

**"Sell" Canada for Less: the Motives and Success for Business
Immigrants and the policy implications**

By

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Abstract

According to Citizenship and Immigration of Canada, Canada has been competing with the United States, the European Union, Australia, New Zealand and emerging economics - especially in the Asian Pacific region - attract the limited number of active entrepreneurial talents to Canada, bringing in people with business skills and investments. Business immigrants came under various Canadian immigrant investor schemes, which underperform according to recent governmental reports. Policymakers expect newcomers under the investor and entrepreneur scheme to boost Canadian economy, help integrate Canada into the global economy and assimilate into Canadian society. However, the inferior economic performance of business immigrants indicate that the policy making might have certain limitations and a boundary; such boundary and limitations are caused by the generalization and lack of understanding of the business immigrant population. Business immigrants emigrate from their home country with different motivations and diverse pre-migration backgrounds (industry, language fluency, local connections to host country, etc). Currently, immigration entrepreneurship research dominantly focuses on the post-migration adaptation and overlooks the pre-migration backgrounds and motives. It is widely identified in the field that the post-migration adaptation and acculturation is correlated to the business immigrants' pre-migration settings. Although, very little research has been conducted in both pre-migration and post-migration settings collectively, this thesis will argued that (1) immigration motives and pre-migration

backgrounds of business immigrants are critical to predict the success in the post-migration setting; (2) development of four prototypes of business immigrants based on empirical data where the prototypes emerged resulting from in-depth interviews with the local business immigrants in Manitoba; (3) conceptualized dynamic transformation process of business immigrants based on three timelines namely home country, in transformation and host country.

Introduction

As a country made up by immigrants, Canada relies on its immigration system to attract best-suited immigrants to Canada. According to Citizenship and Immigration of Canada, Canada has been competing with the United States, the European Union, Australia, New Zealand and emerging economics - especially in the Asian Pacific region - attract the limited number of active entrepreneurial talents to Canada, bringing in people with business skills and investments (Jones, 2004). In contrast to winning the global talent competition, attracting experienced foreign entrepreneurs and corporate executives with high personal network through the entrepreneur and investor immigration scheme, the business immigrants' post-migration business activities are underperformed according to recent governmental data. Business immigrants pay less taxes than other economic immigrants, are less likely to stay in Canada over the long term, and often lack human capital qualities - such as local language fluency - in comparison to other immigrants

from the same countries (CIC annual report, 2014). Furthermore, mainstream media also reported "refugees pay more income tax than millionaire investor immigrants" (CBC, 2015). The article did report that "only 39% of investor immigrants paid any income tax 5 years after arriving" as well as "refugees who have come to Canada over the past 30 years have paid more income tax in this country than immigrant investors admitted under the now defunct immigrant investor program" (CBC, 2015). There is however, a rising population in Canadian society to believe that the national and provincial governments are "selling Canada" to the world's wealthy elites who are buying citizenship through business class immigration (Jones, 2004). Noticeably on an academia perspective, we see an anomaly that a group of highly selected entrepreneurs and investors would be defeated by the refugees in terms of the amount of income tax paid, which is an important indicator of economic success (Johnson & Soenen, 2003). In previous literatures, immigration entrepreneurship has "huge potential to build a bridge between host and home countries" (Bakenda, Chrysostome, 2013). Business immigrants promote international business and facilitate bilateral trade and investments utilizing resources from both home and host countries (Yeung 2002; Chen 2007); creating business immigrants to be more active in entrepreneurship and innovation than locals (Martin, 2013; Nathan&Lee, 2013). Policymakers expect the business immigrants to apply under the entrepreneurs and investor immigration scheme in Canada to boost Canadian economy, help integrate Canada into the global economy and assimilate into Canadian society (Jones, 2004). Up until now, very limited research has been done regarding the

anomaly of business immigrants in Canada. However, the fact is the business performance of the population contrasts to the expectations specifically to Canadian immigration policies.

I have moved to Manitoba, Canada in September 2014. During my stay in Manitoba, I have encountered a vast number of immigrants, including business immigrants, skilled workers, family reunions, etc. The business immigrant community - remaining as a fairly isolated community from other immigrant groups - is often seen as an independent community by many bystanders, including other immigrants in the same ethnicity. A vast diversity within the business immigrant community has immigrated to this country with different motives and mindsets. Different business immigrants share some common traits; yet still a very diverse community deserves more attention from an academia perspective. Some business immigrants are highly successful in the host country while some are not, which serves as impetus of this research.

Human beings are attuned to evaluate the new environment based on the changes or differences comparing to the previous environment, instead of the absolute magnitudes of the new environment. Thus the emphasis on changes as the carriers of value should be taken to imply that the value of a particular change is related to the initial position (Kahneman & Tversky, 1979). The prospect theory applies to the decision making of a potential business immigrant, who faces the potential risk and returns when moving to a new host country. In case of the business immigrants, the adaptation to a host country is

not independent from their pre-migration experiences in the home country. Current immigrant entrepreneurship studies have been focusing on entrepreneurs' activities and socialization in the host countries and overlooked the pre-migration setting and its impact on the post-migration adaptation (Chen and Tan, 2009; Drori, Honig & Wright, 2009; Lin and Tao 2012; Portes, Guarnizo, & Haller, 2002; McGee, Peterson, Mueller & Sequeira, 2009). For business immigrants, the adaptation in the host country is highly related to the pre-migration settings (Froschauer, 2001). For an entrepreneur, the prior knowledge is highly correlated to the discovery of entrepreneurial opportunities in a new environment (Shane, 2000). In addition, in contrast to the classic assimilationist-centric ethnic studies that the pre-migration traits, such as old cultural ways from home country and native languages are disadvantages (Warner & Srole, 1945; Child, 1943), current assimilation studies found that preserving ethnic traits may facilitate immigrants' success in the host country in the long run (Zhou, 1997). Thus more investigations need to be done regarding immigrant entrepreneurs' pre-migration background (Aliaga-Isla and Rialp, 2013). Based on the business driven criteria of the Canadian Business and Investor Class Immigration scheme, business immigrants are expected to establish a stable business in Canada and provide employment opportunities for Canadians (Plans and Priorities 2015–2016, CIC); and their business intent as a prior motivation is assumed. In prospect theory, the choices between prospects can infer decision weights when making decisions. And different decision weights between economic and non-economic motivation lead to the different value of the outcomes

(Kahneman & Tversky, 1979). In case of the business immigrant populations, their prior motivations to make the immigration decision and the different decision weights have an impact of their post-migration outcomes. Current literatures tend to over look the motivations for immigration and their relation with post-migration success (Lin and Tao, 2012). In this research, I looked into the pre-migration experiences of the business immigrants and their prior motivations to make the immigration decision. Following the grounded theory approach, I developed four prototypes of business immigrants as well as conceptualized a dynamic transformation process of business immigrants utilizing the qualitative research methods.

