dag har vi 30% af markedet... og det er noget nemmere at vækste fra 0 en nogen og 30... det er jo de samme kunder vi slås om...

I: Det holder vel også en skarp... at man skal fastholde de kunder man har...

R: Ja

I: Når i er etableret her... hvad med... udvidelse... det sker automatisk eller... behov bliver større og større...

R: Det svinger en lille smule... det vi rent faktisk havde gjort... vi havde ekstrem vækst de første par år... og det gik rigtig rigtig stærkt... så konstaterede vi at vi havde spredt og rigtig, rigtig meget... og servicerede rigtig mange ting, og havde mange forskellige varer til salg.... det er måske ikke så heldig... for hvordan dælen bliver vi så gode til alt det her... så havde vi de her medarbejdere... der
er et eller andet... vi skal have nogle flere timer i døgnet hvis det her skulle kunne lykkedes på et fornuftigt niveau... så der konsoliderede vi kraftigt... vi gik faktisk ind og opsagde nogle kunders samarbejde... vi gik ind og fjernede nogle producenter... og koncentrerede os om nogle enkle... det er det her vi gerne vil være gode til... så det gjorde vi så... vi brugte sådan et års tid på at... nu tjener vi gode penge her... og der kommer noget ned på egenkapitalen... nu er vi klar til at vækste igen... ud og bruge en pose penge på at vækste igen, også året efter... så har vi faktisk kørt sådan i lang tid... et år hvor vi vækster og et år hvor vi konsolider og et år hvor vi vækster...

I: Det lyder usandsynlig fornuftigt...

R: Det er ikke den hurtigste måde at blive stor på, men så sikrer vi at vi rent faktisk tjener lidt penge...

I: En mere sikker måde virker det til... forretningsplanen... var det noget i havde planlagt før tid... eller er det kommet også?

R: Nej, det kom af at vi servicede alt muligt... vi stod jo med... bare i hardware havde vi 8 leverandører... når kunden spurgte os... så havde vi 8 forskellige producenter af servere vi kunne tilbyde... "hvorfor en er så bedst?" Hvor man så siger... "Det er jo en server, så... hvis du har de her krav... det kan de allesammen understøtte." Altså meningen med at hvorfor skulle vi kende både indkøbsprocesser og garanti... og så også det tekniske... hvordan sætter man drivere op på den her hardware producent... hvorfor skulle vi havde den viden til 8, når vi kunne nøjes med en enkelt... fordi alle 8... i 99,99 af alle tilfældene leve op til de krav der var hos kunden... så det gav ingen værdi at vi havde spredt os så meget... og vi havde spredt os så meget fordi vi har haft en kunde der havde ringet ind "kan i levere en Dell server?" Ja, ja selvfølgelig kan vi det... man siger jo ikke nej til en kunde... altså afsted til hest ikke... også fandt vi ud af at det er der måske nok ikke nede på bundlinjen ret mange penge i ikke at sige nej... der er måske flere penge i at sige nej til det der ligger udenfor vores kompetence områder...

I: Ja, eller foreslå noget andet...

R: Ja, ja i lang de fleste tilfælde så købte folk det vi anbefalte jo... fandt vi jo så også ud af... det vidste vi ikke da vi træff beslutningen vil jeg så lige sige... men vi kunne regne ud også sige det her det holder ikke... jeg tror på det tidspunkt at jeg lå på... jeg havde vel... 12-14 timer hver eneste dag... også lørdag søndag... der var jo grænser for... vi var nødt til at gøre et eller andet ellers ville vi knække halsen...
I: Der er flere der siger... at jeg burde starte selv... men jeg tror ikke helt de er klar over hvor hårdt det er...

R: Men spørgsmålet er om det er hårdt..

I: Altså det er jo interesse timer... og ikke nødvendigvis hårdt i den forstand...

R: Og går det godt så har du den succesen... og det er fedt... du får jo ikke stress af at arbejde meget... du får jo stress af alt det du har lovet du ikke når... eller det du gerne ville have nået, men ikke nåede... så på den måde... det var hårdt arbejde men vi havde det sjovt og det var skideskægt... der var gang i den... og alt var jo nyt og hele tiden nye projekter... hele tiden nye ting... så jeg synes jo ikke at det var træls hårdt...

I: Det er ikke en sur pligt på den måde...

R: Slet, slet ikke... det er hårdere i dag og nogle gange komme på arbejde... "åhh skal vi til det her møde... også er der også der her personale møde og..." det var der bare intet af... det første man gjorde når man vågnede op om morgenen... nu skal vi have gang i... skyndte mig på arbejde.... der var den der iværksætter ånd... og alle medarbejderne stod også skulder ved skulder... alle havde jo den her ånd der var i virksomheden... så på den måde syntes jeg det var fedt... så betyder det ikke en disse at man skal arbejde meget...

I: Så er der noget med kulturelle forskelle... om du har... nu har vi været lidt inde på at niveauet måske ikke er så højt... men er der nogle kulturelle forskelle du kan tænke på... sådan forskelle mellem danske forhold og grønlandske forhold... eller nu behøver det ikke være dansk... men internationale forhold...

R: Altså mentaliteten her... det er jo ikke noget om du kommer fra Danmark eller om du kommer fra Grønland... men når du er i Grønland, så er mentaliteten ude ved kunderne... er lidt som at være i Jylland... du er ude og præsentere et eller andet... så kan du have en hel sal som sidder... <viser hvordan, tilbage lænet med armene over kors> ingen kommentarer... ingen spørgsmål... og skal du have nogle spørgsmål... så skal du hive dem ud... det er som når du kommer ud... det svarer meget til mentaliteten der er i det mørke Jylland... det er der ingen tvivl om... generelt er mentaliteten heroppe ikke så flyvsk og højtråbende... og hør mig se mig, som du vil opleve på Sjælland for eksempelvis... du har været her i 4 måneder, det har du vel også oplevet...

I: Ja, jeg føler mig lidt hjemme... jeg kommer jo fra Jylland...
R: Så det har du set... og det tror jeg faktisk næsten den største... når man sidder og kigger på sælgere... når man skal uddanne sælgere... så de her... nu kommer vi ind... så sparker vi ind af døren... så kom her... det er positivt og... det er ikke den måde man træner sælgere på i Grønland... det vinder man meget meget lidt på... to gode måder at sælge på i Grønland... den ene det er at kende og relation, og det du lavede sidst var i orden og du overholdte det osv... så man opbygger en god relation til en kunde, det vil det også være i Danmark under alle omstændigheder... sådan vil det være i hele verden er jeg ret sikker på... det er en måde der er meget brugt... også heroppe hvis du sælger på viden... komme ud til virksomheder... vi kan jo se sådan og sådan... fordi sådan og sådan... vi har det her produkt som kan det her mod det her... og mere forklarende og mere søgende mod det decidere hvor... er en markant bedre måde at sælge på... det sætter højere krav til den tekniske kunne hos sælgerne, hvis vi skal ud og sælge det på den måde heroppe kontra i Danmark... for i Danmark renner man ud til IT chefer og alt mulig andet... som et eller andet sted ved hvad han vil have... og måske bare lige skal have et hurtigt tilbud... og hvis der så er... ja, ja og så samler vi penge til det... også får du den her golftur... og så hopper de på den... og sådan noget er der faktisk ekstremt lidt af heroppe... så alt det der snideres ud udenom er stort set noget der næsten, næsten ikke brugt i Grønland... i hvert fald ikke vores branche... det kan godt være i andre brancher... i vores branche er det stort set ikke eksisterende...

I: Er det så pga... jeg tænker det kunne måske være fordi der er så få virksomheder... så udvalget måske er...?

R: Nej... jeg tror det er mentaliteten... for jeg tror heller ikke det er så skide udbredt i Jylland, hvis du kommer over og kigger... det er ikke måden man sælger på... hvis du køber det her, så får du en tur til Legoland... nej, nej... det er sgu mere ovre på Sjælland sådan noget foregår... på et tidspunkt... i forbindelse med noget trening jeg havde... var jeg nede og hjælpe Damgaard... <utydeligt navn> C5... mens det var Kurt Damgaard der havde den... det var mens det hed C4 og C5... så det er mange år siden... jeg var nede og hjælpe med noget kanvas... <forklaring mangler på kanvas> der havde vi faktisk på den ene side af... det var sådan en kæmpe hal hvor vi var rigtig, rigtig mange der sad og riggede kanvas op... der var der nogen der ringede til Sjælland sådan noget foregår... på et tidspunkt... så kunne man simpelthen høre om de ringede til det ene eller det andet... det var skræmmende... den ene det var sådan "Ja" og grinenden... meget kapow agtigt... og det andet der sad de og forklarede funktioner... de er bare mere seriøse i Jylland... det var meget, meget tydeligt her... at i samme lokale ringede både...
I: Det var da meget sjovt at opleve... det kan man kalde kulturelle forskelle...

R: Og det er lidt den samme du ser heroppe... og jeg tror rent faktisk at det er mere udbredt... det er værre heroppe end det er i Jylland... udvekslingen mellem Jylland og Sjælland... den er ikke så stor heroppe... men det er meget godt billede... er man fra Danmark så kan man godt regne ud hvad man mener... det er det samme der gælder heroppe... så det der flashy blinke blinke... det er ikke det der sælger... det er funktionen... du skal vide hvad det er for et produkt du sælger... for at komme ordentlig igennem... jeg siger ikke at der ikke er nogen der falder i... selvfølgelig er der det... det er der sikkert også i Jylland... men ellers jo...

I: Hvad med sådan noget som udvidelse... sådan international udvidelse... er det noget du overvejer?

R: Vi havde på et tidspunkt kontor i Danmark... og havde da en 7 mand... men rigtig mange af kunderne vil se giraffen... så jeg lå og pendlede frem og tilbage... da jeg havde gjort det et år... <viser stor utilfredshed> det gad jeg ikke... det gad jeg simpelthen ikke... det.... hold da kæft, så meget spild tid i en flyver... det er sådan hele tiden... hoteller og frem og tilbage... nej... det var simpelthen ikke det værd...

I: Det er sikkert rimelig tærende kunne jeg forestille mig...

R: Det er trættende og afbrydende... plus du spilder rigtig, rigtig meget tid i en flyver og i lufthavnene... så hvis du skulle rejse på ferie et par gange om året... ja, ja fint nok... men hvis du to gange om måneden skulle til Danmark...

