

The Entrepreneurial Identity of the Second-Generation Migrants during the Covid-19 Pandemic

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Abstract

This thesis explores how the Covid-19 pandemic influences the entrepreneurial identity of the second-generation ethnic entrepreneurs in a family business. The findings revealed three essential aspects that must be understood to examine the impact of pandemics on ethnic entrepreneurship: (1) entrepreneurial identity of the second-generation ethnic entrepreneurs, (2) relationship with the ethnic community, and (3) family dynamics. The results show that despite the external shock that caused the financial and psychological damage, the second-generation ethnic entrepreneurs are motivated to face the responsibility, and they have developed through the learning process. It also strengthens the relationship with the ethnic community and develops a collective identity. Because of the external shock, the father has transformed from a role model to a mission partner for their son. The second-generation ethnic entrepreneur's entrepreneurial identity has evolved from an occasional helper to an integral decision-maker who is motivated to achieve greater outcomes. Through the life stories of three Tamil entrepreneurs in second-generation family businesses in Germany, this study reveals the complex ways in which entrepreneurial identity, ethnic identity, and second generation come together. Therefore, this research highlights the importance of considering the second-generation Tamil entrepreneurs in family business as an identity marker for ethnic minority entrepreneurs during times of pandemic.

Keywords: *Ethnic Entrepreneurship, Covid-19, Entrepreneurial Identity, Second-Generation Ethnic Entrepreneurs, Ethnic Family Business*

1 Introduction

1.1 Practical Relevance

Covid-19 has affected the world economy and severely damaged specific sectors, such as trading, gastronomy, and tourism (Fernandes, 2020; Legese Feyisa, 2020; EPRS, 2020; IMF, 2020). Gastronomy has been particularly impacted by customer losses and regulatory insecurity arising from the Covid-19 crisis (Harms et al., 2021). Ethnic minorities are, among others, particularly vulnerable to the negative impact of the pandemic since they are often engaged in entrepreneurial activities in these sectors.

Ethnic entrepreneurs are characterized by their distinctive access to resources, for example, while they have limited access to the mainstream market, but they have ethnic capital (Dana et al., 2020; Wang & Maani, 2014). They rely on family resources and their network (Bagwell, 2008). Families are an important source of social capital (Sanders & Nee, 1996), enabling entrepreneurial

initiatives that are either supported by family resources or take place exclusively within the family circle. Families are privileged environments in which to develop human capital by teaching young people how to initiate and manage an entrepreneurial venture, either through direct knowledge transfer or by providing role models (EPRS et al., 2014). Moreover, they often engage in traditional businesses with a lower level of digitalization, which makes them more vulnerable to the pandemic.

Recently, the nature of ethnic businesses in Germany changed due to the growth of the second generation. Second-generation migrants are regarded as different from the first generation: They rely on different networks and grow up under different circumstances than their parents did. They have better access to host-country resources because their embeddedness differs from the first generation. When second-generation migrants reach adulthood, they often take more responsibility in the family business. Belonging to an ethnic network provides them access to start-up

financial capital, information, and knowledge and business opportunities, and it provides support in the form of culture and tradition (Wang & Maani, 2014). Furthermore, the identity transformation of the second-generation migrants helps to understand ethnic family businesses better. The first-generation migrants tend to be self-employed due to a lack of vocational alternatives in the host-country market (Steier, 2001; Selcuk & Suwala, 2020; Smith, 2014) with the intention to hand over their businesses to their children.

However, second-generation migrants tend to have significantly more vocational alternatives than the first-generation do, and, therefore, they may not consider continuing in their parents' business most attractive. Therefore, the second-generation migrants may not have significant entrepreneurial motivation from the beginning, unlike their parents. Rather, one can understand the entrepreneurial identity of the second generation as a process of identifying their emotional relationship to ethnic businesses that their parents have built and developed. The underlying assumption of this study is that the pandemic drives the second generation to become more involved in family business than before, which evokes an entrepreneurial identity transformation.

Second-generation ethnic entrepreneurs can play an essential role in ethnic business – either as family members or future business owners – to overcome the pandemic by mobilizing their resources. However, limited attention focuses on how the second-generation ethnic entrepreneurs develop their entrepreneurial identity and define their emotional connections to their family business. An entrepreneurial identity is related to the founder of a business, who operates in the markets and takes entrepreneurial actions to run the business (Lindström, 2016). It evolves over time and affects entrepreneurial capabilities and activities. It is considered critical for developing entrepreneurial competence.

Throughout the process of identity development, entrepreneurs face the challenge of determining how their entrepreneurial identity fits into their existing identities and roles (Fauchart & Gruber, 2011; Patten, 2016). The literature argues that identity is especially relevant in entrepreneurship (Navis & Glynn, 2011), but research so far has not fully examined how an entrepreneurial identity

evolves (Donnellon et al., 2014; Fauchart & Gruber, 2011). This thesis addresses this research gap by demonstrating how the entrepreneurial identity of the second-generation ethnic entrepreneurs changed substantially during the Covid-19 pandemic. Considering the existing state of research regarding the entrepreneurial identity of the second-generation ethnic entrepreneurs during the pandemic in their family businesses as well as regarding the practical relevance, I formulate the underlying research question as follows:

How does the Covid-19 pandemic influence the entrepreneurial identity of the second-generation ethnic entrepreneurs in the family business?

Second-generation migrants are differently embedded in their mainstream communities than their parents are. Thus, they have a different emotional connection to their ethnic community and family business than the first generation. The research question examines the extent to which an external factor can influence the entrepreneurial identity of the second-generation migrant entrepreneur, the relationship of these young entrepreneurs to their ethnic community, and the distribution of roles in the family and the family business.

1.2 Research Aims

This thesis aims to understand how second-generation migrants' entrepreneurial identity in the context of ethnic family business changes over time and how the Covid-19 pandemic has influenced it. As the pandemic is a critical event, the findings could capture the dynamic process of developing an entrepreneurial identity of second-generation migrants. It also aims to understand the extent to which the first and second-generation ethnic entrepreneurs work together to determine solutions to the problems in the family business and whether there are signs of a generational change. On the other hand, the relationship of the second generation with the ethnic community is examined to see how it has changed over time and which role it played for the young entrepreneurs during the pandemic. Finally, I developed a conceptual model to explain the particularities of second-generation ethnic entrepreneurs and their family businesses during the Covid-19 pandemic.

2 Conceptual Background

2.1 Ethnic Entrepreneurship

2.1.1 Ethnic Entrepreneurship in Times of Covid-19

Ethnic entrepreneurship is defined as “a set of connections and regular patterns of interaction among people sharing common national background or migration experiences” (Waldinger et al., 1990, p. 3). Thus, ethnic entrepreneurs are a category of entrepreneurs who share common national backgrounds, origins, culture, and migratory experience. This term refers to the entrepreneurial activities of people with a migration background who originally offered products and services primarily to their own migration target group. Most are small and medium-sized enterprises whose employees predominantly share the same ethnic background (Honig, 2020).

Entrepreneurship provides a way for immigrants to survive in their new home country. Studies (Borjas, 1986; Fairlie & Lofstrom, 2013; Light & Sanchez, 1987) show that immigrants are more likely to be self-employed than natives are due to language, skills, and institutional barriers that prevent them from accessing paid jobs in the host country. To start and sustain a private business, many immigrants use ethnic capital. Ethnic capital is an immigrant network that includes markets, resources, and information shared by the group, based on the group’s country of origin, average skill level, language proficiency, social network, geographic concentration, common beliefs, and other resources in a particular ethnic group (Malki et al., 2020).

Ethnic entrepreneurship has significant relevance to the economy of host countries. For instance, the entrepreneurial activities of migrants have a considerable impact on Germany’s economy. Trade, hospitality, government and private services, and manufacturing sectors are particularly noteworthy. The number of people employed in migrant businesses grew by 50% between 2005 and 2018, from about 1 million people to about 1.5 million. The macroeconomic employment effect, which includes jobs created as well as employers and sole entrepreneurs with a migration history,

grew from 1.55 million to 2.27 million people (Bertelsmann Stiftung, 2020).

In contrast to the rest of the society, some special motives play an important role when ethnic entrepreneurs start a business. Starting a business is sometimes the only alternative to unemployment (the so-called “push approach”: migrants are pushed into self-employment). The income from self-employment may be lower at the beginning than from employment, but it is still higher than the income from unemployment. In general, the prospect of higher income through self-employment is the main motive for starting a business (Malki et al., 2020).

Other motives for establishing a business include cultural factors such as a strong desire to work, a willingness to take risks, solidarity, loyalty, and social value schemes, for example, the feeling of having “made it” (the so-called “pull approach”: migrants want to become self-employed). The latter is sometimes also represented in the form of status symbols, such as a prestigious car (Honig, 2020). Apart from entrepreneurial motivation, one factor that characterizes ethnic entrepreneurs is the significant role of family members in their business. Support from family and friends in the ethnic community, both in financing the venture and in labour, is evident among ethnic entrepreneurs (Djabi-Saidani & Pérugien, 2020; Phuong & Harima, 2019).