Literature Review

Highly Selective Process but Under-performed reality in Manitoba

Immigration under the Investor and Entrepreneurship scheme to Canada is a highly selective process. The Manitoba Provincial Nominee Program – Business (MPNP-B) is designed for entrepreneur-focused immigration under the province of Manitoba. The program invites prospective applicants with a minimum personal networth of CAD\$350,000 and a minimum of three years of successful business and management experience to come to Manitoba investing to the local economy. Generally the more business experience and knowledge that the potential applicants have as well as possess a high personal networth, will most likely receive the provincial nomination leading to permanent residency. In addition to the rigorous requirements on personal networth and

business experiences, the potential applicants are required to develop a business plan, pass a screening process with a MPNP-B officer determining his or her adaptability to the province and validity of the business proposal before he or she gets approved to come to Manitoba and open a business. A successful business immigrant is required to make a business commitment of actively investing minimum CAD\$150,000 in the local economy (excluding primary residences and passive investments). To ensure actual investments, a nominated business immigrant needs to make a good-faith deposit of CAD\$100,000 to the Manitoba Provincial Nominee Program, which will be returned after successfully establishing a local business or a qualified investment in the local economy. Policy makers undergo a carefully selective process presuming the successful applicants landing in Manitoba to be adaptive to local society and contribute to the local economy. However, many of the business immigrants in Manitoba were unable to establish long-lasting successful businesses. In contrast, many of them end up moving away from Manitoba or even Canada. According to a former MPNP-B officer, the MPNP-B office still hold more than CAD\$5 million good-faith deposits as of December 2015 without knowing if the money will ever be returned. Considering that the good-faith deposit was previously CAD\$75,000 and was raised to CAD\$100,000 in the middle of 2015, more than 50 business immigrants walked away from their good-faith deposit without honoring their business commitment once receiving their immigrant status. This study will explore the reasons to the underperformance of business immigrants in the post-migration setting from examining business immigrants' diverse backgrounds, mixed immigration motives

and addressed the policy bias.

The Uniqueness of the research subject: Business Immigrants

Immigrants are highly diverse in nature, due to their various pre-migration backgrounds and the different ways of defining themselves into the pluralist culture that already exist before arriving (Greely, 1976:32). A Business immigrant with an additional “for business” layer is a unique type of immigrant comparable to other types of immigrants. Previous immigrant entrepreneurship literature mentions that immigrant entrepreneurs (Butler & Greene 1997), ethnic entrepreneurs (Light, 1972; Barrett et al., 2001; Bagwell, 2008; Nakhaie, Lin, & Guan; Ndofor & Priem, 2011; Piperopoulos, 2010) and transnational entrepreneurs (Lin & Tao, 2012), that overlaps with business immigrant to an extent but do not fully explain this type of immigrant or entrepreneur. Business immigrant is a hybrid type that cannot be generalized simply as immigrant entrepreneurs, ethnic entrepreneurs or transnational entrepreneurs (figure 1).

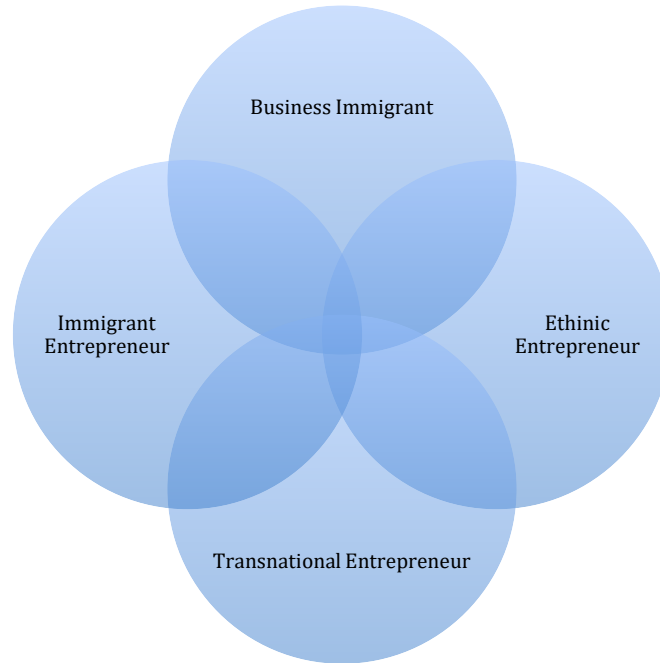


Figure 1: A unique category, business immigrant

Immigrant entrepreneurs are the new immigrants who start a business in the host country as a mean of economic survival (Butler & Greene, 1997). Transnational entrepreneurs adopt a transnational mode of economic adaptation by drawing resources from both home and host countries (Lin & Tao, 2012). Ethnic entrepreneurs are those entrepreneurs who have personal involvements in the ethnic community (Chaganti & Greene, 2002). According to Department of Immigration, Refugees and Citizenship of Canada, business immigrants are the immigrants with substantial person network and management experiences. A business immigrant is the potential business owner of a qualifying Canadian business. And he or she establishes in Canada through business operation and creates job opportunities in the Canadian labor market. Similar to transnational

entrepreneurs, business immigrants possess resources in the home country. However, business immigrants sometimes face the constraint of resources in the host country, which requires them to assimilate and acculturation. In many cases, culture brokers, such as immigrant adolescents (Jones & Trickett, 2005) and local acculturation agents (Peñaloza, 1994), facilitate the transnational mode of economic adaptation by bridging into the host society. In regards to ethnic entrepreneurs, some business immigrants engage in the ethnic enclave and adopt an ethnic centric mode of economic adaptation. Ethnic minority businesses tend to be typically small, and compete in saturated spatial markets and are concentrated in economically vulnerable sectors. Different from the lack of management skills and constrained resources many ethnic entrepreneurs face, the pre-migration managerial experience, high personal network and access to financial capitals differentiate business immigrants from the typical ethnic business owners (Barrett & McEvoy, 2001). Comparing to immigrant entrepreneurs, business immigrants' antecedents to start a business are more diverse than simply for economic survival. As a hybrid type, a business immigrant may become an immigrant entrepreneur, an ethnic entrepreneur or a transnational entrepreneur by adopting different economic adaptation mode in the host country (figure 2). As a result, the research tools from immigrant entrepreneurship, ethnic entrepreneurship and transnational entrepreneurship studies are utilized in this study to research about business immigrant. Moreover, as a unique type, I developed tools to research about business immigrant following grounded theory approach in response to the uniqueness of this hybrid immigrant/entrepreneur type.