I: Jeg kunne godt forestille mig det blev træls... at det ville være rigtig hårdt...

R: Det er det... det er særligt spildtiden og tidszone skiftet... som irriterer... plus at du mister... ca. 10 dage... tilbage til Nuuk... også skal man lige starte forfra på alt det man havde gang i heroppe... så får man lige det til at løbe også ned til Danmark også styre noget dernede igen ikke... det var simpelthen... jeg gad det ikke... jeg konstaterede meget hurtigt at det... det ville være svært at få til at køre af sig selv uden at jeg var dernede og skubbe på med jævne mellemrum... og jeg konstaterede med mig selv efter et år... det gad jeg ikke...

I: Så du lukkede det?

R: Så lukkede vi det...
I: Det lyder også fornuftigt, at man skal skære af hvor det... det sparer man penge på som det første eller?

R: Tjo... det skal jo være sjovt... jeg bruger stadig forholdsvis mange timer på arbejde... hvis ikke det er sjovt... hva fanden... så giver det jo ikke rigtig mening... det ansvar man har og den risiko man løber ved at være selvstændig... og alt mulig andet... hvis ikke man synes det er sjovt og fedt så skal man finde sig noget andet og lave... for så får du slet ikke værdi før den risiko og den energi du ligger... man skal synes det er sjovt... og man skal huske hele tiden at forholde sig til, med jævne mellemrum, at sige er det nogle ting jeg egentlig synes er sjovt at vi laver... bevæger vi os i den rigtige retning i forhold til det jeg egentlig synes jeg vil... for mange gange kan kunder og sådan noget... man vil jo gerne servicere sine kunder... men mange gange kan man godt blive trukket i en retning... som man måske ikke selv synes er speciel spændende... det gælder om at være opmærksom på det også rette ind... så man har den forretningsretning man gerne vil have... men man kan godt have at man siger at vi vil sælge mest muligt og have højst mulig omsætning... så er du netop nødt til at flagre ud til alle sider også bare tage de ordrer der kommer ind... og hvis man synes det er fedt og får glæde af det... så er det selvfølgelig det man skal gøre... det er ikke det der tænder mig... så det er absolut ikke det jeg skal gøre...

I: Mit overordnede tema i min opgave... eller speciale... det bliver hvordan globaliseringen... altså den stigende globalisering vi har i verden... hvordan den positive og negative effekter er på de yderliggende områder... det er lidt sjovt jeg snakkede med en som ikke mente at den arktisk region var yderliggende... det afhænger hvor du ser det fra... hvis du ser det fra Danmark så er Grønland langt væk, og meget yderliggende... så jeg tænker på om du har nogen eksempler eller idéer eller tanker om hvordan globaliseringen... i forhold til... altså påvirker Grønland?

R: Nåh men altså... den påvirker jo... og har gjort længe... det er jo lang, lang tid siden at folk startede med at når en eller anden indkøber et eller andet sted skulle bruge 200 pc’ere... www.billigstiverden.com og de koster det her... så ringer jeg ned til Comby "jeg skal bruge dem her..." "okay de koster det her..." "men jeg kan købe dem på internettet til det her, så hvis du ikke kan levere dem til det så synd for dig..." det er jo starten kan man sige... og stille og rolig så de løsninger folk køber... så kigger de jo også bredere og længere væk... så dem vi skal konkurrere med, det er ikke naboer længere... nu er det <gestikulerer resten af verden> også i Danmark, og Sverige og Island osv... så vores kunder efterspørger ydelser der er kvalitetsmæssigt og prismæssigt på niveau med, måske ikke med hele verden, men i hvert fald de lande der omgiver os...
I: Det kan man vel kalde en negativ... men stadig positiv effekt... den startede negativ, men hvis man vender den til positiv så er det sådan set ikke...

R: Som udgangspunkt synes jeg den er ekstrem positiv... ja.. så køber de billigste og så mister du nogle ordre... men det tvinger dig til at optimere din forretning til du er effektiv nok... stadig kan tjene penge og levere til tiden til samme pris... så har det været ekstrem positiv... så hvis du ikke har konkurrence... alle lande der har sat handelsbarriere op... deres hjemmemarked stagnerer... før eller siden så går de i stå... medmindre... der går længere tid i de ekstrem store lande... men hvis man er et lille land som Grønland... sat store handelsbarrierer op, så alt bliver nødt til at foregå lokalt fra... så vil man ikke se den samme udvikling af erhvervslivet... hvorfor skulle den komme...? hvad skulle? Det samme som store monopol virksomheder...

I: Det er en god pointe... den kan jeg godt lide... det giver god mening også... det kunne jo være en negativ konsekvens... altså mere protektionisme overfor ens...

R: På lang sigt så kan det godt være... det er en meget tis i bukserne løsning... det kan være rigtig godt et kort øjeblik, også vil det blive rigtig, rigtig skidt efter min mening... alt udvikling vil gå i stå... vi vil jo blive monopol virksomheder...

I: Ja. motivationen ville mangle...

R: Ja... og inspirationen...

I: Ja, og lysten tror jeg... så er der ikke andet valg, så er man lidt... så er det lige før det bliver komunistiske forhold hvor det bare er...

R: Præcis... monopol lignede forhold...

I: Ja, så bliver man ligeglad, det er jo frygteligt...

R: Hvad skulle så være glæden ved at stå op på arbejde... nu skal jeg være ligeglad med det jeg går og laver... nej... der skal være noget stolthed og noget kampglæde og noget... så det ser jeg som... langt hen af vejen... som positivt... vi ser jo så også rigtig mange grimme... nu er min kone jo lige startet selvstændig... og hun var ude at hjælpe en lille forening der lige var startet... som havde fået midler fra NAPA... et rigtig fedt projekt de havde gang i... de var ude og skulle have lavet en helt speciel hjemmeside... chat forums og alt mulig andet... rigtig fint og alt mulig andet... og det havde de så bestilt hos nogen som kunne levere det... og det var tilfældigvis nogen der sad over i England... pudsigt nok... nu var det nogle unge mennesker der havde det her og ikke havde så meget
erfaring med og handle ind osv. så de fik ikke leveret så meget... men de havde så til gengæld betalt... og det er måske en af ulemperne ved at i Grønland... hvis du er vokset op heroppe også langt henad vejen i Danmark... så er tillidsniveauet nok rimelig højt... når du så gå ud i markedet, så er det ikke sikkert det marked fortjener den tillid... hvis du går på www et eller andet... og jeg skal finde nogle der kan udvikle et eller andet fint til mig... også den første der ligesom svarer tilbage på det... er måske... der skal man måske være mere kritisk... og ikke forudbetale alt for meget... og måske også tjække baggrund og sådan noget... og det ville man jo aldrig skulle heroppe... vi kender jo... hvis der er nogen der siger... "det kan Comby levere" så ved de jo godt... og hvis jeg ikke kan levere så ved de også godt hvor jeg bor... hvorimod en eller anden tilfældig hjemmeside et eller andet sted... der bor i England og som måske slet ikke er i England alligevel... er bare... måske ikke fortjener den samme tillid... og det risikerer man så at ryge i nogle grimme fælder... så det er vel den negative side af det... for jeg hører faktisk om det med jævne mellemrum, hvor folk har købt løsninger enten alt for dyrt eller ikke har fået de løsninger de har købt... og de har betalt for dem... det er bare... det er svært at sidde heroppe og gøre noget ved det... det havde måske været nemmere hvis man sad... måske lidt tættere på det marked man så handlede i...

I: Så nærhed betyder alligevel en del?

R: Det betyder rigtig, rigtig meget... på et tidspunkt var jeg i Barcelona... og hvordan vores branche udvikler sig... så var jeg med i et spor omkring host-centers... og der var nogle meget, meget kloge mennesker der havde sat sig ned og tænkt... og det viste sig faktisk at det spor de havde lagt indtil videre... det spor de havde lagt for dagen har holdt vand indtil videre... der sagde de... host-center markedet vil dele sig i to... så hvis der sad nogle host-center producenter her... der var mellemstore... så skulle de skynde sig hjem og sælge forretningen... det var sådan de lagde ud... der bliver et par enkelte store der vinder markedet... de bliver ekstrem store og kan lave det ekstrem billigt... og ekstremt rationelt og effektivt og alt muligt... og de vil være markedet... så er der det andet marked... det vil være lokal forankret host-centers... hvor den der skal have hostet sine ting, kender ejeren af host-centeret og stoler på ham... så der bliver de to grupper af host-centers der kommer til at overleve i fremtidens verden... og det er helt tydeligt at se at det er sådan vandene skiller nu... og det sagde de så får en del år siden... og jeg tror det gør sig meget gældende... selvfølgelig hvis du køber et eller andet på nettet hos Microsoft... så selvfølgelig får du det... det ved du godt... og der er ikke noget... men dem i mellemgruppen... tjaa... tjoo... lidt hørt om at de er der... eller en du kender... altså enten køber du den store eller hos den du kender... dem i midten falder lidt
fra... alle de der har med vores branche at gøre der prøver at spå om fremtiden, de siger det er bliver meget sådan at vandene bliver splittet...

I: Tror du den splitning, vil brede sig udover andre brancher? Vi har jo nogle af de store... for eksempel... konstruktion eller bygning... konstruktionsvirksomheder... de bliver større og større... der er stadig de lokale...

R: Ja, og der er stadig de mellemstore... jeg tror det vil... du ser det jo i banker... at de store banker de bliver større og større... og lokal bankerne de beholder deres lokal forankring... eksistere stadigvæk... de der regional banker er jo stort set allesammen forsvundet... Eksistere Jyske Bank mere overhovedet...