While a global pandemic has been a looming risk for decades, Covid-19 has come as a shock to society, health systems, economies, and governments worldwide. Unlike other crises that have a definite duration, Covid-19 has much uncertainty associated with it (World Health Organization, 2020). This disruption to society has caused many problems in different geographic locations. The gastronomy industry is one of the sectors particularly affected by the loss of customers and the regulatory uncertainty of the Covid-19 crisis. When established ways of conducting business become almost impossible, business model innovation (BMI) is a possible response to this high level of uncertainty. Effectuation and causation are decision logics that can lead to BMI and help a company navigate through uncertainty (Harms et al., 2021). Examples of BMI as a gastronomy response to Covid-19 include increasing purchase delivery, additional

sanitation concepts, localization, and menu reduction to increase flexibility (Gursoy & Chi, 2020).

Ethnic entrepreneurs need different action plans in place to cope with consequences caused by the pandemic, depending on their sector and industry. If the entrepreneurs are active in online shopping, food delivery, video gaming, or video conferencing sectors, where business is currently reaching a higher level, it is an entirely different initial situation than if they are running a business in the hotel, restaurant, retail, entertainment, or sports industries (Ratten, 2020). The entrepreneurs in these sectors lost 50 to 80% of their sales and a large portion of their market value. For example, the e-scooter start-up “Lime” lost about 80% of its value. The company’s 2019 fundraising (310 million dollar) established its valuation at 2.4 billion dollars. Nevertheless, in May 2020, a proposed investment from Uber valued the company at just 510 million dollars (Handelsblatt, 2020).

By entrepreneurs rethinking their own businesses, they can access new lines of business, which can make their work more flexible and profitable in the short- and long-term, for example, by introducing a delivery service in the gastronomy sector. Further business acceleration, business efficiency, and resilience provide opportunities for improvements in processes and practices to obtain cost savings, introduce new products, or venture in new markets and review their existing products and services or, indeed, their entire business model (Wolter et al., 2021). The above studies indicate that, besides the consequences due to the Covid-19 pandemic, there are some opportunities for entrepreneurs. For ethnic entrepreneurs the support provided by governments is crucial, as they depend on government aid. They were forced to close their businesses and, accordingly, need high reserves to be able to cover the costs. Since ethnic entrepreneurs are all in the same situation, family and the ethnic network are the first places that ethnic entrepreneurs turn to for advice when dealing with an external shock (Stankovska et al., 2020).

Given the importance of family firms in modern economies, as well as the ever-increasing instability of these economies, it is important to understand how these firms respond to economic

crises. Regardless of the form of the family or successive families, individuals are embedded in a family social network that influences their entrepreneurial behaviour. Indeed, according to the social-embeddedness approach, an individual’s behaviour does not depend on calculations and opportunism (i.e., formal contractual norms), as they are embedded in social structures consisting of networks of interpersonal relationships and social ties based on trust and closeness (Uzzi, 1997). Building on this approach, Aldrich and Cliff (2003) argue that, from the family-embeddedness perspective, actors and businesses differ in the extent to which they are embedded in particular relationships and ties.

An individual’s level of embeddedness in the family can vary according to cultural or social factors and to different levels of family connectedness and cohesion (Wiklund et al., 2013), as well as the consequences of the legal system. Therefore, the individual’s behaviour is influenced by the family to which they belong, depending on the strength and structure of relationships between family members. Individuals will experience a sense of belonging and social solidarity with each other when family groups are cohesive (Moody & White, 2003), which will influence their behaviour. However, limited literature has addressed the generational succession from the first- to the second-generation ethnic entrepreneurs and the associated entrepreneurial identity transformation process in family businesses. The challenges faced by second-generation entrepreneurs in ethnic family businesses are revealed by the consequences of the Covid-19 pandemic. While these challenges have been a core issue in family businesses even before the pandemic, they have received limited attention in the literature. Instead, the literature focuses on the generational development of family businesses, the clash between generational expectations, and the emotional consequences of the Covid-19 pandemic to family business owners (De Massis & Rondi, 2020; Gashi & Ramadani, 2013; Bower, 2007).

2.1.2 Second-Generation Ethnic Entrepreneurship

Second-generation immigrants were born in and reside in a country that at least one of their parents previously entered as a migrant (Ramakrishnan, 2004; Dang & Harima, 2020). Two main research approaches are applied in this case. The first

focuses on the differences between two generations in terms of motivation (e.g., Masurel & Nijkamp, 2004; Soydas & Aleti, 2015) and the choice of sector (e.g., Baycan et al., 2012; Rusinovic, 2008). These studies consistently show that first-generation ethnic entrepreneurs are motivated by financial reasons, while second-generation ethnic entrepreneurs are attracted by opportunity, status, and ambition. A shift among second-generation ethnic entrepreneurs to new sectors is also common, such as finance, insurance, real estate, and business-related services. The second approach examines intergenerational transmission across two or more generations. Individuals born into families of small business owners tend to follow in their parents' footsteps, both in non-immigrant families (Falck et al., 2010) and immigrant families (Andersson & Hammarstedt, 2010). To better understand the issues of motivation and choice among second-generation ethnic entrepreneurs, their entrepreneurial identities must be examined in relation to other social categories, which has been inadequately explored in previous research.

Second-generation ethnic entrepreneurs have distinctive characteristics that are not identified in first-generation immigrants. These characteristics are divided into the following four categories: (1) human capital, (2) social capital, (3) entrepreneurial motivation, and (4) their role in ethnic business. First, second-generation immigrants develop their human capital mostly in the country of residence. Second-generation immigrants are often better educated than their parents and, thus, have either avoided starting a business or have moved into higher-value or high-tech industries (Hussain et al., 2010; Yip, 2013). For example, while the second generation may have different access to the host country's primary labour market or formal education, the founding generation often relies on informal institutions (Ram & Jones, 2017; Hussain et al., 2010). Especially for family businesses with a migrant background, there may be significant differences in embeddedness between generations in the succession (compared to usual successions of families within their countries of origin).

Second, social capital is a key factor for immigrants to stay and settle in the receiving societies. Not every entrepreneur can be or automatically is a transnational entrepreneur: they need "transnational capital" (Vanhonacker et al., 2006).

This is a combination of economic capital (money to invest or regularly travel to or do business in the country of origin), cultural capital (bilingualism, knowledge of foreign markets, international management experience), and social capital (such as contacts, relatives, or family in the country of origin who can be trusted or with whom business can be done). Compared to the first generation, second-generation ethnic entrepreneurs are embedded in mainstream markets, and most are partially involved in formal networks. Multiple embeddedness refers to alternating networks of relationships that are nested between different members within an ethnic family business. These alternating networks of relationships lead to coexisting (and often conflicting) networks of the founding and the successor generations, especially in families of ethnic entrepreneurs. In the original assumption, multiple embeddedness accentuates the consequences that globalization has on international political institutions or multinational corporations.

Third, entrepreneurial motivation activates the entrepreneur to exert greater effort towards the entrepreneurial goals (Litz, 2011). Motives for ethnic entrepreneurship are related to "push" and "pull" factors that influence the choice between self-employment and dependent employment (Masurel et al., 2002). Push factors, such as job loss or fear of unemployment, are important factors for many immigrants to become self-employed (Panayiotopoulos, 2008). Discrimination, lack of education, and unemployment due to acculturation factors may be more prevalent among first-generation entrepreneurs than second-generation entrepreneurs. Second-generation ethnic entrepreneurs place more emphasis on intrinsic motivators, where entry into self-employment is voluntary, rather than push factors, where entry may be perceived as a last resort (Chavan & Agarwal, 2000). Indeed, the first generation appears to be more driven by push factors, while the second generation is more likely to choose self-employment voluntarily (Tolciu, 2011).

Fourth, the role of the second generation in ethnic business is important for understanding the family dynamics in ethnic business. France, Germany, and the United Kingdom have, perhaps unconsciously, become countries with large immigrant populations, albeit with different ethnic compositions. Today, the descendants of these

immigrants live and work in their parents' destination countries (Ahmad, 2020). It is interesting to note that some ethnic groups are more inclined to use family support than others. For example, Asian-American entrepreneurs use family resources more than white Americans (Bates, 1997), Hispanics (Young & Sontz, 1988), or African Americans do (Dyer et al., 2014), which suggests that the relationship between social and family capital may differ across communities. Accordingly, the role of the second generation in the ethnic family business differs. The concept of familiarity (Pearson et al., 2008) may extend beyond the strict family group and create favourable conditions for accessing entrepreneurial resources at the community level, fulfilling the role of an extended family circle.