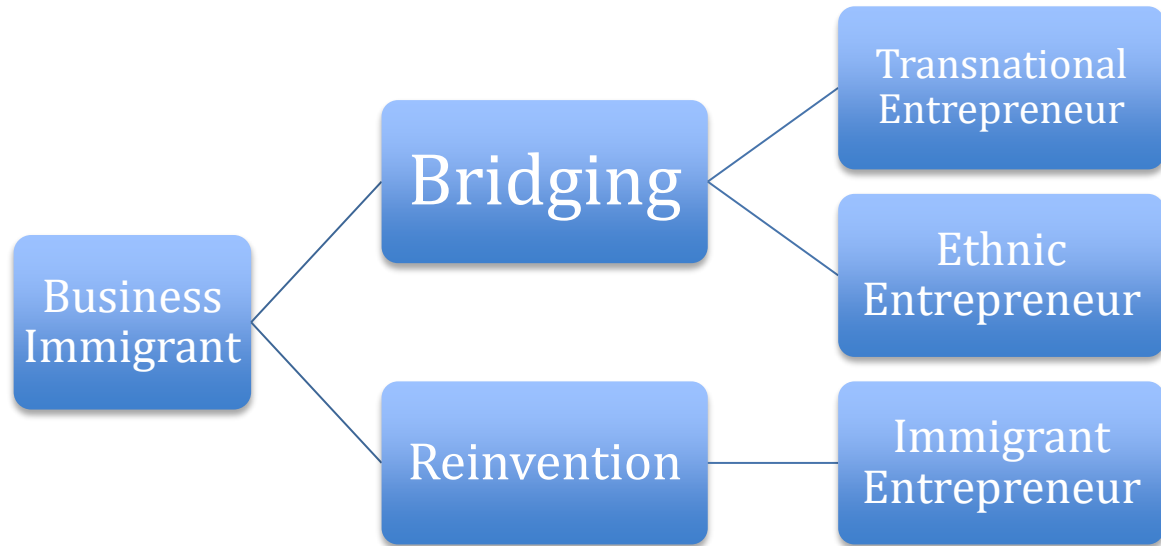


Figure 2: Overlaps between business immigrant and immigrant entrepreneur, ethnic entrepreneur and transnational entrepreneur

The business immigrants' uniqueness formulates mixed immigration motivations as well as diverse pre-migration experiences that lead to different post-migration business venturing strategies. In addition, the adaptation process is a dynamic interaction between multicultural host country and pre-migration cultural patterns from home countries. Canada - a country taking pride in its cultural mosaic - is already a dynamic environment that provides opportunities not only to mainstream society, but also ethnic enclaves and much more for incoming immigrants. As a result, some business immigrants become immigrant entrepreneurs who engage in ethnic communities or transnational business activities, while others result to leaving or becoming non-entrepreneurs. Three primary reasons as to the business immigrant being classified as a unique immigrant category are (Chart 1):

Mixed immigration motivations
Pre-migration Successful Entrepreneurial Experience
Unparalleled Business Culture in the Host Country

Chart 1: Three major reasons making the business immigrant category unique

Mixed Motivations of Business and Non-business

Immigration policy makers expect business intention as a De facto pre-migration motivation in Manitoba. Sharon Jones (2004) criticized that business immigrants “purchased” their immigration status in Canada through the entrepreneurship and investor programs. The decision to immigrate is more complicated than a purchased transaction or an entrepreneurial business decision. In prospect theory, the choices between prospects can infer decision weights when making decisions (Kahneman & Tversky, 1979). Potential business immigrants make the decision of immigrating based on different prospects. The different prospects and the different perspective decision weights lead to the different value of the outcomes in the post-migration setting. Immigration is a life changing decision for many potential applicants that not only involve the principle business immigrant, but also his or her families. Immigrating is a life changing decision

for many potential applicants. Potential business immigrants make the decision of immigrating based on different self-interests. Upon successfully submitting the application, the applicants face the risk of sacrificing their previously built establishment in their home country and starting fresh in a new host country. In many cases, language impediments as well as culture and social structures can be completely different. More importantly, the decision is highly family-oriented by nature. The final decision would not only affect the primary applicants, but also close-knit family members. From a psychological point of view, one group of immigrants make the decision to immigrate primarily driven by advancement, growth, and development. While another group makes the decision focusing on security, safety, and protection (Maslow, 1955). Though the policy assumption of MPNP is business intent, seeking advancement for business and new opportunities are important reasons for a few business immigrants, such as the transnational entrepreneurs to migrate to Canada (Lin & Tao, 2012) and immigrants with high non-business motives who primarily seek post-migration by-products, such as Canadian citizenship for better security and available educational resources for young family members (Froschauer, 2001). Tartakovsky and Schwartz (2001) proposed that “preservation (physical, social, and psychological security)”, “self-development (personal growth in abilities, knowledge, and skills)”, and “materialism (financial wellbeing, wealth)” are three distinct motivations for emigration from his study with young Russian Jewish populations. For business immigrants, establishing a business in Canada is a distinct entrepreneurial business motivation itself. Other non-business motivations, such

as preservation and access to education resources for family members, drive potential business immigrants to move to Canada. Ultimately, motivations for business immigrants to migrate to Canada are mixed with various levels of business and non-business motives. Theoretically, each single business immigrants' motivation falls on the spectrum from purely business to purely non-business (Chart 2).



Chart 2: Mixed business and non-business immigration motivations

Primarily, business immigration policy assumes immigration motivation for business applicants is having to establish a business upon arrival. Also, pre-migration experience will facilitate the success of their business establishment in Manitoba. However, past entrepreneurship experience is about “what a person can do,” while identity-based motivation is about “if the person wants to do it” (Farmer, Yap & Kung, McIntyre, 2011). Thus for those business immigrants with weak business motivations, the pre-migration business experience requirements, imposed by MPNP, do not necessarily indicate the potential applicant’s business success in Manitoba.

The Curse of Business Immigrants' Pre-migration Entrepreneurial Experience

Literature found evidence on immigrants' less successful involvement in business activities (Ilhan-Nas et al 2011; Chand & Ghorbani, 2011). Language barriers and incompatible education/training may cause problems for immigrants and employers (Ilhan-Nas et al 2011). What is more, being separated from the overall economy may result in lower returns (Chand & Ghorbani, 2011). Salaff et al. (2007) states that co-ethnic ties are not as important for entrepreneurship as professional network relationships. Immigrants' background – especially knowledge and connections in their previous and new country of residence – can have an impact on his or her international and local businesses (Vissak & Zhang, 2014). Business immigrants typically have operated successful businesses in their home countries. Their experiences and relationships with their home country are important in the cross-border business development process. However, when the relationship building is bounded and primarily benefits the domestic market, this would not help and displaces in relationship building in the host countries (Sapienza et al. 2005). This is more so for entrepreneurs with limited exposure to the international business environment (Milanov & Fernhaber, 2014). Entrepreneurs are likely to discover opportunities related to prior knowledge when establishing in a new environment (Venkataraman, 1997; Shane, 2000). Generally speaking, the capability-building aspect is to require a solid relationship with the home-country, which could potentially improve competitiveness and productivity

(Porter 1990), given that when a dynamic “cluster” of leading-edge business operates physically close to each other (Prashantham & Birkinshaw, 2015). For example, many immigrants enjoy entrepreneurial successes that are comparable, if not exceeding their local counterparts in Silicon Valley, where many leading world-class IT businesses cluster (Saxenian, 2002). For business immigrants who are originally from Asia, the host country - Canada - is both geographically and culturally distant from their home countries. Consequently, home country ties may limit or hinder their entrepreneurial move to the new host country (Prashantham & Birkinshaw, 2015). Prashantham and Dhanaraj (2010) showed that strong home-country ties tend to draw a young firm into predominantly domestic business opportunities and drift its attention away from host-country opportunities, which backfire the integration of business into the host country economy.