I: Ja

R: Den har valgt at blive stor... men ellers så ser du jo rigtig mange af de der... mellem... der var jo Bank Trelleborg, som søgte at blive regional... det var Slagelse Sparekasse som forsøgte at blive lidt regionale... de var en af de første der krakkede da tingene gik galt osv. jeg tror de steder hvor det handler om tillid... for det er det også når det handler om IT og host centers... den aller vigtigste data og alt min business intelligence... og alt min IAP viden... det handler meget om tillid... så jeg tror faktisk at i de brancher det handler meget om tillid... kan man godt risikere og have nogenlunde samme... jeg tror at mellemstørrelsen får det svært i hele verden... så enten vælger man en der er så stor at størrelsen i sig selv indgyder tillid... eller også så vælger man en der er lokal forankret, som man kender og stoler på den vej igennem.... det vil jeg tro... de varer og produkt ting osv. hvor det ikke handler om tillid på samme måde... det tror jeg ikke får samme effekt... jeg tror det er i forbindelse med tillid... altså om du køber en jakke... er jo ligegyldigt... for hvis det endelig er du kigger på noget så er det jo producenten af jakken... det er jo ikke butikken... så jeg tror de steder hvor det handler om tillid... der kunne... revision for eksempelvis... vil jeg tro også... de bliver jo også større... og større de store af dem... også er de små lokale som kender lokal samfundet... og de der mellemstørrelser revisionsfirmaer, de er vel også ved at være døde allesammen... Ernest & Young har jo lige købt et par stykker og er blevet helt vildt store... for de har spist en masse af de mellemstore i Danmark... så hvad er du nede på i Danmark... 2 eller 3 store revisionsfirmaer...

I: Jeg ved ikke hvor mange der er, men der er ikke mange i hvert fald...

R: Deloitte og Ernest & Young tilbage... Ernest & Young, købte jo den der med de kreative leasing aftaler...
I: Kreativ leasingaftaler?

R: Ja, IT factory...

I: Den har jeg i hvert fald hørt om...

R: Nu kan jeg ikke huske hvad de hed, men de er blevet købt af Ernest & Young... så stille og rolig... alle de steder hvor du har tillid, så tror jeg faktisk at man ser samme mønster...

I: Ja, det lyder meget rimeligt... jeg har faktisk ikke flere spørgsmål, hvis du har mere så du må gerne snakke løs, det må selvfølgelig gerne være inden for emnet...

R: Vi er jo rigtig meget på Østkysten... og folk er også ekstrem åbne, og tager imod... og byder velkommen... vi har lige haft et hold på Østkysten... så var naturinstituttet på besøg derovre... og skulle lave noget hvaltælling, også blev vores dreng inviteret med... "hvis i kan lave et hul på 4 timer, så kan i komme med på en tur" så fik de lige arrangeret sådan at det passede med at de kunne være væk fra... så gav de en hånd med noget hvaltælling... og fik jo en ekstrem fed oplevelse ud af det... det var med undervandskamera og droner der fløj over for at holde øje med... så de ved godt hvad de laver derude på naturinstituttet... så ret fed oplevelse... havde de nu været i en stor by i Danmark... og nogen skulle ud og tælle... måske ikke lige så mange hvaler... men lad os bare for eksempel sige... sandsynligheden for at du hørte om det... og sandsynligheden for at du bliver inviteret med til det er lig nul...

I: Ja

R: Så mulighederne bliver præsenteret anderledes heroppe synes jeg...

I: Så sjovt nok... ved at være mindre... så er der større muligheder end der ved at være store...

R: Ja

I: Det er lidt sjovt egentlig... man siger jo tit at de større steder de har flere muligheder for alting...

R: Ja

I: Men det passer jo ikke helt...
R: Nej, der er nogle bestemte ting som altid er nemmere... altså bowlinghaller, fitness klubber... og det kommercielle... hvorimod de mere specielle og unikke oplevelser... er nok meget mere tilgængelige jo mindre steder du kommer hen...

I: Interessant...

R: Så er det jo spørgsmålet om man er til mainstream eller til det unikke... så jeg vil umiddelbart sige at adgangen til unikke oplevelser er markant højere her... og mulighederne for at ekstrem unikke oplevelser er jo nok større jo længere du kommer ud...

I: Hvorfor flyttede du egentlig til Grønland i første omgang?

R: Jeg fik tilbud om et rigtig spændende job inde i Sønderstrøm, som catering kok... så det tog jeg...

I: Også har du hængt ved... eller blevet siden?

R: Ja... Det viste sig så at være død kedeligt... det er samme og det samme og det samme... det lød rigtig spændende i... kvaliteten skulle være høj, hygiejnen skulle være høj... der skulle være styr på det... det tiltalte mig rigtig meget... det vist sig være ekstrem kedeligt, for det var ved gud det samme hver eneste dag... kunne lige så godt have arbejdet på fabrik... også overtog jeg GMEs IT i stedet for... jeg var IT uddannet også... så derfra endte jeg så som ham jeg er i dag...

Appendix 9

Hans – Isusaat

I: Mit hovedområde er så at finde ud af hvilken effekt globalisering har... både negativt og positivt på lidt yderliggende områder, specielt i Arktisk, mere specifikt i Grønland... også tænkte jeg at det var meget smart at snakke med mindre virksomheder... du er sikkert en rimelig stor virksomhed her i Grønland egentlig... hvordan de er kommet frem, hvordan de er etableret, hvordan det fungerer stadig væk... så du er startet for.. det ved jeg ikke... 30 år siden?

R: ’73...

I: Okay... hvad er det så... 43 år... det er alligevel et stykke tid... det første spørgsmål er... hvad baggrund har du? Hvad er du uddannet som, eller har du en uddannelse...

R: Min baggrund..? Jeg er skuespiller...
I: Du er skuespiller? Okay... det er ikke det først man tænker med et transport firma...

R: I forretningsverdenen er det rigtig godt at være skuespiller... det er en god ting at kunne...

I: Hvordan kan det være du startede en virksomhed her i Grønland?

R: Jamen altså jeg skulle jo på eventyr... jeg var 21... det blev så Grønland... i Illulissat... der har jeg boet oppe i 20 år... jamen så har det nok ligget til mig at jeg gerne ville være selvstændig... eller være mig selv... jeg er bondesøn fra en gård... der er man jo også selvstændig... så jeg har altid nok haft... været meget kreativ omkring mange ting, og set muligheder vil jeg sige... jeg er nok kendetegnet ved at se muligheder, hvor mange andre måske ser problemer... det er både godt og ondt... for man skal jo helst have begge dele med... men det er jo meget godt at kunne se de muligheder...

I: Jeg tænker også lidt... at du er sådan en slags forgangsbillede for mange... fordi det er jo etableret det her firma nu... det er blevet stort... som man kan se også... nu er i ved at udvide... haft det i mange år... jeg tænker mere... hvordan kom motivationen?

R: Jeg tror det er noget der ligger i en.... tror ikke det er noget man sådan får...

I: Du havde så lyst til at opleve noget...

R: Se nogle muligheder også være vedholdende... det er nok noget af det vigtigste at være vedholdende... også være lidt heldig også...

I: Det gavner tit...

R: Jeg har prøvet begge dele, jeg har også været uheldig... det er mest heldigt nu...

I: Hvad med... da du startede... kan du huske hvad om der var nogle forhindringer eller problemer?

R: Masser du!

I: Hvis du kunne fortælle et par stykker af dem ville det være fint...

R: Jeg er ikke god til at huske tilbage og beskrive sådan nogle ting... jeg kan bare huske at jeg kastede mig ud i alle mulige forskellige eventyr... og noget lykkedes og noget lykkedes ikke... man må jo prøve nogle ting af... der blev ikke lavet business cases eller nogen ting dengang... der vadede man jo bare ud i det... gik i gang... det sværeste er jo altid at skaffe likvid kapital... altså at få bankerne med... banker og revisorer og advokater... de er jo med livrem og seler... det har de altid
været og er det stadigvæk... det er altid svært for nystartede og få den kapital der er brug for... få nogen til at tro på projektet... det er også svært for dem der er nystartede og få beskrevet præcis hvad det er de gerne vil... altså at få lavet en fornuftig forretningsplan og mange ved jo ikke hvad det egenlig indebærer og drive en forretning... i Grønland er der nok en mindre motivation for at være iværksættere end der er i Danmark... det oplever jeg i hvert fald... fordi vi lever i et monopol samfund... med en kæmpe offentlig sektor... og arbejdsmarkedsforhold der heller ikke motivere for at gå ud og klare sig selv... det er lidt den der social demokratiske ånd... som man også har i Danmark... som man jo også er ved at gøre op med i Danmark, nogle parter... jeg tror mange har det indtryk at hvis man er selvstændig så tjener man kassen også kan man gøre hvad man vil, der er rigtig mange der prøver og knækker nakken meget hurtigt... fordi de lige glemmer den der vedholdenhed og måske mangler den rådgivning der skal til for at kunne klare sig... og selvfølgelig også fordi det er svært at skaffe finansiering... der skal ikke ret meget til for at man ligesom ryger ud i problemer som nystartet... der er jo meget skrøbeligt. jeg vil sige det er økonomien der er den sværere...

I: Jeg havde selvfølgelig overvejet økonomien, men jeg tænker sådan noget som arbejdskraft ville også være et problem i et fremmed land når man kommer hertil...

R: Det ser jeg ikke som noget problem... det er jo ikke et fremmed land...

I: Det afhænger af hvordan man ser på det... kulturelle forskelle...

R: Det er det jo ikke mere... nu er det jo mit land, nu bor jeg her...

I: Ja det er rigtigt, men for 40 år siden da du flyttede hertil og startede en virksomhed, der var måske ikke lige...

R: Der var jeg jo ung, så falder man jo i med de andre unge mennesker... så er man i den samme kultur... så det var ikke anderledes afskrækkende...

I: Det er rart at du lige kan... så kommer alle mine fordomme... og jeg har jo ikke nogen fordomme, jeg er upartisk!

R: Det er jo meget, meget herskende udtalelse i erhvervslivet, også her i Nuuk, at man kan ikke få ordentlig arbejdskraft... man kan ikke skaffe arbejdskraft osv... jeg vil da heller ikke sige at det er nemt, men vi har den arbejdskraft vi har brug for... og vi henter den lokalt...

I: Det er kun lokalt?
R: Vi har kun... nej vi har ikke nogen virksomhedsopolitik om at det skal være lokalt, vi tager den arbejdskraft der kommer og tilbyder sig... som vi har brug for... og vi ansætter efter kvalifikationer... ikke efter hudfarve eller noget som helst... at vi så i dag er... 98% lokale... altså rigtige lokale... det er så bare fordi vi har den virksomhedskultur vi har... at vi er ikke sådan en kommanderende ledelses form... vi inkluderer vores medarbejdere i virksomheden... behandler vores folk godt... for eksempel har vi lige holdt en kanon julefrokost herhede i vores store hal, hvor vi var 54... med påhæng og det hele... vin og øl... der var ikke et eneste ukvemsord overhovedet... det kan godt være lidt et særsyn til sådan nogel store julefrokoster... med det klientel vi har... det arbejdende folk...