2.2 Entrepreneurial Identity

2.2.1 Construction of Entrepreneurial Identity

Entrepreneurial identity refers to the set of meanings a person has, including attitudes and beliefs, attributes, and subjective evaluations of behaviour that define them in an entrepreneurial role. The construct of entrepreneurial identity encompasses how a person defines their entrepreneurial role and whether they identify with that role (Hoang & Gimeno, 2010). Individuals may have numerous identities that they enact contingent upon the setting. Here, a particular identity may be more salient than another, depending on operant social norms. According to Warren (2004), entrepreneurial identity is a negotiated identity within specific communities of practice. Indeed, entrepreneurial identity is constructed and reconstructed by working through stories within changing communities of practice. Identity construction is, thus, a reciprocal process of being recognized and acknowledged by others within a milieu, such that stories must be told and retold as circumstances change.

The identity problems of second-generation ethnic minorities have been widely documented in migration research. Personal experiences of ethnicity often occur in the context of the immigrant family, as the family is the first place where ethnicity is observed and practiced (Juan et al., 2016). However, the second generation rarely experiences a sense of belonging to the same immigrant group as their parents (Louie, 2006), nor

do they feel they are completely part of the host society (Liu, 2015; Portes et al., 2011). This negotiation process between two cultures is a process of identity construction. Nowadays, as the second generation enters the local labour market, the focus should be expanded to occupational identity.

Self-reflection, communication, and interaction with other entrepreneurs are the main drivers of identity development (Werthes et al., 2018). This ongoing "working on identity" refers to the fact that identity work involves mutually constituted processes through which people strive to form a relatively coherent and distinctive notion of their self-identity and struggle to come to terms with how others see them, which refers to the various social identities they present in different milieus (Watson, 2008) or, today, on digital media platforms. However, when engaging socially, especially with established social groups, individuals who seek to adopt the identity of an entrepreneur often face challenges in how this new identity fits with existing identities and roles (Williams Middleton & Donnellon, 2014). Identity is not a fixed core, as the theory allows for the idea that identity is influenced by the events of the entrepreneurial process, including social interaction. This is also supported by Sarasvathy's (2001) emphasis that identity is not a common construct that is similar across entrepreneurs. There are different types of successful entrepreneurs, which are influenced by complex contingencies of the markets, people, strategic alliances, firms, and societies in which the individual is interwoven.

Finally, when individuals begin to function as entrepreneurs, they come to think about who they are or are not as entrepreneurs. This breaks with the notion of identity as a given default that guides individuals' actions in the entrepreneurial process. Instead, identity is constantly changing throughout the process, because of entrepreneurial action. Recognizing learning as a social process helps to understand how entrepreneurs develop their identity through intersubjective or relational narratives that provide an emotional refuge that enables them to be effective entrepreneurs to realize and create an entrepreneurial sense of self (Down, 2008).

2.2.2 Entrepreneurial Identity: Ethnicity, Generation, and Entrepreneurship

Due to the transition to a service and experience economy, occupational identities are more likely to be associated with the social categories of race, ethnicity, gender, and age than with traditional workplace structures (Slay & Smith, 2011). From daily routines to business activities, an entrepreneur cannot be assumed to disconnect from the social categories that matter to them. The study of entrepreneurial identity alone cannot provide a nuanced description of the identity construction processes of these entrepreneurs.

In mainstream entrepreneurship studies, research on generation and entrepreneurial identity has focused on the children of family businesses. For example, Harrison and Leitch (2019) bridge leadership development and identity work by showing how second-generation family members build a leadership identity in family businesses. However, this research does not address ethnic and generational issues in detail. Previous research in the field of ethnic minority entrepreneurship examines ethnicity and entrepreneurship but does not fully disclose how second-generation ethnic entrepreneurs experience the categories of generation, ethnicity, and entrepreneurship simultaneously. This suggests that although much of the literature on ethnic minority entrepreneurship, in this case first generation, is well developed, understanding the new, second generation has not been adequately explored.

Recent research examples show that ethnicity and generation have important implications for entrepreneurial identity. For example, Koning and Verver (2013) examine the meaning of “ethnic” among second- and third-generation entrepreneurs of Chinese origin in Thailand. Their study highlights that their business practices have little to do with the so-called “Chinese way of doing business”, which is seen as an expression of changing ethnic identity constructions. The second example, from Barrett and Vershinina’s (2017) research, shows that ethnic and entrepreneurial identity have different meanings for individuals. In fact, not all ethnic entrepreneurs base their entrepreneurial activities on their ethnic identity. They found that although respondents identified themselves as Polish entrepreneurs, being Polish was not a significant element associated with entrepreneurship. In their article, Barrett and Vershinina (2017) do not emphasize second generation, although three of the five respondents

were born in the United Kingdom and the other two migrated to the United Kingdom as children. Generation does matter in the construction of multiple identities for ethnic entrepreneurs. However, generational differences have been overlooked in the literature on ethnic entrepreneurship, especially since the multiple social identities (mainly ethnicity, generation, and entrepreneurship) are still limited.

2.3 Developing Analytical Dimensions

The literature review demonstrates that three essential aspects are relevant for examining the impact of pandemics on ethnic entrepreneurship: (1) perceived role of the second-generation ethnic entrepreneurs in the family business, (2) relationship with the ethnic community, and (3) family dynamics.

First, the perceived role of the second-generation ethnic entrepreneurs in family businesses can significantly influence their identity construction. The identity issues of second-generation ethnic minorities have been widely documented in the field of migration research. However, limited research has examined the change or evolution of entrepreneurs’ role perceptions due to the influence of externalities. The Covid-19 pandemic is an external effect and has had a significant impact on entrepreneurs’ own perceptions of their own business. To better understand the impact of external effects on one’s own perception as well as the associated entrepreneurial identity and the interrelationships, it is helpful to conduct further research in this area in order to be able to better assess future external effects regarding entrepreneurship.

Second, the relationships with the ethnic communities between the first- and second-generation ethnic entrepreneurs vary widely. From the social embeddedness perspective of ethnic entrepreneurs, the type of business an immigrant starts and their role in the immigrant inclusion process is determined not only by the resources an entrepreneur can mobilize, but also by the time- and place-specific opportunity structure (Kloosterman & Rath, 2006). Although external shocks such as the Covid-19 pandemic can drastically change the ethnic connection of the second-generation migrants with their ethnic communities, the literature has inadequately

explored the relationship of second-generation ethnic entrepreneurs to the home and ethnic community in extreme situations, as with externalities. This has led to increased engagement and the establishment of contact with the ethnic community, which can influence the identity transformation processes of the second-generation ethnic entrepreneurs.

Third, family dynamics are assumed to affect the identity construction processes of the second-generation migrants. While extensive research addresses ethnic entrepreneurs (Waldinger et al, 1990; Leicht & Werner, 2013; Ma et al, 2013; Ram et al, 2017) and some attempts to examine the generational effects of migrant entrepreneurs (Perricone et al., 2001; Rusinovic, 2006; Schulte, 2008; Basco et al., 2019) have been published, a research gap still exists in linking family and ethnic entrepreneurship research in general and ethnic family entrepreneurship across generations in particular (Zubair & Brzozowski, 2018).

Nevertheless, generational change occurs rapidly or develops slowly over time. These developments can be accelerated by external influences such as the pandemic. Throughout the process, a family dynamic changes over time and is constantly subject to external influences. External factors can influence the change in family dynamics. The sense of responsibility and the entrepreneurial identity of the other family members can be changed or increased, and the interdisciplinary relationships within the family can be improved or exacerbated. Therefore, it is important to study these influences on family dynamics in family business. Multiple approaches attempt to explain, describe, and understand the phenomenon of transgenerational ethnic (family) entrepreneurship. This study uses a model that addresses and combines the perceived role in the family business of the second-generation ethnic entrepreneurs, access to the ethnic community, and the family dynamics in the family business during the Covid-19 pandemic.

3 Methodology

3.1 Research Design

study applies exploratory qualitative research with a theory building approach. The theory development is described as a nested coding process in the grounded theory approach, whereby

the coding work leads to the development of central categories, which characterize the research object. Instead of evaluating the validity of assumptions in literature or deducing theories, this is an exploratory study of the entrepreneurial identity construction of second-generation Tamil entrepreneurs. Therefore, it is beneficial to choose empirical data collection in this topic area to create my own concepts and models that can serve as a foundation for future research in understanding identity construction under the influence of externalities. Due to the limited knowledge of identity construction relating to entrepreneurship among second-generation ethnic entrepreneurs and their environment, this study selected a qualitative approach to empirically explore how entrepreneurial identity, as well as role allocation in family businesses, can be influenced by external effects (Flick, 2007).

This study is the first to examine the process of identity construction of these entrepreneurs during the Covid-19 pandemic. Instead of testing hypotheses or making gross generalizations, it explores how these entrepreneurs construct their entrepreneurial identities. In-depth interviews can generate data that provide authentic insight into people's experiences (Crouch & McKenzie, 2006). Thus, a deeper understanding can be gained of how entrepreneurial identities are constructed through the lens of entrepreneurs' lived experiences. Therefore, multiple case studies are used, which allows a more in-depth understanding of the cases as a unit by comparing the similarities and differences of the individual cases (Yin, 2009). I acknowledge that observed reality is context-specific, socially constructed, and emerges through the perceptions of the investigators. It is important to note that the goal of this study is not to generalize research findings, but to analyse selected cases.