Unparalleled Business Culture in the Host Country

Applicants from China make up the majority of the business immigrant populations in Manitoba (Invest in Manitoba, 2016). These business immigrants from China have excelled in the highly relationship based business culture in eastern Asia (Dunfee & Warren, 2001; Yuan & Goodfellow, 1998; Lee, & Peterson, 2001). When arriving to Canada, where business culture is more transparent in nature, relationship-based

business culture experiences rooted from Eastern Asia became irrelevant. Not just business immigrants, Multinational Enterprises (MNE) have long been facing business cultural barriers in conducting cross-border businesses. Business immigrants, similar to Multinational Enterprises - to a certain extent, operate business in a transnational or cross-cultural setting. Many business immigrants create social and human capitals that cross national boundaries through their daily activities accompanied with social, economic and political relations (Basch et al, 1994). Some business immigrants utilize their cultural ties and knowledge to engage in ethnic businesses in the host country (Piperopoulos, 2010; Nakhaie, 2009; Bagwell, 2008; Ndofor & Priem, 2011). Facing unparalleled business culture in the host country, business immigrants engage in different post-migration strategies, such as utilizing country-specific resources from both home and host countries serving as a primary driver towards a transnational mode of economic adaptation in the host country (Lin & Tao, 2012), or using ethnic social capitals in order to generate resources to engage in ethnic businesses (Piperopoulos, 2010; Nakhaie, 2009; Bagwell, 2008; Ndofor & Priem, 2011).

Erroneous assumption that prior experience is good: Policy bias

Numerous studies of entrepreneurs have perceived that management skills and environmental conditions are most critical for the success of entrepreneurs (Benzing,

Chu, and Callanan 2005; Chu, Benzing, and McGee 2007; Benzing, Chu, and Szabo 2005; Busch, 1989; Benzing, Chu, and Bove 2005; Gosh, Kim, and Meng 1993; Huck and McEwen 1991; Yusuf, 1995;). The Canadian government generates business immigration policies based on a model of entrepreneurship that emphasizes the pre-migration business experiences and management skills (Clydesdale, 2008), yet overlooking the fit in the nexus between the individual and the environment. Business immigrants in Manitoba - majority from Asia - experience dramatic environmental changes from their home country. According to Covin and Slevin (1991), environmental conditions - including but not limited to economic, political/legal, and social forces - give a larger perspective for the organization's operations. For example, hostile external environments can possibly obstruct the level of capital investment, discourage the rise of the entrepreneurial spirit that characterize certain cultures and placing monetary and regulatory barriers (McClelland, 1976). Policy makers overlook the radical environmental and cultural changes business immigrants face. The effect on their business experience and knowledge transfers to the post-migration settings and adaptability to the host country business environment. Due to the significant cultural difference, experiences that are deeply embedded with the business immigrant's home culture are radically altered from the host culture hindering the speed of learning and adaptation. A business immigrant who is unable to identify the opportunity in the area that is similar to his or her pre-migration expertise, the pre-migration experience and business knowledge required by the immigration policy do not facilitate a successful

business establishment in the host country. The years of business experience prior to immigration may not be relevant in predicting the business immigrants' success in Manitoba, however the fit between prior business contexts and local environment would. Consequently, "the more experience, the better" does not correspond to environmental and cultural changes for business immigrants. Given the local environment in Manitoba tend to be stable and does not change for business immigrants, I analyzed the business immigrant population and found people with high family orientations to establish businesses in Manitoba and contribute to the local economy in the long run.

Research Goals

Business immigration is the target segment of the study. The research goal is to follow exploratory research analyzing this unique group of immigrants and understand their experiences as business immigrants in Canada. Three research questions were addressed: 1) what are their motivations for immigration in the first place, 2) what kind of pre-migration experience and knowledge they possess before coming to Manitoba, and 3) what are the typical post-migration business activities for the business immigrants in Manitoba. In addition, we explored the effects of the immigration motivation and pre-migration experience and knowledge on the post-migration business activities in the host country. We used qualitative methods, including in-depth interviews and participant

observation in order to address research questions uncovering the implications of policy making in the future and to enrich the existing theoretical frameworks

Methodology

Seeking to understand and make sense of an anomaly in this study, I used a grounded theory approach conducting the semi-structured interviews. Grounded theory (GT) is a systematic methodology in the social sciences involving the construction of theory through the analysis of data (Martin & Turner, 1986). This research approach is to systematically obtain and analyze the data and orient to inductively generate a theory (Glaser and Strauss, 1967). Denzin and Lincoln (1994), praised this approach to qualitative research as “the grounded theory perspective is the most widely used qualitative interpretive framework in the social sciences today”. The goal of this research is to develop a framework through the induction from the data, as previously developed frameworks do not explain the anomaly of business immigrants’ underperformance in Manitoba. I used the essential methods including open initial coding, simultaneous data collection and data analysis, emerging insights, theoretical sampling, and following by constant comparative analysis, theoretical sensitivity, intermediate coding, core category selection and theoretical saturation in the research (Birks & Mills, 2011). In order to provide an evidence-based ground foundation for the research, the research started with several qualitative interviews with business immigration industry experts developing a semi-structured interview list. I continuously analyzed the raw data and coded constructs

that emerged from informant data, such as interview transcripts and personal gestures as grounding bases to build the theory (Batra al. et, 2012).

Informants sampling and profile

China has long been one of the largest sources of immigrants to Canada (Lin and Tao 2012; 56). In Manitoba, China is the largest sourcing country of business immigrants. As of January 4, 2016, 340 Letter of Advice to Apply (LAA) (10 LAAs per week) have been issued to candidates; 59% of which are issued to applicants from China (Invest in Manitoba, 2016). To have a more clean and relevant framework that captures the informants, we selected first generation immigrants from China living in Manitoba for this research. Selection of informants was intended to cover business immigrants with different entrepreneurial and management experiences in different industries before migration, including interior designs and construction, immigration services, apparel manufacture, electronics manufacture, electric power plant, wholesales, steel mill and investment. A snowball sampling method was also used to recruit informants, which were initially recruited through The Chinese Chamber of Commerce in Manitoba. In total 11 informants ranging from 42 to 50 years of age, participated in this research - five informants are local business experts who are deeply rooted in the Chinese business community in Manitoba. The interview with five the local business experts provided a holistic view of the Chinese business community in Manitoba as well as a general understanding of the business immigrant population. The other six informants are

business immigrants from China with different pre-migration backgrounds and post-migration business venturing activities; two of the informants engaged in more than one industry in China. A list of informants is shown in Appendix 2.

Instrument Development – Semi-structured Interviews

A semi-structured interview is a verbal interaction where the interviewer attempts to elicit information from the informant by asking questions (Longhurst, 2003). In addition to the list of predetermined questions, semi-structured interviews offer participants the chance to explore issues they feel are important and unfold in a conversational manner (Longhurst, 2003). Initial interview questions were developed through literature review to explore the reasoning why the anomaly of business immigrants' underperformance occurred (Fylan, 2005). In addition to the initial interview questions from the literature review guiding the semi-structured interviews, I conducted five unstructured interviews with local business experts to acquire a holistic view of the business immigrants in Manitoba. A list of 19 questions was developed from the interviews with the local business experts. The list of questions is shown in Appendix 3. Before conducting the semi-structured interviews with the business immigrant informants, the list of questions was sent to the informants' beforehand ensuring comprehension of the questions during the actual interview. As all the participants were first generation immigrants with

different levels of command over English, all the interviews were conducted in the participants' first language for better comprehension and accurate responses. Each interview took between one to two hours. Interviews were then transcribed and translated into English for thematic categorization and data analysis.