I: Det er jo fantastisk... det synes jeg er skide godt... hvad så med sprog, hvordan... nu lagde jeg mærke til da jeg kom ind, at de snakkede dansk hele vejen igennem... er det to sproget eller?

R: Fuldstændigt... fuldstændig tosproget... vi har mange af vores flyttefolk der ikke taler dansk... i hvert fald meget, meget dårlig dansk...

I: Du snakker grønlandsk går jeg ud fra?

R: Næh... ikke særlig godt... jo jeg kan til husbehov... men jeg er ikke flydende... hele kontoret taler grønlandsk også... og de betjener de kunder der ringer på det sprog de ringer på... så på den måde er vi tosprogede... men det er ikke noget vi lægger vægt på...

I: Det er bare en del af det man nu gør?

R: Ja, vi bor jo i Grønland så... det er sådan ret naturligt...

I: Det tror jeg de fleste virksomheder har... selvfølgelig har de det, det var mere... ved Greenland Business kan halvdelen ca. snakke grønlandsk... men dagligdags sproget det er dansk... det er meget sjovt at opleve den der... jeg vil jo, i min verden opfatte at det selvfølæg skulde være grønlandsk, nu er vi jo i Grønland, men det er det så ikke...

R: Det kommer helt and på... hvis hovedparten er mest grønlandsk sproget, så vil de tale mest grønlandsk... det er også tit de taler udelukkende grønlandsk på kontoret... det er helt afhængig hvem de er, og hvor mange de er... de er... herovre tror jeg faktisk... nu skal jeg lige tænke mig om... jo der er Jesper og mig der er dansk født... også ovre på værkstedet tror jeg vi har Kim... han er godt nok født og opvokset i Grønland, men med danske forældre...

I: Så er det jo definitionsspørgsmålet...
R: Sådan gā vi jo ikke op i overhovedet...

I: Nej, nej slet ikke... det er jo det der... ja...

R: Så alle vores mekanikkere de er herfra...

I: Er der en mekanikker... eller automekanikker skole? Hvor de lærer... her i Grønland har jeg ikke helt styr på de forskellige uddannelses instusioner der findes...

R: Vi har meget fin, Jern og Metal skole hed den i gamle dage... nu hedder den KTI... Kaaliit Teknikum Illiniarfik (den skal vist lige slås op) som uddanner mekanikkere, elektrikkere, smede, marinemekanikker... også har vi en bygge og anlægskole oppe i Sisimiut... som uddanner tømrer, malerer, entreprenørfolk, minefolk... råstofskolen deroppe...KTI har et budget på 100 millioner...

I: Det var ikke så lidt...

R: Jeg sidder nemlig i bestyrelsen...

I: I starten... hvordan skaffede man kunder... kom de helt af sig selv eller? Det gjorde de vel ikke men... jeg tænker på sådan noget som reklame... hvor meget gjorde man?

R: Der for 40 år siden?

I: Tja... vi kan også godt gå lidt længere frem...

R: Dengang der var byen ikke så stor... jeg tror der var 2000 indbyggere...

I: Så det var mund til mund også vidste folk det bare?

R: Ja, det er primært mund til mund i de her små samfund... reklamer er ikke noget man gør noget særligt ud af... der er en lokal telefon bog... kender du dem?

I: Nej det tror jeg ikke...

R: Der er sådan en for hver kommune <viser en telefonbog med firmaer>

I: Den ser meget bekendt ud... sådan har vi også...

R: Ja den må i have... den kan man så vælge at annoncere i... jeg tror ikke vi er i den der, men vi kommer i den nye... den er lige på trapperne... så den skal du anskaffe dig...

I: Hvis man spoler frem til nu... nu er i et etableret firma... er det faste kunder, eller er det nye kunder eller en blanding?
R: Vi har... der har været et stort udbud af bohave flytninger for det offentlige... som selvstyret har lavet for 1½ år siden... som også omfatter... som kommunerne har sluttet sig til... der var en kæmpe licitation... hvor vi var oppe imod ISS... og vi vandt... og det betyder meget, det er det der har givet os boostet nu her de sidste 1½ år til at vi er vokset... og skal udvide nu... ellers er det udelukkende på mund til mund... hjemmesider... folk googler jo nu om dage...

I: Hvad med konkurrence, er der meget af det heroppe?

R: Ja, meget... mere end man skulle tro... i hvert fald i de to hovedbrancher... det er jo flyttebranchen og speditionsbranchen... der er knaldhård konkurrence... vi laver faktisk flyttearbejde til samme priser som i Danmark... og det er meget udsædvaneligt... at alting ikke er meget dyrere jo, fordi det er Grønland, det er det jo normalt... fordi vi har de høje fragtomkostninger... vi har været i stand til at skære vores omkostninger ned og styre det... så vi kan gøre det til en meget konkurrencemæssigt dygtige priser, det er derfor vi har vundet kontrakten... og det har vist at vi tjener penge på det også...

I: Så er det jo kun godt...

R: Det ved man jo først bagefter...

I: Nu snakkede vi om arbejdskraften...

R: Vi gør meget ud af og opkvalificere vores flyttefolk... og lære dem op, og gøre nogle ting for dem... fordi det er jo hårdt arbejde... og det... vi prøver ligesom at lave en virksomhedskultur omkring det... så man bliver stolt af at være flyttemand... fordi der er mange... nogen der betragter det som et andetklasses arbejde at være flyttemand...

I: Okay, det ved jeg ikke...

R: Det er der nogen der gør... det gør vi også meget ud af...

I: Det er også en del af kulturen... altså virksomheds... som du siger... at det er vigtigt... det kan jo reflekttere tilbage til julefrokosten... at der er en hvis stolthed... det passer jo så med arbejdsmoral, men den har vi næsten dækket... hvad med en læringskurve... når man sådan ansætter nye folk for eksempel, er der sådan et program eller et eller andet?

R: Der er ikke nogen program... men lige så snart vi ser noget gods i folk, eller nogle muligheder i folk for at de kan påtage sig større ansvar... så vokser de stille og rolig op igennem kæden... fra
flyttemænd til pakmester til chauffør... en af vores pakmestre er lige kommet op i administrationen, og er lige kommet i gang med en handelsskole uddannelse... på transport og økonomi... vi har altid 10% af vores samlede arbejdskraft er læringer... vi går meget op i at have læringer... og vi uddanner både akademi økonomer, speditører, mekanikkere, terminal arbejdere...

I: Meget bredt...

R: Ja... det kræver også sit at kunne...

I: Ja, der er meget at holde styr på...

R: Fordi det er meget forskellige brancher... det er jo lidt det i Grønland... det er så småt så du kan ikke... gøre virksomheden stor nok indenfor en branche... det er svært at give den den volumen der skal til for at den ligesom kan køre rundt... og være en fornuftig forretning... derfor valgte jeg også i sin tid og knytte spedition og flytte sammen... det er heller ikke normalt... det er meget unormalt... det ser du heller ikke i Danmark... fordi begge dele har brug for et pakhus... begge dele har brug for en truck... en kranbil... nogle liftbiler...

I: Det lyder nærmest som om at de skal passe sammen...

R: Så det er sådan nogle synergi ting jeg har kigget efter... og bygget det efter...

I: Meget fornuftigt... Er det blevet nemmere? Jeg tænker på kommunikation muligheder og transport muligheder? Er det blevet nemmere at transportere? De muligheder der er kommet de sidste 10-20 år?

R: Skibene er de samme der sejler... containerne er de samme...

I: Så det er ikke...

R: Jeg vil sige administrationen er blevet lettere... vi kører alt på IT... laver elektroniske fakturer og sådan nogle ting, økonomi systemer der kan noget mere... jeg vil ikke sige det er blevet nemmere... det ved jeg ikke om det er... der er altid udfordringer...

I: Jeg går udfra i også transportere eksport fra Grønland...

R: Ja

I: Hvor går det til?
R: Nej, vi laver ikke eksport... du tænker på rejer og sådan noget... fiske eksport... det beskæftiger vi os slet ikke med, overhovedet ikke... vi er primært import i vores speditions afdeling... så alle butikker og håndværksvirksomheder der skal have samlet pakker sammen fra forskellige leverandører i Danmark... det gør Lehman for os i Danmark...

I: Så det er primært Danmark det kommer fra?

R: Ja, det er primært Danmark... altså Lehman er jo internationalspeditions virksomhed... der jo kan hente world wide... hvis du skal have luftfragt fra Kina, så klarer vi også det... vi er jo eksklusive agenter for Lehman i Grønland... og har været det i 12-13 år... på samme måde har vi et ekslusivt samarbejde med et flyttefirma i Kolding, der hedder ABC flytteforretning... som laver alle vores flytninger i Danmark... og i udlandet... så på den måde så arbejder vi sammen med 2 store professionelle firmaer som giver os nogle... synergi muligheder... vi køber materialer ind sammen hos grossisten, vi kan lave store indkøb... og dermed kan gøre det billigt...

I: Hvordan kom du på at hægte på så at sige... at udvide til at være med i en gruppe... eller den slags større..? Eller det kom helt af sig selv?

R: Jeg er kreativ... jeg ser mulighederne og snuser lidt til de forskellige områder... sætter mig ind i hvad det er... og tager kontakt... startede med at udkonkurrere DSV, det er der ikke så mange der gør i dag... de var her, eller de havde... det var før speditionsvirksomheden... de fusionerede jo helt vildt for nogle år tilbage... det er også derfor DSV er blevet så store... ved ikke om du kender noget til den branche?

I: Ikke helt vildt... jeg har hørt navnet ja...