3.2 Data Selection and Collection

The data selection used in this study is limited to Tamil second-generation entrepreneurs in Germany. This study selected the Tamil community because the author comes from this community and has a broad network. The research setting of this study is Tamil family businesses in Germany. This study considers only Tamil first- and second-generation ethnic entrepreneurs in the gastronomy industry who migrated with their families from Sri Lanka. The civil strife in Sri

Lanka from 1983 to 2009 caused many Tamil people to seek refuge from political persecution in Germany (Azmat & Zutshi, 2012). From a scientific angle, it is relevant to gain access to ethnic entrepreneurs to analyse their needs more closely during the Covid-19 pandemic. Ethnic entrepreneurs can also adopt a mediator role so that companies from the majority society can better reach ethnic minorities.

It is important to note that the selection is limited to entrepreneurs in the hospitality industry, which is one of the most affected sectors by the economic issues of the pandemic. With respect to the establishment of the restaurants, case A was established early (2010), case B two years ago (2019), and case C during the pandemic (2020), which allows for the better elaboration of similarities and differences. The selection of interview partners is limited to these groups, since the aim of this work is to determine the extent to which external effects influence the entrepreneurial identity of second-generation ethnic entrepreneurs in family businesses.

The decisive factor in the selection of cases was that the businesses were run by their own family

and founded by the first ethnic generation. The search for interview partners was structured so that I first spoke with the second-generation ethnic entrepreneurs from the family businesses. It was important for the selection that the young entrepreneurs had undergone personal development during the pandemic and had made significant contributions to the success of the family business. Through these initial interviews, other potential interview candidates were identified. From the initial meetings with the young entrepreneurs from the selected family businesses, connections to their family members and employees emerged.

The interview guide was created through several previous interviews as well as the use of the literature on ethnic entrepreneurship and entrepreneurial identity. The interview guide covered various topics such as personal information, family business, role distribution, family dynamics, self-identification, relationship with the ethnic community, Covid-19 pandemic, future, and an analysis of the drawings. The interviews conducted with the second-generation ethnic entrepreneurs provided this study with an initial understanding of the role distributions in

Cases	Interviewee	Gender	COO	Business started in	Mode	Interview Language	Duration (Min.)
Case A	First Generation Entrepreneur A	Female	Sri Lanka	2010	F2F	Tamil	21
	Entrepreneur A	Male	Sri Lanka		F2F	German	35
	Employee A	Male	Sri Lanka		F2F	German	20
Case B	First Generation Entrepreneur B	Male	Sri Lanka	2019	F2F	Tamil	33
	Entrepreneur B	Male	Sri Lanka		F2F	German	37
	Employee B	Male	Sri Lanka		F2F	German	20
Case C	First Generation Entrepreneur C	Male	Sri Lanka	2020	F2F	Tamil	35
	Entrepreneur C	Male	Sri Lanka		F2F	German	40
	Employee C	Male	Sri Lanka		F2F	Tamil	22
Additional Empirical Data	Case A:		Case B:		Case C:		
	1.Field observations ...in the restaurant: -Large red-coloured, hall shaped restaurant with Hindu god's symbols on the walls -Low frequented restaurant with only German guests, who are regulars -The guests, who came to eat in the Indian restaurant, were served kindly by the second-generation ethnic entrepreneurs -The first generation works in the kitchen and has no direct contact with guests due to the language barrier -Numerous delivery orders -The relationship between the parents and the daughters is trustful and the relationship with their son was not close at the beginning, but during the pandemic the father-son relationship has improved a lot. ... in the delivery cars: -Constant communication between the second-generation ethnic entrepreneurs and the drivers about the delivery coordination -Mother and daughter deliver together 2.Website: Website of the company 3.Social Media Instagram Facebook		1.Field observations ...in the restaurant: -Small, vintage style restaurant with a simple interior -Many German guests, who pick up food and are regulars (they support their locals) -The guests are served by the first and the second-generation ethnic entrepreneurs -The second generation gets along well with the guests making some jokes, but the first generation is aware of their language barrier and the resulting uncertainty -Father works in the kitchen with one employee and son and other employees deliver the food -At the beginning of the pandemic, the father is in charge, but after the introduction of the delivery business, the son has taken more responsibility in the business -The relationship between father and son was initially strained and became more intimate over time ... in the delivery cars: -Constant communication between the second-generation ethnic entrepreneurs and the drivers about the delivery coordination 2.Website: Website of the company 3.Social Media Instagram		1.Field observations ...in the restaurant: -Small, vintage style restaurant with a simple interior -German, Tamil and Turk guests, who pick up the Italian and Turkish food -The guests are served by the first and the second-generation ethnic entrepreneurs -The second-generation ethnic entrepreneur gets along well with the guests, some of them being his friends -The first-generation entrepreneur has language barriers and does not talk much with the guests but would like to if he can -Father and son work in the kitchen in rotation and communicate about organizational tasks during shift handovers -Both parties share joint responsibility, and their relationship has bonded both of them through the pandemic 2.Website: Website of the company 3.Social Media Instagram Facebook		

Table 1: Overview of Empirical Data

family businesses, their personal goals, the needs of people who have grown up in two parallel cultures, and the challenges they faced during the Covid-19 pandemic.

In addition, before the interviews with the second-generation ethnic entrepreneurs started, they were asked to draw their daily routine, entrepreneurial identity, and their role in their family business before the pandemic, during the lockdown, and toward the end of the pandemic. Drawings offer a powerful means to understand entrepreneurial identities because of their “meta-indexical quality”, that is, their ability to be a negotiating or boundary space for explicit and not-yet-explicit knowledge (Henderson, 2007). As such, drawings relax any singular logic of meaning and allow creative thinking to work through imprecise structures and tentative decisions (Clarke & Holt, 2017).

The result is a meaningful form without being definitive, allowing for vagueness, incompleteness, spontaneity, chaos, and order. In this respect, they are similar to ventures. Like drawings, entrepreneurship is “transitory, ephemeral, fleeting, complex, and often intangible”; both are malleable and flexible, drawn, and redrawn (Dodd & Anderson, 2007, p. 348). By successfully balancing precision and vagueness, drawings allow entrepreneurs to symbolize the complexity of entrepreneurial life, which gives researchers insight into the multi-layered nature of the entrepreneurial experience.

The later interviews with the first-generation ethnic entrepreneurs helped to better understand parents’ expectations of the second generation, the influence of culture and background, and the role of family in their family businesses. The interviews with the first-generation ethnic entrepreneurs and the employee from case C were conducted in Tamil, which circumvented the language barrier and allowed for a familiar and open interview. The interviews with store employees offered insight into a different perspective of the ethnic community and facilitated the assessment of the personal development of the entrepreneurial identity of the second-generation ethnic entrepreneurs. To have a distinct background knowledge during the interviews, the literature on ethnic entrepreneurship, ethnic family businesses, entrepreneurial identity, its construction, and the Covid-19 pandemic were used.

Primary data formed the basis of data collection. This includes data that I collected through formal interviews and informal conversations. The author conducted nine interviews. These nine interviewees included three first- as well as second-generation ethnic entrepreneurs and three employees of the three cases (case A, B and C). Further data (i.e., secondary data) was collected from the websites and social media platforms of the family businesses. The author was involved in case B as a former employee, which provided this study with additional empirical insights. Through these interviews and the previous conversations with the second-generation ethnic entrepreneurs, interview guidelines could be drafted that were used as a guide. After the interviews were conducted, recorded, and translated, they were transcribed.

This study examines multiple case studies with Tamil ethnic entrepreneurs in the gastronomy sector. This thesis aims to theorize how the identity of the second-generation migrants gradually changed due to Covid-19. Table 1 provides an overview of the data collection. This table is divided into three cases and the secondary data that supplemented the cases. Case A, B and C resulted in interviews with the first- and second-generation ethnic entrepreneurs and an employee of the restaurant.

3.3 Data Analysis

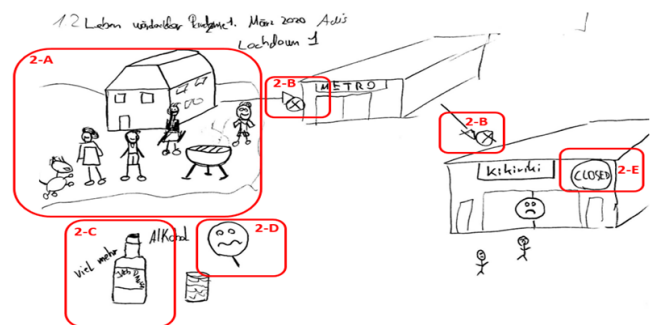


Figure 1: Life of the Second-Generation Ethnic Entrepreneur C during the First Lockdown

The data analysis for this study consists of three steps. The first step involves coding the interviews. The interviews were recorded and transcribed. Interviews conducted in Tamil were transcribed and translated into German. MAXQDA software version 20.4.1 was used for initial coding (Charmaz, 2006), which was conducted line-by-

line or paragraph-by-paragraph. A total of 432 initial codes were made during this process.