Data Analysis

The interview questionnaire was sent to the informants at least a week prior to the interview ensuring the informants comprehension of the interview questions, however additional questions was also asked according to individuals (Vissak & Zhang, 2014). I used the three steps for data analysis: (1) data reeducation (writing summaries and discarding irrelevant data in order to organize the mass of data and develop initial insights); (2) data display (figures and tables creation for drawing conclusions); and (3) verification of the initial conclusions through “within” and “cross” interviews as well as identification of needs for future data collections (Miles and Huberman, 1994). To guarantee construct validity and establish a chain of evidence, the interview texts and resulting literature text were sent to the informants for possible corrections and clarifications (Lee, 1999).

In the first stage, each informant was analyzed separately based on individual stories of what motivated them to emigrate, the correlation between his or her business venturing in Manitoba and the pre-migration business experiences. The goal was to consider each

interview's flow and to understand each informant's immigration motivation and post-migration business venturing process. The first step of analysis emerged an initial understanding of the patterns from analyzing the data. I was able to identify the general immigration motivations grounded in the data, following the grounded theory approach (Corbin & Strauss, 1990). A list of elaborated examples of the first step data analysis is shown in Table 1.

Table 1. Elaborated examples of the first step data analysis

Factors	Core Concept	Quotes
Motivation	Business-oriented motives	"I personally do not know anyone who came here just for business. If you were doing well back home, it does not make sense to move here for better business opportunities given the different language, culture and social network. Those who do business with Canadians probably will come here for business trips but not actually living in Canada since China is their home field." - Hao
Motivation	Family-oriented motives	"The environmental issues, such as water and air pollution are getting more and more severe in China. In order to provide a clean and stable environment for my family and my retirement, I chose to move to Canada." - Hong
Motivation	Mixed Motives of Business and Family	"My initial plan was to send my son overseas for education. The agent recommended me the Manitoba business immigrant program when I enquired study aboard programs for my son. My apparel business was facing some challenges due to the rising labor cost back then as well so I thought a fresh environment in a developed world might work for my business. As a result, I went with what the agent recommended and came to Manitoba." - Wong
Pre-migration Experience	Pre-migration business	"I am familiar with the real estate development from my 20 years interacting with real estate developers in China The business essence is

	experience fit	similar in Canada to China over all despite the environment and regulation change. Canada, comparing to China, has a more reliable business environment and provides more transparent information regarding vacant lands and public business information. I am able to apply my industrial knowledge from China and leverage the more transparent business environment to establish my real estate developer business here in Manitoba.” - Eaton
Pre-migration Experience	Pre-migration business experience not fit	“After the market research, I found it is hard to establish a successful steel mill in Canada due to the limited size of local market and strict environmental regulations. As a result, I am looking for other feasible business opportunities in Manitoba. Even I can’t apply my previous knowledge to the potential new business opportunities in Canada, I think my soft-skills that developed from doing business in China would help me establish a business here.” - Chen

Stories told by the informants provided comprehensive information about how the cross-border transformation from an entrepreneur in the home country to a business immigrant in the host country, from the interaction between past and present events and the consistency between the events (McKenzie 2005; Rae 2005; Yitshaki & Kropp, 2016).

In the second stage, I analyzed the themes that emerged across the semi-structured interviews based on the five key concepts emerged from step 1. Post-migration life satisfaction was used as a key indicator to evaluate the level of success in the post-migration adaptation process (Safi, 2010; Verkuyten, 2008; Amit, 2010; Sun & Shek, 2010). As the MPNP-B policies expect the business immigrants to contribute to Manitoba’s economic development and achieve their full potential in Manitoba (gov.mb.ca), I used both post-migration life satisfaction and business success in the host

country to evaluate the overall success of business immigrants in the post-migration adaptation.

The third stage was based on holistic data analysis on both “within” individual interviews and “cross” sample comparisons and evaluations.

Each semi-structured interview was considered as a whole with the inner consistency of the informant’s immigration story in all three steps of data analysis. The aim for the data analysis is to making sense of the informants’ thoughts, intentions as well as actions, and abstract insights from the data (Clark et al. 2010; Gioia, Corley, and Hamilton 2013; Yitshaki & Kropp, 2016)

Findings

First I present the findings for motivation and pre-migration background separately based on the insights emerged from the semi-structured interviews. Past experience is about “what a person can do,” while identity-based motivation determines “if the person wants to do it” (Farmer, Yap, Kung & McIntyre, 2011). Business experiences of business immigrants in their home country would not necessarily lead to a business establishment after landing. Regardless of the entrepreneurial motivation of desiring to start a business, the fit between the pre-migration experience with the host country environment and the ability to identify an applicable opportunity are vital for one’s business success in Canada (Timmons, Muzyka, Stevenson, & Bygrave, 1987). Based

on different motivations for immigration, the pre-migration experience and its environmental fit in the host country, four prototypes of business immigrants - namely Policy Postal Child, Serendipities, Doom and Global Retiree - are developed. Subsequently, I then assessed the cross effect of the two factors and developed an innovative model to predict the likelihood of success in the post-migration settings for business immigrants in Manitoba.

Motivations for immigration

Highlighted as one of the eligibility requirements in the MPNP-B policy, “The Manitoba Provincial Nominee Program – Business (MPNP-B) is for individuals with proven business experience, sufficient available capital to invest, and who intend to establish and operate a new or existing business in Manitoba”. Pre-migration business motivation is prior to potential business immigrants, assumed by MPNP-B. In my study, nearly all of informants indicated family-oriented motivations as their primary pre-migration motive. In contrast to the immigration policy assuming business immigrants came to Manitoba with “business intent”, many business immigrants essentially made their immigration decision with strong family oriented motives. These business immigrants may not have business intention in the first place however, they chose the business investor scheme simply due to it being most feasible to retain immigrant status achieving family-oriented goals. For example, Eaton said,

“My daughter has been studying in Canada before, so family reunion is the primary reason for me to move here. In addition, Canada is a pleasant place to live. My wife and I fell in love with Canada during our first trip visiting our daughter. So immigrating to Canada was an easy and sure decision for myself and my family.”

Another prominent group of business immigrants decided to immigrate with mixed motivation of business and family. Within the group of immigrants with mixed motivations, naturally family motivation is essential and business motivation exists to be secondary. For example, when talking about his immigration motivation, Wong said:

“My initial plan was to send my son overseas for education. The agent recommended the Manitoba business immigrant program when I had inquired about studying programs abroad for my son. My apparel manufacturing business was facing some challenges due to the rising labor cost, so I thought a fresh environment in a developed world may work for my business. As a result, I decided to take the agent’s recommendation and go to Manitoba.”

After coming to Canada, Wong passively invested in a local Japanese restaurant to comply with investment requirements by the business investor immigration scheme, instead of expanding his own apparel manufacturing business to Manitoba.

A strong business motivation as a primary goal to immigrate to Canada is very rare in the business immigrant community, particularly the notable success in the home country

and significantly the different business environment in the host country. Randy, a veteran immigration attorney stated,

“In my over 15 years experience in helping business immigrants coming to Canada, most of them did not plan to move here to make money. Not to mention, it is also very difficult for them to make money here, especially for my clients from East Asian countries. The government-lead and ‘Guanxi’ based business environment was vastly different from the business environment in Canada, which many found very hard to adapt into.”