R: Og DSV er det vi kalder De Stenrige Vognmænd... det var en flok vognmænd der startede det... DSV... bare sådan noget sammenkørsel... så købte de et speditionsfirma der hed Samson Transport... også blev de større og større, så blev de DFDS Transport... DFDS Transport var virkelig store... de var flere gange større end Samson Transport... Jeg var agent for Samson Transport... dengang... det er så 14-15 år tilbage... og DFDS Transport havde en afdeling der hed Dan-Transport, som var her i byen, og var den første spedition virksomhed her i byen... de havde et kontor og lavede de samme ting som jeg lavede med Samson Transport... men fordi det nu var mit firma der opkøbte dem, så tænkte jeg jo at det var mit firma der bestemte hvem der skal fortsætte her... så må det jo være mig der får alle deres kunder og udvide min forretnings... nej nej det var det ikke... det var så det store speditionsfirma der bestemte hvordan kagen skulle skæres... så de valgte
og fortsatte med deres afdeling her... også havde jeg jo ikke nogen i Danmark til at samle pakker... så ringede jeg til direktøren for Lehman efter at have undersøgt hvor mange firmaer i Danmark, der både lavede vejtransport, lufttransport, søtransport... fordi de tre ting man skal kunne samtidig... det er der ikke så mange der gør i Danmark... men Lehman var et af dem, og de havde en passende størrelse... og jeg sagde jeg har kunderne, vil i samarbejde med mig? Jamen, det ville vi da gerne...

I: Ja, når man kommer med kunderne så er det lidt nemmere at forholde sig til...

R: Så gik vi i gang... og det har vi så haft det rigtig godt med siden... og vi kom så godt i gang, så Dan-Transport de mistede deres kunder... vi stjal dem fra dem... så de måtte lukke kontoret... også købte jeg så siden bygningen for at være sikker på at de ikke kom tilbage... så på den måde har jeg udkonkurreret DSV...

I: Har du en positiv eller negativ tanke om globalisering som koncept i sig selv... sådan ren forretningsmæssigt...

R: Det er kun spændende hvis vi kan komme ud i verden... og kan købe ind andre steder... vi glæder os til Royal Arctic Line's nye system kommer i gang...

I: Det er i også del af? Nu snakkede du om containere på et tidspunkt...

R: Ja, vi er Royal Arctic Line's største kunde... med container transport... og transport i det hele taget... og vi glæder os til at vi kan købe ind i... hvad hedder det... Main... i USA... og i Reykjavik... nok ikke så meget i Torshavn... de har kun fisk... det har vi jo selv... så det bliver... det ser vi som positivt...

I: <prøver at finde et spørgsmål>

R: Jeg kan sende noget materiale til dig... du kan bruge som baggrundsviden... fordi jeg har lige søgt om en arealtildeling omme på den anden side... fordi vi vil flytte hele vores virksomhed derud... i nærheden af havnen, hvis vi kan få en grund... vi bruger alle vores... alle midler for at overbevise kommunen om at vi skal have sådan en grund derude... og der er faktisk...en beskrivelse af hvad vi laver... og hvad vi påtænker at lave fremover... og vores virksomhedsprofil... vores CSR politik... og sådan noget...

I: Jeg tænker sådan noget som videreførelse af virksomheden, nu mødte jeg din datter... og du går sikkert snart på pension... eller det ved jeg ikke om du har lyst til overhovedet?
R: Jeg skal ikke på pension...

I: Du skal slæves herfra... <begge griner> det er med i dine overvejelser...

R: Ja, ja det er aftalt generations skifte... min datter og min søn ovre på autoværkstedet, de to kører det videre... vi har jo en smart arvelov i Grønland, der er ikke nogen arveafgift... så når mig og min kone falder bort så overtager de automatisk...

I: Det er rart at have styr på den slags ting...

R: Det er en meget svær ting i Grønland, for der er rigtig mange i min alder der ikke kan komme af med virksomheden... fordi der er ikke nogen der kan skaffe likvider til at overtage, så stor en virksomhed...

I: Så er vi tilbage til pengene igen...

R: Penge er altid et problem...

I: Jeg tænkte at der måske også kunne være noget kulturelt, men der er mange områder hvor penge kommer ind, og faktisk overskygger det hele...

R: Det er der nok en grund til...

I: Ja, det er der så <begge griner>

R: Alt det der med det kulturelle er bare dårlige undskyldninger for at det ikke går så godt...

<snak om at han har sendt noget materiale til mig>

I: Hvordan man promoverer sig som virksomhed... ikke kun overfor offentligheden, men også overfor de instanser man skal have tilladelser fra og den slags... så det forhold synes jeg er rigtig interessant... det er jo alt afgørende om man kan overhovedet komme i gang, at der er en mulighed for det...

R: Ja at de tekniske myndighederde arbejder for erhvervslivet og ikke... obsturere... eller hvad skal man sige... nej ikke obstruere... det gør de ikke... det er et forkert udtryk... men der sker ikke en fucking skid... det er jo også en slags obstruktion...
I: Det er vel passiv modstand tror jeg man kan kalde det...

R: Altså teknisk forvaltning... det er... det fungerer ikke... det fungerer virkelig ikke... det at få en erhvervsgrund og få en bygge tilladelse... få en areal tildeling... det er op af bakke... det tager årevis... jeg ved det er svært i Danmark også... men... det er mindst ligeså svært her, hvis det ikke er mere svært... nu har jeg aldrig prøvet i Danmark... det er hvad jeg høre... så det er ikke godt... selvom alle politikkere i deres båltaler, taler for at servicere erhvervslivet... de gør det bare ikke... de vil gerne...

I: Det er jo ret ærgeligt...

R: Det er meget ærgeligt... men så kommer vi ind på politik, og det skal vi ikke...

I: Farligt område i hvert fald... Det kan jeg nok heller ikke se mig helt fri for når jeg skal skrive min opgave... for politik det er jo... det hænger meget sammen... bevillinger... hvis de ikke kommer så...

R: Jeg hørte faktisk et meget godt udtryk her forleden... at vores politikkere de mangler et fagligt rum... der er mange af dem der ikke har nogen uddannelse overhovedet... de manglede et eller andet at læne sig op af... og sætte tingene i relation til... fordi vi har jo mange tumpede politiske afgørelser... ligesom i har i Danmark...

I: Ja, dem har vi også mange af...

R: Jeg vil nok sige det er lidt mere gralt her... der er for lidt viden... altså danske politikkere er trods alt de dygtige, meget vidende om deres område...

I: Det er også ret svært med så lille en befolkning...

R: Det er svært... man kan ikke forvente at det er på topniveau... men det er et problem... så også de der tumpede diskussioner mellem den danske stat og de grønlandske politikkere om at lave en selvstændig stat... eller at Grønland vil være selvstændig... og det jo helt legitimt at vi gerne vil være selvstændige.... vi ved jo udemærket godt at vi ikke har økonomi til det... men så kunne man da for pokker bare lave... hvad kalder man sådan noget... en stat... en sideordnet stat... og give os den der stat betegnelse... så vi kunne bruge vores eget flag til Olympiaden og sådan nogle ting... det vil jo ikke koste noget... det ville jo ikke lave om på noget... så har vi vores egen stat... men stadig det gode fællesskab på alle områder... kulturelt og økonomisk... men Danmark, som vi vil blive ved med at have altid...
Appendix 10

Martin - Inu-IT

I: Jeg har nogle spørgsmål... jeg skal skrive om en opgave... eller jeg skriver en opgave omkring iværksætteri i de yder liggende områder... hvor jeg har valgt og lave en komparative undersøgelse mellem virksomheder i Nuuk, og virksomheder i Tromsø... for jeg mener de har sådan rimelig fælles... parallel... en fællesnævner i forhold til området, og i forhold til mulighederne de har... også sikkert også i forhold til... hvad hedder det...

R: Begrensninger..

I: Ja, begrænsninger fordi det er...

R: Lille...

I: Ja, lille og langt væk... fra det mere etablerede... nu ved jeg ikke om man kan bruge ordet civilisation... det er måske så voldsom sagt, men... mere den der... for eksempel her i Danmark... det er ret lille og ligger sådan ret centralt... og der er sådan rimelig adgang til alting og det har man ikke helt på samme måde i de yder liggende områder...

R: Nej, det har man ikke...

I: Nu er Nuuk jo så hovedstaden, og derfor har den de fleste muligheder... der sker mere i den by end de fleste... men alligevel er den jo yder liggende... i hvert fald fra mit perspektiv... da man kommer fra Danmark, tænker man at Nuuk ligger langt væk...

R: Det gør det også...

I: Ja, i forhold til... men det oplevede jeg så når man er i Nuuk... så er det ikke rigtig Nuuk der yder liggende, så er det resten af Grønland, og det er ret sjovt synes jeg... den vinkel fandt jeg først ud af da jeg kom derop... men det er sådan set det jeg vil skrive om... hvordan det er.. og så for at smide den globaliserings vinkel på... om det har nogen indflydelse på det på et eller andet plan... men det jeg vil starte med, det er at finde ud af hvad baggrund du har...

R: Jeg er EDB assistent... fra Nykøbing Falster Handelsskole... og var færdig uddannet da jeg var 20... også fik jeg mit første job... efter skolen... det var i Grønland... og det var egentlig dårlige tider IT folk, så jeg tog bare derop for at få noget erhvervserfaring... også var det egentlig min plan at tage hjem efter nogle år... også finde arbejde hernede... men så ville skæbnen jo, at jeg fik smag for
at starte selv... jeg var bl.a. i Royal Artic Line... rederiet... i nogle år... og fik det bygget op fra bunden, altså deres net... dengang det blev udskilt fra KBH, så lavede man KNI, Tele Greenland og Royal Arctic Line... og det var Ral Lauritzen Rederiet... det danske rederi... der var 7 fra Ral Lauritzens ledergruppe der startede op heroppe... jeg tror jeg var nogen af 20... så det var lidt sjovt... jeg var med helt fra starten af... jeg byggede alle IT systemerne op fra bunden af... altså ikke programmeringsmæssigt... men jeg fik det etableret og fik det til at køre... var rundt i alle byerne... og fik også lov til at sejle med Ral skibe... så jeg har haft nogle meget gode oplevelser deroppe...

I: Det lyder ret fedt ja...

R: Men da det var færdigt og etableret og det bare var driften... så fik jeg lov af min daverende chef og lave noget konsulent arbejde ved siden af... sådan om aftenen... fik lov til at sælge nogle pc'ere om aftenen... altså udenfor arbejdstid... så kunne jeg godt se på et tidspunkt at der var muligheder i det... og det overhånd... og der var mere at lave end jeg havde regnet med, også sagde jeg mit job op og tog springet... og startede selvstændigt... så det var ikke sådan lige umiddelbart noget der lå i kortene... det var bare naturligt... min far har også altid været selvstændig... så jeg tror måske det ligger lidt i... og min farfar i øvrigt også... så jeg tror det ligger lidt i blodet kan man sige... det med at være selvstændig... og det var så der det blev... da jeg var de der 22-23 år for mit vedkommende...