The drawings of the second-generation ethnic entrepreneurs illustrate their construction of entrepreneurial identity and offer unique insights into how entrepreneurs make sense of their entrepreneurship. To analyse the drawings more specifically, they were divided into smaller sections and marked with red boxes.

Since the second-generation ethnic Entrepreneur C cannot work, he drinks alcohol daily. His alcohol consumption gradually increases and plays a more significant role in his life, which is attributed in Figure 4 to the size of the alcohol bottle drawn in 2-C. The sad face next to the bottle in 2-D reflects the desperation and helplessness of the ethnic entrepreneur because of the Covid-19 pandemic. The mood of the ethnic entrepreneur changes drastically. He started drinking large amounts of alcohol as the lockdown lengthened and developed an alcohol addiction. He regarded alcohol as a solution to his stress, despair, and worry.

Chapter 2.3 consists of three pre-defined dimensions: (1) the perceived role of the second-generation ethnic entrepreneurs in the family business, (2) relationship with the ethnic community, and (3) family dynamics. These were used to analyse and interpret the drawings and to categorize the empirical results in a mind map. Thus, the next step was to develop a mind map of the main conclusions drawn from the interviews. Mind-mapping software are helpful to put information on a sheet and creatively and innovatively develop ideas. A mind map is ideal to develop an overview of initial codes and group them into categories. Therefore, the Mindmeister software was used to create an overview of the empirical results. Similar aspects sorted the focus codes.

In this way, the characteristics of entrepreneurial identity were identified as well as the factors that influenced the role of the second-generation ethnic entrepreneurs in the family business. Additional literature was consulted to determine the dimensions. In total, seven aggregated dimensions were identified, which are based on the pre-defined three dimensions from Chapter 2.3: Motivation, responsibility allocation in family business, role of Tamil community in family business, father's

perspective on family business, identification of second-generation ethnic entrepreneurs, consequences of Covid-19, and the dimension called "others". Throughout this process, the data structure was adjusted several times based on new findings.

For the final step, a data overview was created. In the overview, the similarities among the second-generation ethnic entrepreneurs of the three cases were grouped into six categories: father's expectation, responsibilities of family business, relationship with the ethnic community, responsibility, motivation, and identity as an entrepreneur. These six categories were placed in relation to three other categories to gain a deeper understanding of the mindsets and the situations in which the young entrepreneurs find themselves. These three categories are named as something "besides", feeling responsible, and becoming an entrepreneurial identity.

4 Findings

4.1 Case Descriptions

Case A is an Indian cuisine restaurant run as a family business. It is in Bremen and was founded in 2010 by the first-generation ethnic Entrepreneur A to become financially independent. He runs the family business with his wife and their three children. The business is in the name of their son (Entrepreneur A). Entrepreneur A is 23 years old and knows that his father wants him to make a success of their restaurant. He has developed within the family business, but after starting a full-time job at a German manufacturing company, he does not want to work in the family business. Before the Covid-19 pandemic started, the first-generation ethnic Entrepreneur A was responsible for the family business. He, his wife, and his daughters worked every day together in their restaurant. Entrepreneur A had the role of a "Joker" and, consequently, helped in the business only when necessary. However, the pandemic has caused a substantial financial loss for the family business, which has left them in debt. Entrepreneur A had to become involved with the family business and his financial limits were stretched.

During the pandemic, father and son share the responsibility of the family business, because

Entrepreneur A implemented the new business strategy of the delivery business. Father and son work together every day and have developed a strong bond, which was not the case before. Entrepreneur A's perspective on the family business changed. He views the pandemic as an opportunity. His parents work in the kitchen and his children deliver the food. According to the ethnic community, Entrepreneur A was partly embedded in the ethnic community because his parents raised him according to Tamil traditions. He has more Tamil friends than friends from other ethnic groups. During the pandemic, the ethnic community supported his family business by lending them money and working for them, which strengthened the ethnic identity of Entrepreneur A.

Case B is similar to case A: an Indian cuisine restaurant run as a family business. It is in Bremen and was founded in 2019 by the first-generation ethnic Entrepreneur B to become financially independent. He runs the business with his wife and their three children. It is also in the name of their son (Entrepreneur B). Before opening this restaurant, they managed several restaurants with different food styles. Entrepreneur B is 26 years old and has worked with his father since childhood. His father wants him to assume responsibility of the family business in the future. According to the father, his son has no choice but to take over the business because of his low academic scholarship at a special-needs school.

Before the pandemic started, the father of Entrepreneur B was responsible for the family business. He and his wife cooked, and their daughter did the service. Entrepreneur B had no significant role in the family business. Instead, he did deliveries for a pizza restaurant. He had a weak bond with his father, because he followed his own mind and did not obey him. Moreover, Entrepreneur B did not have a close relationship with the Tamil community because his parents had had negative experiences. Nevertheless, when the pandemic began, Entrepreneur B implemented the delivery business and hired Tamil co-workers. Their ethnicity binds them together and facilitates communication with Entrepreneur B's father (no language barriers). Father and son started working together and developed a strong relationship. They are jointly leading the family business and Entrepreneur B became a mature, independent, and strong person.

Case C is an Italian cuisine restaurant run as a family business. It is in Bremen and was founded during the Covid-19 pandemic (2020). The first-generation ethnic Entrepreneur C always wanted to start his own business. He worked for more than 20 years in the gastronomy industry. Entrepreneur C dropped out of school and started working in gastronomy. During the pandemic, they finally had the opportunity to start their own business. The business is in the name of the son (Entrepreneur C).

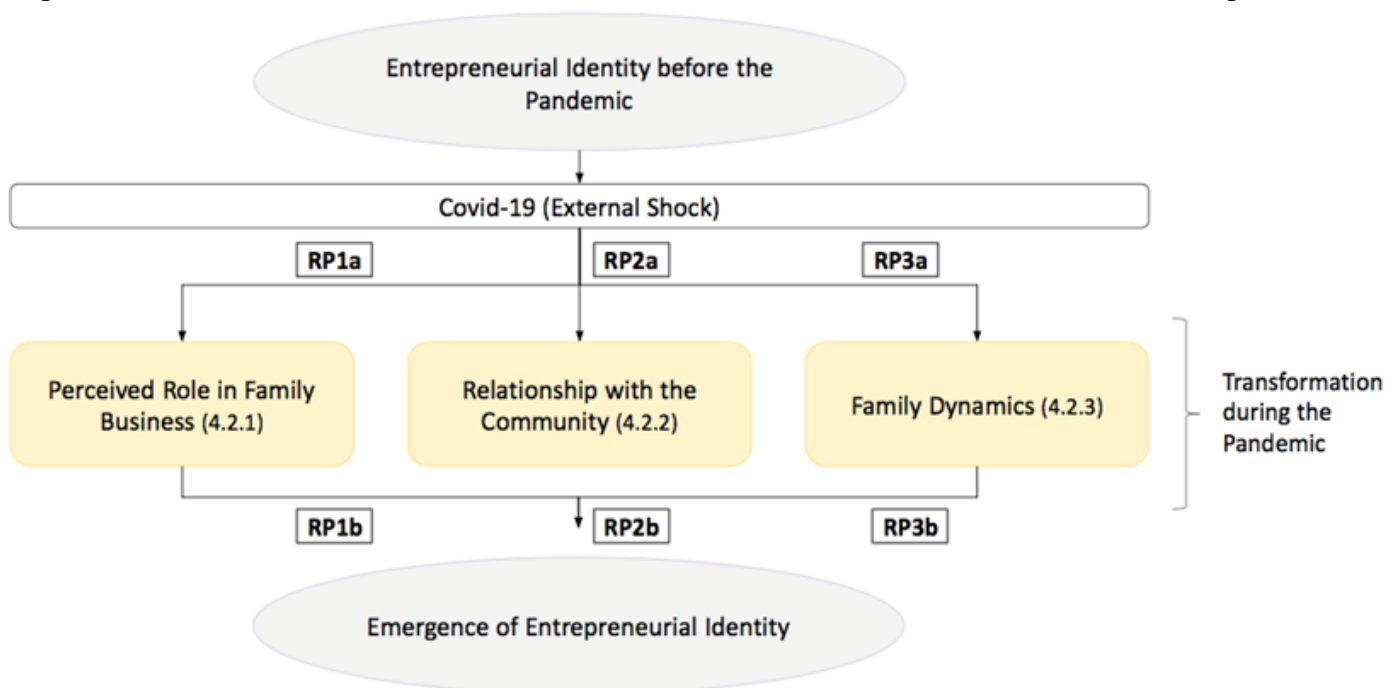


Figure 2: Conceptual Model

He and his son (25) believed in themselves and started to live their dreams. Entrepreneur C and his father share the responsibility of the business and hired Tamil co-workers. Although he and his father do not work always together at the same time in their restaurant (shift work), they must communicate with each other often, which was not the case before they opened their restaurant.