For the family-oriented business immigrants, establishing or acquiring a local business in Manitoba is fulfilling the business investor program requirement, but not the goal. The consequence of such pragmatic business establishment or acquisition does not necessarily serve the purpose of boosting local economy and creating job opportunities as the policy makers assumed. More so, potentially hurting the organic local business environment. For example, as Hao, a local business expert said:

“In order to fulfill the investment obligation that is required by MPNP-B, one of the business immigrants I know invested a flower shop close to downtown. Despite the flower shop running well, the investor withdrew his investment within one month. Low return on investment and lack of cultural awareness are two main reasons why the investor withdrew. First, the ROI of running the flower shop is low comparing to his

investments in China. Second, the flower shop is a complete local business that demands the culture awareness of local environment and consumers. However, the business immigrant was not familiar with the local culture or consumers”.

In summary, family-oriented motivation is the dominant motivation for immigration in the business immigrant community, in contrast to the policy assumed “business intention”. Only a very small number of business immigrants actually moved to Canada primarily to seek business success. This small group of business-oriented business immigrants was not captured in the study due to sampling limitations.

Pre-migration Experience and its environmental fit in the host country

Immigrants are highly diverse in nature, due to various pre-migration backgrounds and different ways of defining themselves into the pluralist culture that already exist before they arrived (Greely, 1976:32). Pre-migration entrepreneurial activities in the home country are infused with meaning, resulting expression of the business immigrant’s entrepreneurial identity (Leitch & Harrison, 2016). In the post-migration setting, prior entrepreneurial experiences would facilitate new business activities, but does not serve as an antecedent that leads to business establishment. Entrepreneurship is the interaction between individuals and opportunities in the market place (Eckhardt and Shane, 2003). Business success is a nexus between environments and entrepreneurs (Engelen, 2001; Barrett et al., 2001; Saxenian, 2002). The fit in the nexus between individual and

environment is the key to success of business immigrants (Clydesdale, 2008). When operating a business in a cross-boarder setting, certain advantages that create the business success - such as tariffs, quotas, transport costs, cheaper factor prices, local social capital and networks - are bounded by the home country location and non-transferrable or non-existent in the host country (Verbeke, 2009). Business immigrants who are previously successful in their home country experience difficulties in launching a new business in the host country, provided that their pre-migration business experience is incapable of the local environment. For example, Muller, the owner of a successful electronics manufacturer in China said,

“My initial plan was to start an electronic manufacturer here, but was nearly impossible for me to do so. The high labor cost, the limited market demand, logistics and the expensive tax system all increased the potential operation cost and left me no room for profit. The local government does provide some supports to new immigrants, however only to small business owners. I do not want to just do a small business like opening a restaurant or coined-in laundry mat. It is a waste of my time. My factory in China is still profiting so I am in search for potential business opportunities, not only in Manitoba but also elsewhere.”

Business immigrants who achieve adaptability in the local environment - regardless of pre-migration motivation not being business oriented - potential business opportunities can reach serendipitous success. For example, Eaton, the business owner of an interior

design and construction company in China in addition to currently doing real estate development in Manitoba, said,

“I am familiar with the real estate development business from my 20 years experience interacting with real estate developers in China. The real estate business essence is similar in Canada to China over all, despite the environment and regulation change. Canada, comparing to China, has a more reliable business environment and provides more transparent information regarding vacant lands and public business information. I am able to apply my industrial knowledge from China and leverage the more transparent business environment to be a real estate developer here in Manitoba.”

In addition to the objective fit between the prior experience and the host country environment, the subjective perceived fit between experience and environment also play an important role in the adaptation process. For an individual who subjectively perceives fit between the prior experience and the new environment, he or she is more proactive and is more driven to identify the object fit and address the potential opportunities rooted in the external environment. Based on our research samples, those who subjectively perceived the fit achieved better local language fluency and local social capitals comparing to those who do not perceive subjective fits.

In summary, pre-migration business experiences do not necessarily lead to business success when the business immigrants come to Canada, in contrast to policy conventions.

A senior business immigrant with years of experience that does not fit the local environment would not necessarily perform better than a junior entrepreneur whose skillset fits. What’s more, the subjective perceived fit facilitate the identification of objective fit between experience and environment and new opportunities in the new environment. The policy assumption of “more experience, the better” is a misconception in the business immigration case.

Assessing the cross effects of pre-migration motivation and the fit of pre-migration experience on the immigrants’ success in business in the host country, four prototypes of business immigrants are developed, namely Policy Poster Child, Serendipities, Doom and Global Retiree (Table 2).

Table 2: Four prototypes of business immigrants based on motivation and pre-migration business experience fitness

Motivation of Immigration Pre-migration experience fitness	Business-oriented motives	Family-oriented motives
Pre-migration business experience fit	Policy poster child	Serendipities
Pre-migration business experience not fit	Doom	Global retiree

The definitions of the four prototypes are:

- 1) Policy Poster Child: Business immigrants come to Canada with high business oriented motivations, whom identify the local business opportunities that pre-migration business experiences and knowledge fit and can be transferred to facilitate the business venturing activity in Manitoba. This group is the type of business immigrants policy makers expect.
- 2) Serendipities: Business immigrants come to Canada with high family oriented motivations, whose primary goal is not for business. However, with relevant pre-migration business experience and knowledge that fits the host country environment, they are capable to identify the local business opportunities and successfully establish a business in Manitoba.
- 3) Doom: Business immigrants come to Canada with high business oriented motivations. Due to the business environment difference between Canada and their home country, they are unable to identify business opportunities where their pre-migration business experience and knowledge are acceptable. With high business-oriented motivation and the entrepreneurial identity of “I want to make a business happen”, they expand their search outside Manitoba or even Canada eventually leading to their departure from Manitoba.
- 4) Global retiree: Business immigrants came to Canada with high family oriented motivations, whose primary goal is not for business. Business success is no longer a

determent factor for this group of immigrants, as long as they enjoy their post-migration life with family. They may purchase and operate an existing local business and live in a “retiree” life style.

Our findings support that pre-migration motivation as well as pre-migration business experiences affects the business immigrants’ post-migration adaptation strategy on both business venturing and life. More so, the fit of the pre-migration business experience to the local environment facilitate the business success in the host country, whereas the pre-migration motives could predict the satisfactory life of post-migration. The two prior factors affect the adaptive post-migration on different dimensions. Together we could facilitate in predicting potential successes of a business immigrants in the post-migration setting.