I: Ja, det er... når jeg tænker tilbage på mig selv... så var jeg slet ikke klar til den slags...

R: Det er jeg heller ikke sikker på at jeg var... det er jeg blevet undervejs...

I: Det tænker jeg også, at man vokser vel når man...

R: Ja, præcis... jeg kan huske at da jeg var 24 var A/S stiftet... og der var jeg så direktør for et A/S som 24 årig... og når jeg kiggede på de andre erhvervsdrivende i byen, så følte jeg mig virkelig som en drengerøv... altså sådan virkelig... for de andre var jo sådan nogen 50+ allesammen... dem der drev virksomhed i Nuuk på det tidspunkt... så der gik nogle år før jeg... men jeg var selv primært teknikker... og ikke så meget direktør i virkeligheden... så det var jo det der drev det... at jeg var teknikker og var kendt for det... også gik det egentlig ret hurtigt... vi blev hurtigt 7 mand... i løbet af nogle få år faktisk... også havde vi nogle meget, meget gode år hvor det gik virkelig godt... så når du siger hvorfor Grønland? Det var bare fordi jeg var der...

I: Så det er simpelthen fordi du var der... der var ikke noget du overvejede før eller?
R: Nej... overhovedet ikke... jeg tænker hvis jeg havde haft et job her, hvor jeg skulle opbygge noget, og det var blevet en driftssituation... så havde jeg måske også været drevet af at ville noget selv... pga. generne kan man sige... så det kunne sagtens have været i Danmark også tænker jeg... nu var det bare fordi jeg var der...

I: Også så du muligheden deroppe...

R: Så det var ikke på nogen måde... noget at jeg tænkte at jeg skulle være selvstændig i Grønland... overhovedet ikke... det var ligesom bare sådan tingene formede sig... det var rart og trivedes i landet og så var der nogle opportunities også tog jeg dem... så på den måde...

I: At starte virksomhed i Grønland?

R: Ja, det der med forhindringer... på det tidspunkt var det ret svært og... der var ikke nogle lokale IT folk... der var ikke... du kunne ikke finde Grønlændere der var ordentlig uddannet på IT... og det betød jo at jeg... for at kunne løse opgaver for kunderne... så var man nødt til at få tilkaldt arbejdskraft... og det fandt jeg ud af... altså folk bliver kun i 2-3 år... så rejser de... det er sådan et typisk mønster... det er ikke ligesom mig, der bliver der i 23... så folk de forsvinder... og den der udskiftning bliver man færdige træt af... at få nye folk hele tiden... det er... det må være en enhver virksomhedsejer... det må være en frustration ikke at have den der kontinuitet...

I: Gjaldt det de fleste... altså flertallet... er der nogen der blev, eller er der nogen...

R: Tja... jeg har faktisk en medarbejder... nummer 2 jeg ansatte... han havde 20 års jubilæum her d. 15. januar i år... så der er nogen der blevet hængende... han var også lokal... men hvis det er en dansk... en dansker der kommer til Grønland, så er det kun på lånt tid... og det betyder... at det har gjort... den strategi jeg har haft de sidste 10 år det er at kun ansætte lokale... hvis der har haft den rigtig holdning, men måske ikke lige haft uddannelsen... men havde den rigtig holdning og flair for IT... så har vi sagt fint, så må vi putte det faglighed på... så jeg har faktisk over 7 år i ancienitet i virksomheden i Grønland, og det er meget, meget højt i Grønland... det tænker jeg måske at du har opdaget... der er normalt noget udskiftning... jeg har ikke haft nogen der har sagt op de sidste 3 år for eksempel...

I: Okay, det er ikke sådan overvældende tit nej... hvad hedder sådan noget... en sjælendhed...

R: Ja det er lidt specielt... og faktisk har jeg kun... jeg har ikke nogle tilkaldte... som man kan sige jeg har betalt deres flyttegods, for at komme op og arbejde på en eller anden 3 årig kontrakt... sådan
nogen har jeg ikke anset længere ud af de 35... der er ingen af dem der har den profil... og man kan sige... og det var lidt sjovt... jeg snakkede med min kone om det før nogle år siden inden jeg rejste... der var sådan et julearrangement i firmaet... med familier og koner og børn... som hele familien kommer... også kommer julemanden... og der er købt gaver til børnene... en ordentlig julefest... alle snakker grønlandsk... der bliver sunget grønlandske julesange... og jeg snakker ikke grønlandsk... det er i virkeligheden lidt pinligt når man har boet der så mange år... men som jeg sagde til min kone... jeg føler mig lidt udenfor... men det er jo samtidig en succes... det er fordi det er lykkedes rigtig godt med den lokale arbejdskraft... så det er jo egentlig en succes... men det var også sådan lidt mærkeligt at føle sig lidt udenfor i sin egen butik...

I: Ja, jeg kan godt se hvad du mener der... men det kan man jo kalde for en nærmest paradoks succes...

R: Ja, præcis det var sådan virkeligt... det var egentlig mærkeligt... så vi har fokuseret kun på lokal arbejdskraft... fordi vi ikke gider den der udskiftning... så vi fokusere på kontinuerlighed i ansettelserne simpelthen... forholdsvist simpelt kan man sige... det er også derfor jeg kan sidde og drive en forretning hernede fra... jeg er kun deroppe 60-70 dage om året... måske 80... jeg er deroppe en 6-7 gange om året af en 10 dage...

I: Okay... hvad med rejse... nu har jeg kun rejst frem og tilbage engang... men det er alligevel en længere rejse... er det sådan... er det bare en del af din hverdag... altså at rejse frem og tilbage?

R: Nå ja, men jeg er jo... jeg kan sagtens arbejde... jeg kan sagtens sidde i flyveren... så jeg føler ikke det er spildtid som sådan... selvfølgelig er der noget spildtid ved at rejse... men jeg kan principielt sidde hvorsom helst og passe mit arbejde... det er selvfølgelig i flyveren... jeg kan lave en masse ting offline også... det er bare lige et spørgsmål om at planlægge... man kan også sidde og skrive mails i flyveren også bliver de bare sendt senere... på den måde er det ikke et issue kan man sige... så det... selvfølgelig er der jo de der... der bliver hurtigt 20 rejse dage... 16... 18 rejsedage om året... eller hvad det nu bliver til...

I: Hvornår flyttede i til?? (Danmark)

R: Det gjorde vi forrige sommer... det er halvandet år siden... Men vi har startet en afdeling hernede... vi er 15 hernede nu... så jeg prøver nye kræfter med at starte virksomhed her... jeg har en afdeling i Thisted hvor der sidder 12 mand... og det er ligesom det jeg prøver og... fordi det var
blev lidt meget drift i Inu-IT i Nuuk... når man har haft den samme forretning i 20 år... så for mig var det også udfordringen at prøve at bygge noget op hernede...

I: Er det så... kan man så sammenlignge på en eller anden måde... er det nemmere eller svære?

R: Det er nemlig lidt sjovt... det er vigtigt for mig at der er noget kulturelt... sammenligneligt med Nuuk... og derfor kommer jeg helt sikkert ikke til at drive virksomhed på Sjælland...

I: Nej okay...

R: Her i Nordjylland... altså kunderne er bundloyale... hvis de bliver behandlet ordentligt... så er de meget loyale... også hvis man passer ordentlig på folk, så er de meget loyale... jeg har heller ikke nogen der har sagt op deroppe i 3 år... i den tid jeg har haft virksomhed deroppe... så der er helt klart nogle kulturelle ting der hænger sammen... også den måde at man gerne vil have en lokalt i området her... og det vil man også gerne i Nuuk... så på den måde er det meget sammenligneligt synes jeg... og sådan er det ikke... det er selvfølgelig en antagelse jeg har... men jeg føler ikke der er den samme... på Sjælland der er man mere... i Københavnsområdet... til at drive forretninger... man er jo heller ikke lokalpatrioter... det er man jo her... lokalpatriotisk... det må man jo bare erkende... det er nok ikke noget folk går og siger, men det er man...

I: Det lyder meget rimeligt... (begge griner) Ja, der er kulturelle forskelle på Jyder og Sjællændere...

R: Det er der...

I: Det har der vel været altid kunne jeg forestille mig...

R: Men hvis jeg skal være helt ærlig så ved jeg det ikke, for jeg har ikke arbejdet i København...

I: Ja, man har en formodning om det...

R: Min mavefornemmelse... det er en mavefornemmelse ikke...

I: Jeg ved det heller ikke... jeg har ikke arbejdet der... men den der udskiftningssned... tror jeg mere lever i København... måske på hele Sjælland, men i hvert fald i København... jeg kunne måske godt forestille mig at hvis man kom ud på landet på Sjælland så ville det være anderledes... jeg ved det ikke...

R: Jeg har i hvert fald ikke... jeg har prøvet det der med udskiftning... og det er... jeg vil hellere finde de rigtige folk... og søge for at de har det godt, og er tilfredse med deres arbejde... så de bliver rigtig længe... det er egentlig utrolig simpel strategi, men...
I: Nu er det lidt et sidespor... men jeg er lidt interesseret... hvordan finder du ud af om hvordan om folk... hvordan de er de rigtig folk?

R: På det faglige... hvis det er noget IT fagligt, så er jeg rigtig godt til at vurdere om folk selv er faglige... jeg er en faglig direktør... fordi jeg har den udvikler som jeg har, og 10 år som konsulent også... så kan jeg godt vurdere om en tekniker har styr på sine ting... det kan jeg spotte med det samme... så der rammer jeg som regel rigtig godt... når jeg ansætter... men sælgere for eksempel... det er... der snakker vi altså... det er kun 1 ud af 3 jeg rammer rigtig på... der er virkelig... altså jeg kan ikke skelne mellem varmluft... det der med at være sælger er jo noget med varmluft i en hvis grad ikke... det kan jeg ikke... så der er jeg virkelig dårlig til at finde de rigtige...

I: Der har du vel... du får hjælp til at?

R: Ja, faktisk her og nu den sidste sælger vi ansatte har jeg slet ikke snakket med overhovedet... det har jeg ladet 3 i min butik om at ansætte ham...

I: Ja fair nok, hvis der er 2/3 chance det er forkert så...