His father is teaching him as much as he can, and their relationship continues to improve.

Entrepreneur C has always had a strong relationship with the Tamil community. Most of his friends are Tamils. His parents raised him in a Tamil way. During the pandemic, Tamil friends helped him in his family business and their relationship strengthened. Because of their family business, they are connected to more Tamil people and have their support. Entrepreneur C sees himself as Tamil and has enough support from the Tamil community. His personality allowed him to grow in and profit from the pandemic. His success during the pandemic motivated him to reach higher goals with the family business. He wants his family to be proud of him even though he dropped out of school to pursue his dream.

4.2 Results

Based on the case studies and the related analysis of the empirical data gathered about the entrepreneurial identity of the second-generation ethnic entrepreneurs during the Covid-19 pandemic in family businesses, this section discusses the development of an entrepreneurial identity during an unpredicted external shock. Moreover, this study examines the influencing factors that affect entrepreneurial identity. Based on these discussions, a set of research propositions was compiled (6) in this chapter. The following conceptual model (Figure 2) illustrates the findings.

As shown in the conceptual model, this study identified three components of an entrepreneurial identity that are influenced by the Covid-19 pandemic: (1) perceived role in family business, (2) relationship with the community, and (3) family dynamics. Research propositions 1a, 2a, and 3a discuss how the entrepreneurial identity, in which the second-generation ethnic entrepreneurs played the role of a “joker” in the family business, evolved because of the pandemic. These three components

are the result of an emergence of the entrepreneurial identity of the second-generation ethnic entrepreneurs. Research propositions 1b, 2b, and 2c address the identified emergence of an entrepreneurial identity developed through the impact of the pandemic on the three components.

4.2.1 Perceived Role in Family Business

4.2.1.1 Facing Responsibility

The first category addresses the second-generation ethnic entrepreneurs who, because of the Covid-19 pandemic, face the responsibility of their family businesses. Their roles in the family business before the pandemic and afterwards have turned 180 degrees. They assumed more control of the business. Moreover, they realized that the family business was in a crisis and that they needed to save their families from bankruptcy. Because of their low level of education and their parents' disappointment, the pandemic offers them the opportunity to prove to their families what they are capable of achieving. During the pandemic, they view the family business as a future career opportunity and they can implement new business strategies, such as the delivery business, which allow their family businesses to survive the financial consequences of the pandemic. This is illustrated as the second-generation ethnic migrant's “perceived role in the family business” in 4.2.1 in the conceptual model.

This study identified three factors that influenced the entrepreneurial identity of the second-generation ethnic entrepreneurs during the pandemic: (1) the financial and (2) mental consequences of the Covid-19 pandemic and (3) the changing perspective of the second-generation ethnic entrepreneurs regarding the family business. First, the Covid-19 pandemic has caused major financial damage to the second-generation ethnic entrepreneurs' family businesses. The business is in the second-generation ethnic entrepreneurs' names, which is why they are personally struggling with financial losses and debts. According to Entrepreneur A,

“During Corona, we got into debt and a restaurant has running costs. I put my salary from my job into the family business. It still was not enough;

therefore, I had to take out a loan with the bank.” (Entrepreneur A)

Entrepreneur A had to extend his personal limits because of the pandemic. The family depends on his salary and the bank loan. In addition, because of their financial hardship, the family borrowed money from the ethnic community. They were close to subsistence level. It was an unfamiliar situation for him. The aim of the families of the second-generation ethnic entrepreneurs is that the young generation continue the family business. Their parents decided to make their sons aware of the important role they will play in the business in the future. Naming the restaurant after their sons' names at an early stage would make it easier for them to identify themselves with the family business. It also offers financial advantages to the young entrepreneurs. The second-generation ethnic entrepreneurs are aware of this, and Entrepreneur C elaborates:

“The business is in my name. As a young entrepreneur, you have many advantages. My parents and I wanted it that way. I get enough support from the state and identify with my business more” (Entrepreneur C)

Second, the debt that Entrepreneur C had to take on for his family business had not only caused financial stress but also mental stress. Thus, his responsibility for the family business grew and led his increased alcohol consumption, creating an addiction during the pandemic. Alcohol consumption increased for all three entrepreneurs. Entrepreneur B, for example, emphasized:

“I started drinking more alcohol to escape from the stress. There were existential and insolvency fears regarding the family business. My alcohol consumption was very strong that you could call it an addiction. I was desperate and frustrated” (Entrepreneur B).

Entrepreneur B talks about his emotions and feelings during the pandemic. He was overwhelmed by stress, which placed him under great pressure. All three second-generation ethnic entrepreneurs were looking for an escape route. The importance of alcohol in their lives is shown in the size of the drawn alcohol bottle in the second drawing of Entrepreneur C. It illustrates that

alcohol consumption has a greater role in Entrepreneur C's life during the pandemic and his emotional state is clarified with the drawn sad face. The entrepreneurs believed that their families were waiting for them to propose a solution for their businesses in this crisis. Not fulfilling this expectation would be inexcusable for the second-generation ethnic entrepreneurs.

Third, despite the heavy burden of the family business, the interviewed entrepreneurs view the business as an opportunity to prove to the family what they are capable of as young entrepreneurs. By working every day in their family businesses, they construct their own views, identify themselves with their businesses, and develop into key decision-makers. They do not have high school degrees and assuming control of the business would make them financially independent in the future. Entrepreneur C described this process:

“I didn't do anything else after school. The family business is my chance to prove to myself what I am able to achieve and be financially independent one day” (Entrepreneur C).

Entrepreneur C is aware of his lack of career opportunities because of his high school diploma. He was never able to realize the high expectations of his parents at school. He skipped school and received bad grades, which led to many disputes. He started working in restaurants at the age of 16, which his parents did not approve of. Entrepreneur C wanted to start earning money at a young age. He describes himself as an *“ambitious and hardworking person”* (Entrepreneur C). However, he was never able to show this ambition and diligence to his parents until they opened the family business during the pandemic. The will and the motivation to make his parents proud one day drives Entrepreneur C to keep the family business going.

Furthermore, working every day in the family business and taking responsibility leads to the second-generation ethnic entrepreneurs identifying more with the family businesses. Every small success in their businesses is appreciated because they feel part of the whole development of their restaurants. Entrepreneur B said:

“I appreciate the business more and have a closer relationship to the business because I'm working every day here” (Entrepreneur B).

Entrepreneur B values the family business more because he was at the centre of the business's development and played a decisive role in it. The bond with the business is completely different from what it was before the pandemic. In the past, the responsibility for the family business was left to the father, but now he is the person in charge and his role in the business is perceived differently. Entrepreneur B is aware of his duties for the delivery business and now has a familiar and close bond with the family business. The second-generation ethnic entrepreneurs have become key decision-makers and have a firm place in the family business. The first-generation ethnic entrepreneurs are proud of their sons' development during the pandemic and appreciate their work. They fulfil their responsibilities, and Entrepreneur C describes his personal development as follows:

Before the pandemic started, I would describe my role in the family business as a “libero”. I was just everywhere. After the pandemic, I have found my fixed place (Entrepreneur C).

“Libero” in soccer refers to a defensive player, who has no direct opponent and serves as a safeguard for the team. The role of the libero in the team mirrors the role of the second-generation ethnic entrepreneurs in their family businesses. Libero translates to “free man” in Italian (Escher, 2017). They are free and are only needed when there is a necessity. The second-generation ethnic entrepreneurs were flexible employees and were only occasionally in the restaurants. Since the pandemic, each young entrepreneur has grown from a libero to the linchpin of the family business. In addition to their regular position in their businesses, they have also gained a permanent place in the family. Before the pandemic, Entrepreneur C felt that his family did not need him. This has changed because of his responsibilities, such as hiring employees, introducing marketing (Social Media advertisements), and starting new business strategies during the pandemic (Freiling & Harima, 2019a). He now feels valued.

The literature supports the observations in this case study regarding the role change and assumption of responsibility of the second-generation ethnic entrepreneurs during the pandemic in their family businesses. Covid-19 and its aftermath have placed significant strain on the physical and emotional well-being of family members in family businesses, brought tensions to the surface, evoked negative emotions such as grief, frustration, stress, anxiety, and fear and led to vacillation between positive and negative emotions. It has undermined the clarity of thought of key decision-makers in the family business (De Massis & Rondi, 2020). Roles in the business change, because of the emergency. The young generation is simultaneously under pressure and challenged.

Before the first-generation ethnic entrepreneurs started their own businesses, they worked in factories, grocery stores, and gas stations to secure a future for their children. The second-generation wants to escape the constraints of the labour market and pursue meaningful self-employment. The new generation is accustomed to a certain level of prosperity, having seen their parents work hard to ensure security and status while foregoing personal gratification. Although they recognize these efforts, young men and women want more rewarding paths to success. Fulfilment and meaning, in addition to financial security, have become their top priorities (Fernandez-Kelly & Konczal, 2005).