Discussion

Canada’s investor immigrant program has been changing constantly since its launch in 1986. The most recent “Federal Immigrant Investors and Entrepreneurs Program” was terminated on February 11, 2014, after its reopening in the late 2010. The most current Immigrant Investor Venture Capital Pilot Program, also known as the “Millionaire Investor Immigrant Program” (due to its ultra-high requirement for personal net worth and business knowledge) has not issued out one permanent resident visa after its one-year launch according to the Department of Immigration, Refugees and Citizenship

of Canada. The country's investor immigrant scheme is stuck in a constant vicious "change and fail" circle. Recently, the future of business investors and entrepreneurs program in Canada still remain a myth; while other western countries such as UK, Australia, USA or New Zealand, are attracting global business talents with stabilized programs. Despite the importance, very little research has been made when holistically looking at the policy assumptions and business immigrants' goals collectively in both pre-migration and post-migration settings. My findings contributed to the theoretical development of immigrant entrepreneurship and acculturation research as well as identified some misconceptions of current business immigration policies. My findings show that entrepreneurs seek immigration through the business and investor scheme with dominant family-oriented motivations, in contrast to the policy assuming high business intent. Immigrants with high family oriented motivations reported higher life satisfaction and are highly likely to acculturate into local environments establishing long-term businesses in Manitoba compared to those with high business motivations. Moreover, current point-based business and investor immigration policies in Canada (Antecol, Cobb-Clark, & Trejo, 2003) award more points to entrepreneurs with longer years of business experience - assuming that the more pre-migration business experience a potential entrepreneur has, the more likely he or she will succeed in Canada. My findings pointed out that such an assumption is incorrect and infrequently counterproductive in predicting a business immigrant's potential success in the host country. Immigration under the business and investor class is ultimately a collective

family decision. The family impact is especially prominent in the collectivism culture, where the majority of business immigrants come from. Family business literature addressed that owner and managers of family businesses are highly likely to be attentive to issues and opinions of family members, as well as meeting the needs of family members (Astrachan, Klein, and Smyrnios, 2002). Similar to family business, the decision weight of family needs is prominent in business immigrants' decision to immigration in the first place. The fit pre-migration business experience and knowledge as well as the identification of the potential opportunity in the host country are key to the post-migration business success. Rich experiences in an unfit industry before migrating may even backfire the post-migration business opportunity identification and venturing as the business immigrants need to face "demotion" and "de-skilling" in post-migration business activities, comparing those who possess experience and knowledge fitness (Ley, 2003).

Policy Poster Child, with high business-oriented motivation and pre-migration experience fitness, is the type of business immigrants presumed by the policy makers. I did not spot any policy poster child in the data sample, as immigrants with prior business-oriented motivations are rare. In addition within the data sample, the business immigrant with secondary prior business-oriented motivation were due to his business in China undergoing difficulties. This business immigrant was not able to find a business

opportunity that fits his pre-migration experience resulting in acquiring a local restaurant. It is debatable that policy poster children exist.

Serendipities, came to Canada with dominant family-oriented motivations, do not come here for money. However, do end up launching successful local businesses. With strong family-oriented motivation, this group of business immigrants enjoys more post-migration life, plus is more willing to adapt to the local environment. While business is not the primary intention, they were able to identify business opportunities in familiar sectors and apply pre-migration business knowledge venturing new local business - coincidentally fulfilling the investment obligation by the policy. Eaton, for example, serendipity found his new opportunity in Canada. Arriving in Canada to be unified with his family, he was able to identify the local business opportunities in the real estate development sector and applied his previous industry expertise to a business achieving employment opportunity for Manitobans and contributes to the local economy. Regarding his experience, Eaton said,

“I appreciate my new life in Canada. I came here without high business goals. After coming to Manitoba, I have more time to relax and spend quality time with my family. I like the clean natural environment and friendly people here in Manitoba. I deal with both Canadians and other Chinese immigrants, but mostly local Canadians during my daily business operations. In order to meet the mainstream market needs, my company hires local contractors and designers to meet the local tastes. On the sales and marketing

side, realtors from different cultures and ethnic backgrounds are commissioned in order to serve both mainstream and immigrant communities. I view my business experience in Manitoba as a transnational learning opportunity, where I learned new ideas from the differences and similarities between China and Canada, developing a professional real estate development company and leveraging the advantages of both countries.”

Comparing to policy poster child, the pre-migration business motivation of serendipities is not prominent. Nonetheless, serendipities meet the immigrant policy expectations on both economic advancement and acculturation. Thus a pre-migration business motivation is probably not necessary for business immigrants.

Doom, came to Canada with high business motivation, but is not able to identify a local business opportunity due to pre-migration experience and knowledge not profiting with the local environment. A doom who have strong business motivations expand his or her business search outside Manitoba or even Canada, which eventually lead to remigration or return migration (Cheng, 2005; Ho & Ley, 2014). In the case of dooms, the policy expected business motivation backfires the business immigrants adaptation to the host country. Comparing to the success of serendipities, the requirement of pre-migration business motivation sets back the post-migration adaptation for business immigrants based on our findings in this research.

Global Retiree, came to Canada with primary family oriented motivation and low intention to make money and also enjoys a retirement life style in Canada. This group of immigrants is highly family-oriented and overall satisfied with their current life. They typically will purchase an existing local business such as beauty salons, restaurants, gas stations or hotels/motels to meet the investment requirements and operate passively to maintain the business. For example, Hong, the owner of a motel in rural Manitoba and currently living in Winnipeg said,

“ I don’t want to talk much about my previous distributor business in China as Manitoba is now my home. I immigrated here 10 years ago to unify with my daughter after her graduation from University of Manitoba. Now I am the grandma of two. I enjoy my time here with my daughter and grandchildren. I own a motel two hours away from Winnipeg where I hired a local manager to run. The business profit is marginal comparing to my previous business in China however, it does not take too much of my time. I am happy where I am and enjoy my retirement life. I will invest if there is a good profitable business opportunity but, it is no longer my priority.”

Global retirees immigrate to Canada with high family-oriented motivations and nearly non-business motivation. Immigration through the business and investor scheme is a pragmatic mean for them to get the immigration status. They tend to invest passively in the local economy.

Current policy makers focus on enforcing the pre-migration business intention and raising the business experience requirements for potential business immigrants, hoping that those policy amendments would help select more suitable business immigrants to Canada. For example, the most recent Federal Immigrant Investor Venture Capital Pilot Program raised its requirement of minimal personal networth from CAD\$1.6 million to CAD\$10 million, claiming “Canadian residence worth the price”. According to Department of Immigration, Refugees and Citizenship of Canada, no permanent residence has ever been issued through this pilot program. Provincial wise, MPNP-B raised its refundable good-faith deposit requirement from \$75,000 to \$100,000 after reopening the MPNP-B program in 2015. So far there is no strong evidence showing that the additional \$25,000 deposit made a different in facilitating the post-migration success of the business immigrants. Based on the findings of the research, the policy shall shift its focus on the assumption of business motivation, raising the requirements of pre-migration business experience and knowledge to screening the fitness between an applicant’s pre-migration experiences to the local business environment facilitating the existing business immigrants to identify feasible local opportunities that fit their pre-migration experiences.