R: Ja, præcis... så det er der simpelthen nogle andre der har gjort... fordi jeg har ikke noget at byde ind med alligevel...

I: Så det er mest fagligheden det kommer an på eller hvordan?

R: Ja, jeg kan vurdere det faglige...

I: Hvad med personlighed og...

R: Jeg kan selvfølgelig også vurdere om de er sympatiske... eller om de kan fungere...

I: Det ved jeg om man er... hvis man har den... altså om man er hvis man har evnerne også...

R: Det kommer an på referencer og hvad de... og hvordan deres apperance til samtalen... det er jo noget subjektivt... det er ikke noget man sådan kan sætte i system... det kan man med fagligheden... der kan man stille 10 kontrol spørgsmål, så kan man se om de falder igennem eller ej...

I: Det er egentlig ret smart at man kan det...

R: Ja, så er man sikker på og ramme noget... så kan jeg se du skriver det med kunder... (spørgsmål ang. hvordan man skaffer kunder) det er jo... vi har faktisk ikke reklameret i nærmest i 10... vi har lige besluttet i år at bruge Suluk... den der er i flyet... en halvsides de næste 6 Suluk udgivelser...
kun med henblik på branding... altså for at få vores navn mere ud... men ellers er det simpelthen mund til mund... det er jo fordi der er nogen der har hørt om os... også kommer det lidt af sig selv... og selvfølgelig er det jo også nogle sælgere der er ude og... jeg tror meget mere på den personlige relation... så hvis du får de rigtige sælgere ind der kender Grønland og kender dobbeltsprojet, og kender markedet... så får du meget mere ud af at de er ude end at du sætter en annonce i Sermitsiaq (avisen)... også kamikposten i Grønland, som er mund til mund metoden... kamik posten som den jo hedder...

I: Den havde jeg ikke hørt før...

R: Kamikposten det er når folk hører om...

I: Det er også det indtryk jeg har fået... der er meget... de snakker om alting... man kender mange ting igennem folk... så man bliver nærmest promoveret, hvis man kan kalde det det... viden om...

R: Ja, det var også meget sådan i starten... at jeg selv var konsulent... hvis man så havde været ude ved nogle kunder... og havde præsteret et eller andet som andre måske ikke kunne løse... og man så kommer ud og løser det, så snakker de med nogen... også kører det jo bare... så jeg har aldrig som sådan reklameret, eller lavet markedsføring på den måde... det er simpelthen kommet stille og rolig... mund til mund...

I: Ja, nu har du været inde på arbejdskræft, kunder og udvidelse... (liste over spørgsmål)... jeg har kigget på det... og der er flere forskellige IT-virksomheder i Nuuk...

R: Ja, der er jo Tele-Erhverv også Comby også os... tre af de... umiddelbart vil jeg tro at vi er lidt større end de andre på IT... altså Tele er selvfølgelig kæmpestor... men de har jo også monopol, og mobil telefoni og altmuligt... men deres IT konsulent forretning er ikke så stor... og Comby er heller ikke... jeg vil tro vi har samme størrelse som dem tilsammen... så vi er lidt større end dem... men det er fint at der er konkurrence... for det gør jo at vi holder os skarpe... så det skal der være... og igen det er jo det med at hvis du har de samme folk som servicere de samme kunder, så er kunderne også glade og tilfredse og så skifter de ikke... det er egentligt utrolig simpelt... utrolig simpel mekanisme egentlig... vi prøvede faktisk et år... eller i nogle år for en 5-6 år siden... så havde jeg en teori om at alle skulle kunne arbejde på alle kunder... og det gjorde faktisk at kunderne fik enormt dårlig service... for hvis der kom en ny mand på en kunde og skulle sætte sig ind i kundens situation, og sætte sig ind i kundens IT osv. så var det bare enormt ineffektivt og kunden fik en dårlig oplevelse... så da jeg ligesom ind så det... da jeg endelig ind så det... så gik vi tilbage til... at
der simpelthen er en ansvarlig konsulent per kunde... som sådan som... at der er simpelthen en konsulent der er hoved ansvarlig for en kunde... og dvs. vi sender primært den konsulent ud til den kunde, hvis det er overhovedet muligt... så italesætter vi det også overfor kunden... dvs. at de skal vide at når den konsulent er på ferie, så vil service niveauet være lidt lavere... men ellers almindeligvis vil det så være højere end hvis vi forsøger at der er 4 mand som kan servicere den kunde... det er nøjagtigt det samme jeg gør oppe i Thisted... der er nogle ansvarlige for hver kunde... og det gør at kunderne får en bedre service...

I: Og det er sikkert positivt for kunderne...

R: Ja, men det kræver så også... det der med arbejdskraften... altså at man skal jo spotte... det skal være en speciel type... det skal være nogen der tager noget ansvar... de skal ligesom sige at det her det er min kunde... eller at de her 5 kunder det er mine kunder... og jeg skal sørge for at de har det godt...

I: Så det er den der... hvad hedder det... ejerskabsfornemmelse...

R: Ja, det rigtig ord... de skal tage noget ejerskab for kunderne... så får du bare glade kunder... i stedet for at du har 3 konsulenter på en kunde og ingen af dem har sådan helt ansvar... det er en helt grundlæggende forskel...

I: Hvordan... er der sådan noget... belønningssystem... eller på den måde?

R: Jeg har haft sådan et provisionssystem engang... det drev jeg virksomheden med i mange år... folk fik en grundløn som de kunne leve for også hvis de fakturerede rigtig mange timer... så fik de en ret godt provision af det også... men på en eller anden måde... det gjorde noget negativt ved virksomheden faktisk... så det har vi valgt... det gik vi væk fra for de der 5 år siden... så folk får en almindelig løn nu... fordi det er ikke de sidste kroner der nødvendigvis betyder noget for folk... så der er ikke... jeg har stadig nogen der får provision... nogen der løber rigtig stærkt og ligger rigtig mange timer... som er drevet af at få de ekstra penge... men der er også mange der ikke er... så, forsøger jeg bare... altså at der er gode forhold, gode arbejdsforhold... god kommunikation... vi er jo online hver fredag... så holder jeg online møde via Skype... hvor jeg så fortæller hvad der sker i Danmark, og hvad der sker i Grønland... også det tager måske 10-15 minutter på video... for ligesom også at binde de to lande lidt sammen... det er noget du... hvis du skal være en virksomhed så er du i hvert fald nødt til at prøve at samle... så på trods af at der er 4000 km i mellem, så er video jo fint... så hver anden fredag har vi online møde, og hver anden fredag sender jeg længere fredags
mail hvor jeg informere om hvad der foregår... det der med at folk føler at de er orienteret om hvad der sker i virksomheden... der er jo mange ting i ledelse i den sammenhæng, men jeg er nødt til at gøre noget for at holde sammen på butikken...

I: Er det din rolle... nu er jeg blevet lidt nysgerrig... din rolle er lidt mere ledelse/administration nu eller?

R: Ja, jeg har ikke nogen økonomichef, så jeg har selv den del... og kommunikere ud i virksomheden... og forsøge at være et talerør for hvad der sker... også... er jeg blandet... også fordi jeg har fagligheden... er jeg med i, hvis der er nogle tilbud... komme med input... så jeg arbejder lidt på tværs... jeg er ikke tekniKKer længere... men jeg har en bred viden... jeg er generalist... så jeg kan ofte byde ind med noget, have en dialog med folk... så jeg arbejder rigtig meget med alle i virksomheden... uden om deres chef... i princippet har jeg 3... jeg har en salgschef i Grønland og en salgschef i Thisted... også en konsulent chef... så i princippet har jeg kun 3 folk under mig, men jeg arbejder udenom dem, selvfølgelig uden at kompromittere dem... det er jo vigtigt ikke... men kun fagligt... som faglig sparring... også så de føler jeg er nærværende som ejer... det giver jo også noget... også interessere det mig jo... det er jo en nem rolle og have... når det interessere end...

I: Det kan man godt gå tilbage til... altså i starten, det var interessen der gjorde...

R: Ja, præcis...

I: Det er jo lige før... hvad hedder sådan noget... det er lige før det er en ekstrem interesse...

R: Ja, man kan godt sige at det er lige så meget min hobby...

I: Ja, okay så det...

R: Mit job var vel egentlig min hobby dengang jeg startede...

I: Det er fordi jeg prøver lidt at forstå hvordan en iværksætter...

R: Ja helt klart min (hobby)...

I: Så den der med at... jeg har i hvert fald hørt flere steder at der er mange der ikke gør det... tager skridtet som iværksætter fordi man skal bruge så mange timer på det... men hvis det er ens hobby så er det ikke sikkert at det betyder så meget... det er det jeg tænker...
R: Det gjorde det heller ikke... jeg arbejde også sind syg mange timer i starten... for at komme i gang... men i og med at det var sjovt... eller hobby agtigt... så er det nemmere at finde timerne... når det ikke bare er slid og slæb...

(næste spørgsmål, han læser dem selv)

R: Ja, de kulturelle forskelle... der er jo en forskel... og nu ved jeg ikke hvor kommer det her du skriver hen og ligge... er det noget du...

I: Det bliver... det er mit kandidat speciale, så det kommer til at ligge på AAU's... jeg kan selvfølgelig lade være med at ligge den derop, og hvis det skal være anonytm så kan jeg sagtens gøre det... men det bliver ikke noget sådan offentligt udgivet tror jeg ikke... det bliver min supervisor, og så min censor også en anden en måske der læser det... så jeg tror det er ret begrænset...