Moreover, literature in family business emphasizes that succession planning should start at the outset of the family business and children should be trained and involved at an early stage so that first- and second-generation entrepreneurs are better prepared when the transfer of ownership and management needs to occur (Gashi & Ramadani, 2013). The second generation is more likely to identify with the business and cultivate a sense of responsibility at a young age. The responsibility is systematically transferred from the first generation to the second generation, because the owners are continuously thinking about the transfer of authority, ownership, and management to the next generation, which is a key process in a family business. According to Setuza (2017), succession is often regarded as a serious challenge for family businesses, because only 30% transfer the business to the second-generation members and only 10–15% transfer to the third-generation members. In

addition, the relationship between children and their parents is more relaxed in a work environment where everyone is happy and supportive of each other (Ejupi-Ibrahimi et al., 2020).

However, there is a conflict between the generations' expectations regarding who will assume control of the business. The second-generation ethnic entrepreneurs are sometimes frustrated because educational training has taken up too much time that they cannot use. For example, in this study, Entrepreneur A is finally able to work after three years of hard work and educational training at a German manufacturing company. The young entrepreneurs are sucked into the family business that could ruin their future. Some are forced to take over the business before they have been entrusted with the responsibility, like Entrepreneur A. Others have dreamed of it since childhood, like Entrepreneur B and C. As a result, there is a conflict between family members about the division of roles and taking responsibility in the family business (Dias & Davila, 2018).

In contrast to the empirical results, the second-generation ethnic entrepreneurs tried to be involved in the family business, but without success. On the one hand, the parents of the second generation do not trust them to continue running the business successfully, and, thus, do not involve them in the business. On the other hand, communication problems between the first and second-generation ethnic entrepreneurs limit the potential for a successful collaboration. They have different approaches to running the business due to their different outlooks, which is difficult to combine in practice. According to Peters (2002), for the first generation, ethnicity is primarily a source of social cohesion for the ethnic group, while the second generation view ethnicity as a resource that can either be suppressed or utilized, depending on the situation. The second generation also have the advantage of using two cultural milieus for information, finance, labour, and consumers (Tao et al., 2020; Freiling & Harima, 2019b).

This suggests that the second generation feels capable of taking over the family business and has the necessary resources to manage it. However, they have never been able to stand up to their parents, who have overseen every aspect since the business was founded. Even though the business is in the second generation's name, the family

business never felt like their own and they never had the opportunity to prove themselves as entrepreneurs. The Covid-19 pandemic has offered them their first opportunity to demonstrate their leadership qualities, even though the pressure is significant. Therefore, I propose:

Research Proposition 1a: Even though the external shock has caused financial and psychological damage to the second-generation ethnic entrepreneurs, they are motivated to face the responsibility and take a leading role in their family business, because they perceive their role in their business as an opportunity for their entrepreneurial career.

4.2.1.2 Learning Process

The second category of the perceived role in the family business addresses the development of the entrepreneurial identity, which has awakened new aspects of the second-generation ethnic entrepreneurs through the pandemic. Their entrepreneurial identity is characterized by experience, diligence, motivation, and a sense of responsibility. They are motivated to take the family business in their hands, and they are willing to learn and expand the business. This builds on research proposition 1a and reflects the second-generation ethnic entrepreneurs assuming responsibility for the family business. This study shows how significantly the pandemic has affected the entrepreneurial identity and the consequences for the entrepreneurs' family businesses. In addition, the increasing responsibility of the second-generation ethnic entrepreneurs has also changed the distribution of roles in the businesses. The fathers and sons have an equal voice in their family businesses. Entrepreneur B shares his thoughts about these practices:

"I want to take over the business and have sole-responsibility. I would like to retain Lieferando and my employees"
(Entrepreneur B).

This demonstrates that Entrepreneur A is satisfied with his duties and has challenged himself to ensure the business's success. This self-confidence developed because of the pandemic. The second-generation ethnic entrepreneurs owe a debt of gratitude to their employees, who address

challenges with conviction, support the entrepreneurs with technical assistance, and provide mental strength. With his employees, he is convinced he can run the business successfully, and his satisfaction is shown in Drawing 3 of Entrepreneur B. The faces of his employees, his father, and his own face in the lower right corner are all marked with a smiley and illustrate everybody's satisfaction. During the pandemic, a solid team has been established, and the members can rely on each other.

The second-generation ethnic entrepreneurs have learned a great deal, such as how to adapt the business to the pandemic period and how to avoid unnecessary financial expenses. In addition, the business must be maintained daily and a rhythm is needed in working life, which requires diligence and determination. The first-generation ethnic entrepreneurs have noticed the self-confidence of their sons during the pandemic, and they are sure that the family business will be safe. The sons have a different network and knowledge than their parents, which they can use to their advantage. Accordingly, the first-generation Entrepreneur B mentions:

“My son can approach me with any concerns and trust me. I would like my son to take over the family business. As long as I can still work, I will support him in the business” (First-Generation Entrepreneur B).

The sons appreciate the support of their parents. However, the second-generation ethnic entrepreneurs want to be independent. They are ready to assume control of the family business and believe it is time to do so. Their parents have made their contribution to the business, and motivated employees can take their place. Entrepreneur C emphasizes this ambition:

“In the future, I would manage the family business without my parents, because they are old. Without them, I'm independent” (Entrepreneur C).

Entrepreneur C's desire for independence is clear. The second-generation ethnic entrepreneurs also want to “expand the family business” (Entrepreneur C). They are aware that the business has potential. Entrepreneur C believes in himself

and expanding the business will make him financially secure and allow him to pursue his childhood dreams. Thus, he needs more room to manoeuvre in the family business. The dream of becoming self-employed and being responsible for several businesses seems to be within his grasp. The experience gained by the second-generation ethnic entrepreneurs during the pandemic in the family business has made them what they are today: hardworking, sincere, motivated, experienced, and responsible human beings.

This thesis demonstrates that the entrance of the second-generation ethnic entrepreneurs during the pandemic to the family businesses has contributed to the growth and expansion of the family enterprise into numerous diversified new ventures. Nevertheless, not all interviewed second-generation ethnic entrepreneurs want to expand their business and deal with the business like Entrepreneurs B and C. For instance, for Entrepreneur A, it has been a difficult time during the pandemic, as he was initially overwhelmed by the tasks ahead. He would rather just be involved in the family business part-time and give the responsibility to his employees. He feels that life should be about more than just the family business. He shared the following:

“You need a lot of diligence. As a young person, I can do that, but when I have my own family, it will be difficult. If the business runs properly, I can hire staff. Without a pandemic, I would like to keep the business. Then part-time, but never full-time. I imagined that in the near future I would buy the restaurant and would like to sublet it” (Entrepreneur A).

Entrepreneur A has learned through the pandemic about the financial dangers that may face the family business. If external shocks occur in the future, the business will face many challenges. He would rather secure himself financially by renting out the restaurant than fighting against the external shock. He regards it as too risky and, at a certain age, he needs the right support. He had to live with existential fears during the pandemic and he does not want to do that to himself and the following generations in the future. He still wants to be partly self-employed but would prefer other business lines that provide a suitable work-life balance for him.

The literature supports the observations in this case study regarding the second-generation ethnic entrepreneurs' motivation to take charge of the family business and their entrepreneurial identity development. Elements such as risk, ambition, growth, and control are included to encourage each entrepreneur in their personal development and to more quickly determine when the entrepreneur needs to respond to an external shock (Donnellon et al., 2014; Freiling & harima, 2019c). Moreover, the family is an institutional vehicle for trust, collective action, and a sense of community. Therefore, it fosters entrepreneurial learning, which is essential in business creation and development (Aldrich & Waldinger, 1990).

Parents play an important role in the development of young entrepreneurs, as they offer their inexperienced children the support and trust they need at the beginning.

Baycan-Levent et al. (2009) found that the second generation who came from entrepreneurial families were more motivated to become entrepreneurs. Individuals may be influenced by their family, depending on the strength and structure of the relationships between family members. When family groups are cohesive, people feel connected to each other and have a sense of social solidarity, which affects their behaviour (Randerson, 2015). While the parents worked hard on their family business entrepreneurial identity of their sons developed. The family members became closer during the pandemic and they realized whom they can rely on during crises.

This thesis demonstrates that the identity of the second-generation ethnic entrepreneurs has changed, and they are ready to assume responsibility for the business. Sveningsson and Alvensson (2003) emphasize that identity is central to meaning, motivation, decision-making, and other activities that are crucial to entrepreneurial action. Individuals who become entrepreneurs see themselves as ethical subjects (Poldner et al., 2018), often motivated by their passions and inspired by their context (Bhansing et al., 2018). Moreover, the entry of the second-generation ethnic entrepreneurs to the family business has contributed to the growth and expansion of the family enterprise into diversified new ventures, for example, a delivery business.