Conceptualization: A Dynamic Cross-Border Transformation Process of Business

immigrants

Immigration and entrepreneurship are two distinct dynamic processes. The two processes are usually discussed separately in previous researches. However, business immigrants simultaneously experience the two processes. The interaction between the immigration process and entrepreneurship make business immigration a unique process that involves cross-border cultural adaptation and business venturing simultaneously. In this study, we developed a framework that reflects the transformation process based on three timelines: home country, in transition and host country. The transformation process is shown in

Chart 3:

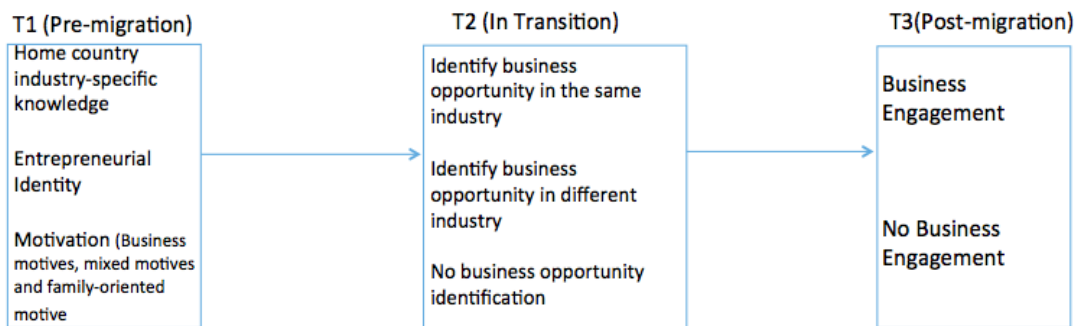


Chart 3: The 3- stages transformation process From an Entrepreneur to a Business Immigrant

Conclusion

The goal of this research is to understand the business immigration population and develop a framework using immigration motives and pre-migration backgrounds of

business immigrants predicting the success in the post-migration setting. First, I conducted inductive research and investigated the relationship and impact of the pre-migration motivation and business experiences on a business immigrant's post-migration business venturing and adaptation process. Second, I developed four prototypes of business immigrants based on empirical data where the prototypes emerged resulting from the in-depth interviews with the local business immigrants in Manitoba. Ultimately I conceptualized dynamic transformation process of business immigrants based on three timelines - home country, in transformation and host country.

Our findings contributed to the theoretical development of immigrant entrepreneurship and acculturation research as well as identified the policy misconceptions of high business oriented motivation and the experience-centric bias. Policymakers focusing on the business immigrants' pre-migration expertise and overlook the environmental and cultural changes that business immigrants undergo, affects the business and investor scheme policy making. Per policy implications, the policy makers shall screen applicants based on a different matrix such as environmental fitness and learning capability. The future business immigration policy amendments shall shift the focus to identify the fit of pre-migration business experience and knowledge and facilitate the opportunity identification of the landed business immigrants in the local economy, instead of simply raising the requirements for pre-migration experiences and resources.

Limitation and suggestions for future research

This research suffered from a few limitations. The study is based on the business immigrant population currently residing in Manitoba, which may not be representative of the entire business immigrant population. Geographically, business immigrants residing in other Canadian provinces may face different post-migration environmental changes. Notably, major Canadian metropolises such as Toronto, Vancouver, and Montreal boating large ethnic communities with more ethnic resources and social support differentiating from Manitoba (Nogle, 1994). What's more is the business immigrants still residing in Manitoba typically have gone through the adaptation and acculturation process. Those who were unable to adapt would have re-migrated away. Thus the research lacks the samples of "dooms" and "policy poster children", where future research could focus on the business immigrant population that re-migrated away. In addition, the informants in this study have all invested in the local economy, regardless of success or failure. I was unable to capture those business immigrants who did not honor their investment promises and simply walked away from their good-faith deposit. This group of business immigrants simply "purchased" their immigration status and left. Due to the resources limitation, it is difficult to sample informants from this population.

Appendix:

1. To qualify for the MPNP-B, interested applicants must:

- have a minimum verifiable personal net worth of CDN\$350,000;
- have a minimum three years of successful business ownership and management experience or a minimum three years of executive-level experience as senior manager of a business; and
- score a minimum of 60 points in the Adaptability Assessment Matrix

2. A list of informants participated in the research

Pseudonyms	Role	Gender	Age	Education	Occupation/Business in China	Years in Canada	Business in Canada	Language Ability
Hao	Local Expert	M	33	MBA in UK	IT Project Manager based in Africa	3	In search of opportunities	Bilingual
Randy	Local Expert	M	53	Canadian Bachelor	Canadian	Canadian	Immigration Consultant	Native English
Nathan	Local Expert	M	32	Canadian Bachelor	Financial Service	15	Coffee Shop	Bilingual
Solomon	Local Expert	M	28	Canadian Bachelor	N/A	10	Creative Marketing Agency	Bilingual
Bella	Local Expert	F	42	Chinese Bachelor	U.S based airline company	20	Travel agency	Bilingual
Eaton	Business Immigrant	M	50	N/A	construction and interior decoration	3	Real Estate Development	Chinese and Intermediate English
Wong	Business Immigrant	M	45	N/A	Business owner - apparel manufacture	5	Failed real estate once, now restaurant	Chinese
Muller	Business Immigrant	M	43	N/A	Business owner - electronics manufacture	5	In search of opportunities	Chinese and Intermediate English
Joy	Business Immigrant	M	35	Chinese Bachelor & Red River College	Electrician company	3	Employed in the labor market	Bilingual
Hong	Business Immigrant	F	56	N/A	Distributor	10	Hospitality	Chinese
Chen	Business Immigrant	M	50	N/A	Steel mill and general investor	less than 1 year	In search of opportunities	Chinese

3. Interview Questionnaires

1. What do you think of the business immigrant community here at Manitoba?
2. What did you do/were your position before immigrating to Canada or starting a business in Canada?

3. What are the goals/motivations you had when making the immigration decision (family v.s business)
4. Why are you engaging in your current business? (previous experience, vision or other reasons)
5. What are the connections between your current business and previous business?
6. Any pre-migration resources? How are you utilizing them now?
7. Goal diversity: What are the goals you have for your organization? What are your individual goals? Please indicate your personal goals in relation to the business you have in Canada. Please discuss why these goals are important to you/your family and when and how your company could accomplish such goals?
8. What are the returns/cost you had post immigration (family v.s business) eg. Business may not run as well, but my personal health improved, family harmony improved; or I had to travel back and forth for business, the business is picking up, but I had less time with families; or my business is going on well and I have more family time now in Canada; or neither family and business are going on well.
9. What does your business mean to you/your family? What have you learned from your current business operation, both business and personal?
10. Who are the persons you are dealing daily in your business (your customers, clients, and employees). Please describe them respectively (are they mostly from your own culture background or not? Who are they).

11. What are the major differences between Canada and your home country in your opinion?

How do you operate your business in an unfamiliar social/business environment? In what ways do you think you could improve in order to further improve your business performance? Are there anything you think you would never be able to overcome as an immigrant comparing to your local counterparts?

12. As an immigrant, how do you interact and manage your local employees?

13. Have your goals/motivations changed after you immigrate to Canada? (Acculturation)

14. Do you consider your local business in Canada a success or a failure? How do you evaluate the success of your business?

15. Do you consider yourself/your family life a success or a failure after immigration to Canada? How do you evaluate the success of yourself/family?

16. What is your vision for your business and your family here in Canada?

17. Have you ever considered involving your family members in your business?

18. Overall, on a one to ten scale, how satisfied are you with your life in Canada? How satisfied are you with your business? How satisfied are you with your family life?

19. What do you think of your fellow business immigrant friends? What are the commons you see are shared in the community? What are the difference/unique attributes you see yourself have from that community?

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