R: Nu er det jo meget tydeligt mellem Grønland og Danmark... I Thisted... jeg har et godt eksempel jeg bruger når jeg prøver at italesætte problemstillingen... hvis... selvom jeg i Grønland har nogle rigtig gode folk... som også i en hvis grad tager ansvar for kunderne... så er der bare en hel grundlæggende forskel i netop noget kulturelt... hvis vi hernede har solgt en opgave... så kan jeg aflevere den deroppe (Thisted) når den er solgt... så hører jeg først om den når jeg får at vide nu er den færdig, nu kan du fakturere den... også har jeg ikke været blandet ind i et sekund overhovedet, som kun hvis jeg selv spørger til hvordan går det med det... så der er... nu er det måske også lidt ekstremt med de folk der er deroppe... de er meget, meget dygtige, men de driver bare... og kører tingene 100% i mål... hvor jeg i Grønland, hvis der bliver solgt noget... der bliver jeg nødt til at holde gang i hjulene... der er jeg nødt til... jeg på forhånd, afhængig af kompleksiteten og størrelsen på opgaven... så ligger jeg det ind i min kalender... for eksempel en gang om ugen... at jeg skal lige følge op på... og der er jeg nødt til at følge op... og drive det... ellers så går det i stå... og det kan selvfølgelig også godt være at de har meget mere almindelige ad hoc support... så kan det være svært at drive et projekt... men der er også noget kulturelt... så det driver ikke sig selv deroppe... på samme måde som det gør hernede... det er... der mangler lige de sidste 10-15% hvor man siger nu tager jeg den her, også kører jeg den fandme 100% i mål, det mangler i Grønland... og jeg ved ikke om det er generelt i Danmark, eller om jeg har været ekstrem heldig med de folk jeg har deroppe... men der er en kæmpe forskel på hvordan tingene bliver drevet i mål...
I: Det er også mit indtryk... men jeg tænker nogle gange det er en stereotyp, men som regel er stereotyper baseret på en eller anden sandhed... så det er nok ikke helt forkert... det er sådan 50/50 ish...

R: Det kan være noget så simpelt som... min salgschef i Grønland siger det på en meget sjov måde... sådan lidt humoristisk... at der er et eller andet projekt der er gået i stå... "okay jamen hvor er det gået i stå?" så er det en eller anden konsulent der... "jeg har også skrevet til..." hvis nu det er noget med Tele eller en leverandør... eller et eller andet... "men jeg har jo også skrevet til dem" ja... men så kan det godt være at kunden, eller leverandøren eller Tele-Post eller hvad nu for en interessent der er blandet ind i det her ikke svarer... det hænder jo alt andet lige desværre... hvis folk bare svarer på mails, så ville det være lidt nemmere at drive ting... med rette så kan konsulenten jo sige "jeg har jo skrevet til dem og de svarer ikke..." hvor i Danmark er man nødt til at sige... at nu rykker jeg... det der med at at drive det... det er rigtigt... jeg skrev til dem for en uge siden... og nu skriver jeg lige igen... det der med lige at drive det det ekstra skridt... det kæmper vi lidt med... og det der med at man skal ligesom skal holde gryden lidt i kog... det der med at ringe og sige... hvordan går det med det der, hvor langt er i med det der... "men jeg havde også skrevet..." det er jo også rigtigt, men det ligger ikke ved den persons bord... for personen havde jo skrevet til dem, nogle andre der skulle gøre noget også havde de ikke svaret...

I: Også går det i stå?

R: Ja, så går det i stå... og så er det først når man lige får hevet gang i den igen... så kommer rykkeren... men de får ikke rykket af sig selv, det er sådan en grundlæggende... og det er lidt symptomatisk... for Nuuk... eller for Grønland...

I: Ja jeg har kun været der i 4 måneder, så jeg ved ikke så forfærdelig meget om det...

R: Men ikke... hvor jeg føler stadig i min virksomhed... der har vi i den grad de betre... det er stadig nogle meget gode folk vi har... men det her er stadig lidt et symptomb... og det kan godt være... om det er kulturelt eller om det er fordi de bliver overvældet af hverdagen af de Ad Hoc opgaver der kommer ind... jeg kan ikke finde ud af at hvad for noget der er... men jeg tror der er noget kulturelet i det... fordi de bliver jo også overvældet af Ad Hoc i Thisted... jeg ved ikke om det forklarer det sådan nogenlunde...

I: Jo, det... der er noget der...
R: Ja, det er der... ingen tvivl om det... det var det der med at hvis folk har den rette holdning så bliver den jo lille... så interessen...

I: Hvordan... hvis de har interessen også videre... hvordan uddanner du dem... eller er der en uddannelselse..?

R: Så er det jo dels en investering i... de går sammen med en anden konsulent... og kurser...

I: Så der er kurser i Grønland?

R: Ja, jeg tror vi har et budget på næsten en million om året på uddannelse...

I: Okay...

R: Vi har 30.000 om året per konsulent... der er øremærket til uddannelse i microsoft produkter eller hvad det nu måtte være... så det er en meget stor del af virksomheden... at folk kommer op kursus og bliver uddannet løbende... ellers så falder man jo bag vognen...

I: Ja specielt i... ja det gælder sikkert mange brancher... men IT branchen den bevæger sig rimelig hurtig...

R: Der er man nødt til at være med, det er også en del af strategien... at folk skal uddanne sig... og det var også noget af det jeg var lidt frustreret over i forhold til folk der var der en 2-3 år... at de havde jo stadig en forventning om at komme på kursus og få certificeringer... men det er jo ikke særlig fedt at smide penge efter sådan nogle, når du ved de rejser...

I: Det er selvfølgelig rigtig...

R: Hvor det er meget sjovere at smide dem i nogle lokale, som man ved bliver... hvis man passer ordentlig på dem... så det er en del af den samme strategi... de lokale...

I: Nu siger du at passe godt på dem, er det sådan arbejdssforhold... det kunne være kantine eller...

R: Ja, vi har en mega luksus kantine... sådan virkelige gode forhold... noget så simpelt som at folk kan låne... vi har en varebil, og den kan de låne privat hvis de skal flytte noget i familien, eller hvad de nu gør... der er sådan alle mulige...

I: Så det er sådan en... hvad hedder det... en casual agtig... altså... ånden i virksomheden er sådan familieagtig... jeg skulle bare lige...
R: Ja men det er det... det er der slet ingen tvivl om... vi har faktisk lige haft et eksempel på en sælger, som...vi opdagede det ikke, os i ledelsen, men hun talte meget, meget nedladende og kommanderende til vores chauffør... og det er jo... og hvis der så var en chef, så var hun sådan lidt sukkersød... kan man sige... og i virkeligheden... og det er slet ikke den ånd... så vi har faktisk måtte italesætte overfor hende at vores chauffør han er næsten en af de vigtigste... for os der har været her i mange år, har prøvet at når vi ikke har en ordentlig chauffør... fuck hvor tingene ikke kører... hvor fungerer det ringe i alle mulige sammenhænge... alle de praktiske ting bliver ikke gjort... så han er fandme en vigtig person i virksomheden... så han er fuldstændig på lige fod med alle andre... man skal ikke snakke anderledes til en chef og en chaufføren... det er egentlig et meget godt eksempel på at alle er på en eller anden måde lige...

I: Det lyder meget klogt synes jeg... og have den holdning...

R: Ja, for alle har en vigtig brik...

I: At få alle til at forstå det, er en anden side... at man er del af noget større...

R: Ja... og hvis ikke hele fødekæden virker... så bliver det træls...

I: Så det er vigtigt...

R: Ja, det er det... jeg ved ikke om folk tænker sådan andre steder... det er måske nok lidt specielt... jeg ser på det som en familie... som du selv sagde... at vi er en stor familie... og hvis ikke vi fungere sammen... eller hvis ikke alle yder deres andel af en leverance... eller hvad det nu måtte være... så fungerer det jo ikke... så alle er en del af det...

I: Ja globalisering... jeg vil nemlig gerne finde ud af om... som der står... hvad de positive og negative... om der er nogle... og du har været lidt indé på det med hensyn til arbejdskraft... at det kunne godt være negativt at de kommer og smutter igen... men ellers om der er muligheder... altså nu er IT branchen jo blevet lidt mere... sådan allestedsværende... internettet osv., men om det så har gjort det nemmere at være i et yderliggende område, eller gjort det mere kompliceret?

R: Vi har... hvad hedder det... vi har en ret stor hosting forretning i Nuuk... og det er jo klart med fberkablet og at man får mere båndbredde efterhånden... så er det at ligge det hos en udbyder i Danmark blevet nemmere nu... så på den måde er globaliseringen jo lige for døren... da der var satelit... der var det jo et issue... der var man nødt til at ligge det i Nuuk, fordi det var umuligt at køre det over en satelit forbindelse... men det er det ikke længere...
I: Så på den måde så...

R: Ja, så... om man ligger sit IT ude i Azure... ude i skyen simpelthen... eller om man ligger det i vores hosting miljø oppe i Nuuk, det er tæt på at det ikke gør den store forskel... så det er jo noget vi kæmper med... så folk er... kunderne skal jo tro på at ved at ligge det hos os, og vi så servicere det, de så får en hurtigere service og de ved hvor deres data er, og sådan nogle ting... så det der med at ligge det helt ud i skyen... men det kommer jo... vi bliver nødt til at forholde sig til den verden... hvis ikke vi forholder os til det... det gør vi jo også i Danmark... nu er der jo masser af ting som vi ligger ud i Azure... hvis vi ikke vi gør det så er der nogle andre der gør det... så vi er nødt til... hvordan tjener vi ellers vores penge... jamen så må vi tjene vores penge ved at vi stadig kan servicere dem selvom det ligger ude i skyen... så globaliseringen har da en impact og får mere og mere... det er der ingen tvivl om...

I: Ellers er der ting som du tænker globaliseringen gør eller ikke gør...

R: Globaliseringen... du kan jo ikke... du kan ikke i Grønland... altså ligesom man måske... jeg ved at der er mange der gør i Danmark... eller store internationale virksomheder... de ligger for eksempel deres support funktion til Indien... for eksempel... det er vi ikke ramt af på nogen måde, fordi folk ikke snakker engelsk... og så den der med at være lokal og snakke sproget og være tilstedeværende... det vægter meget, meget højt, så på den måde bliver vi ikke kørt over af et globaliseringstog... hvor det hele ligger ude i Indien lige pludselig... eller Ukraine eller hvor fanden man nu eller ligger sådan noget... så den del af globaliseringen rammer os ikke...

I: Tror du... det måske lidt hypotetisk... men på sigt at den måske kunne?

R: Jo, men så skal man jo i hvert fald have en anden sprogpolitik...

I: Det er jo så det, der går nok nogle år...

R: Ja, en generation eller to... så er det...

I: Nej, det er noget der er langt ude i fremtiden...

R: Det er ikke noget der er lige for døren...

I: Det kan man ikke sige... Jeg har ikke flere spørgsmål... men hvis du har noget andet du gerne vil sige omkring iværksætteri, så må du meget gerne det...

R: Jeg synes vi er kommet bredt omkring det, jeg har ikke sådan lige mere...
### Appendix 10

Codes created in open coding

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