The second-generation ethnic entrepreneurs in this study are purpose-driven, and they want to impact the society through sustainable products and services. They have a strong belief in their own values and responsibility combined with the motivation and energy to build their own business. Together, these themes concentrate on responsibility, sustainability, a positive impact on society, and focus (Horst et al., 2020). Nevertheless, the empirical data shows that even people with the same nationality or from the same ethnic group have differences that affect how they identify and pursue opportunities. Not all the entrepreneurs surveyed want to take over the family business full time like Entrepreneur A. Their fear of external shocks is too great, even if the pandemic has been successfully overcome. Therefore, not all the entrepreneurs look back on the tough period in the same way; some prefer to pursue different options for themselves in the future. They all learned something during the pandemic that influenced their perceptions and their careers.

Building on Research Proposition 1a, that the pandemic was perceived more as an opportunity and less as a threat to the development of entrepreneurial identity, they were able to grow and prove themselves in the family business. Thus:

Research Proposition 1b: The second-generation ethnic entrepreneur's motivation to take charge of the family business, through the learning process during the Covid-19 pandemic, led to an entrepreneurial identity characterized by experience, diligence, reality-consciousness, motivation and a sense of responsibility.

4.2.2 *Relationship with the Community*

4.2.2.1 *Community Cohesion*

The second category concerns the ethnic community's support during the pandemic of the second-generation ethnic entrepreneurs' family businesses. This is illustrated as the second-generation ethnic migrant's "relationship with the community" in 4.2.2 in the conceptual model. Because of the pandemic, the relationship between the Tamil community and the second-generation

ethnic entrepreneurs has become stronger, new friendships have developed, and existing friendships have strengthened. The external shock has shown the entrepreneurs that they can rely on the ethnic community, which has strengthened community cohesion. The ethnic community has a substantial influence on the family businesses, and the second-generation ethnic entrepreneurs have come to view them from a different perspective.

Before the pandemic started, only the first-generation ethnic entrepreneurs were embedded in the Tamil community. They had built a large network within it and maintained connections. The second-generation ethnic entrepreneurs were not as embedded as their parents were, and they were not involved in their relationships. During the pandemic, an unexpectedly strong bond developed between the ethnic community and the second-generation ethnic entrepreneurs, which has formed the foundation of a long-lasting and trusting relationship.

This study identified two factors that influenced the relationship of the Tamil community and the second-generation ethnic entrepreneurs during the pandemic: providing financial support and offering human resources. First, the Tamil community provided financial support to the second-generation ethnic entrepreneurs when they requested it. They were aware of the seriousness of the situation and responded quickly. The second-generation ethnic entrepreneurs are grateful for that, and they emphasize the following:

“Tamils lent us money and were willing to help. However, we paid interest. But that's how we saved ourselves” (Entrepreneur A).

They borrowed money to continue the family business. According to the entrepreneurs in this study, the German state did not provide enough support, and the bank loans were only partly helpful. Thus, they had to borrow money privately. Only the Tamil network, which the first generation had built up over years, helped the family business avoid insolvency. They did not hesitate to ask them for money, since they belong to the same ethnic group. Even though they had to pay interest on the borrowed money, it was better than not being able to borrow.

Secondly, the Tamil community provided human resources. Because of the pandemic, the second-generation ethnic entrepreneurs hired Tamil co-workers, who were all well known to the family. Employee A describes his perspective of the family business:

“The Tamil community plays a significant role in the business. We helped each other in terms of work and passed on our expertise. Our networks were combined. This built up a basis of trust among us” (Employee A).

Knowledge was shared in the group, which demonstrates how the Tamil community holds together. The sense of responsibility is palpable. Each individual shared their networks, for which the entrepreneurs are grateful. A basis of trust has developed, and the entrepreneur is considering allocating more responsibility to their employees. However, the employees also noticed that the entrepreneurs experienced mental difficulties because of the pandemic. Even though it is not their personal concern, they have encouraged the young entrepreneurs to continue working towards their goals. They are optimistic that they can make it together. This motivation is evident in Employee A's statement:

“We all had mental pressure, especially him (Entrepreneur A). I encouraged him. He discovered another business strategy and adapted to the situation. I want him to get out of the debt spiral!” (Employee A).

Employee A supported Entrepreneur A, and they discussed the entrepreneur's mental stress. He wants to prove to his family that he can cope with this challenge. However, he is his own greatest obstacle. He wants to achieve greater personal growth and prove to himself what is possible when he is fully committed to the family business. He is aware that by overcoming the pandemic, his role in the family business would change – and so would his life.

The importance of his employees' support in addressing the mental pressure can be seen in Figure 3. The drawing illustrates how Entrepreneur B works with his father and his employees in the restaurant. His employees are depicted as closer to him than his family members at home. The arrow between them symbolizes his closer connection to his employees than to his family members regarding the family business. In his first drawing, only his family is drawn in the restaurant, and Entrepreneur B is working in another restaurant.

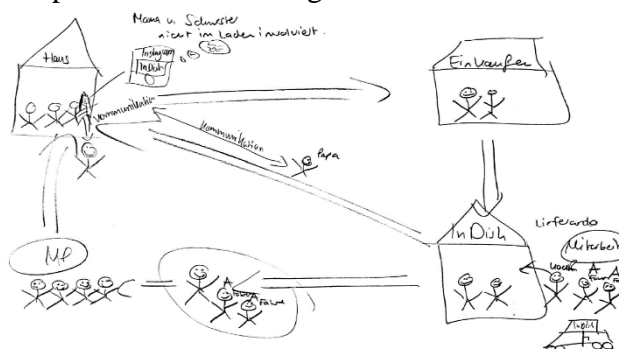


Figure 3: Life of the Second-Generation Ethnic Entrepreneur B during the Second Lockdown

However, the employees' facial expressions in Figure 3 indicate contentment and security. Moreover, the drawn individuals are all the same size. This symbolizes that all employees are equally important to Entrepreneur C and the family business. They spend time together after work and triggers other thoughts for Entrepreneur C. They form a clique called "MP", which stands for "Morattu Passanga", or "Rogue Boys". The employees support him mentally, they spend much time together, and they prevent him from feeling lonely. Entrepreneur C points out:

"Even in the difficult phases, I was well supported by all the Tamils, my friends. They had my back" (Entrepreneur C).

He refers to his employees as "friends", which indicates that this is more than an employee-boss relationship. The friendship that has developed makes the employees feel they are a part of the family business. Because of this relationship, it is easier for them to identify with the business.

Tamil culture is characterized by gratitude, loyalty, and helpfulness. It is far more important who stood by someone in bad times than in good times. The gratitude will last a lifetime and maintain the friendships. Employee C lists the peculiarities and

characteristics of Tamil culture, reporting on the role of ethnicity in his decision to help:

"We helped immediately when asked. I do not know if Germans would do that. There would have been a language barrier with Germans. There was a connection to ethnicity. I started working for little money and I wouldn't have put up with that for a German friend" (Employee C).

The Tamil community regards itself as a unit, and its ethnic background has played a significant role in business development and employment. The same ethnicity conveys a sense of belonging. They trust each other and do not always expect to have their personal concerns addressed immediately. Employees prioritize business during the pandemic. In addition, language barriers prevent the building of trusting relationships with other individuals from a different migration background. First-generation ethnic Entrepreneur B describes his experience in this regard:

"I prefer sharing my profit with Tamils rather than with strangers. The atmosphere is more familiar and friendly. I only understand Tamil. Sometimes we borrow Tamil drivers from their restaurant (Case A) when we have an emergency" (First-Generation Entrepreneur B).

First-generation ethnic Entrepreneur B prefers to share his success with Tamils. Because of the language barrier and the resulting mistrust, which are the main reasons for this attitude, he refers to non-Tamils as strangers. This highlights the distance between the first-generation ethnic entrepreneurs and the native community, which may occur because of negative past experiences and because they are embedded in a single community. The first-generation ethnic entrepreneurs "struggle with a lot of disagreement and differentiation" (First-Generation Entrepreneur A) with the native society, which leaves the feeling excluded. Therefore, they approve of their children being involved with Tamils and building strong friendships.

The literature indicates an increased sense of belonging among immigrants with shared ethnic or cultural backgrounds, creating collective, group-specific resources to initiate, expand, and develop

entrepreneurial activities while fostering the formation of ethno-cultural communities (Ersoez, 2012). The ethnic resource model assumes that intergroup solidarity facilitates access to employment through informal networks, and it is based on solidarity, trust, and strong ties within ethnic networks (Klinthäll & Urban, 2014). From the individual's perspective, social capital refers to the entrepreneur's personal network of mutual trust relationships that can be leveraged to access resources such as the information, funding, or skills needed to successfully identify and exploit entrepreneurial opportunities (Nahapiet, 2009). The empirical data emphasises that the language connection is a key factor in the entrepreneurs trusting their employees. Similarly, Rusinovic (2008) found that first-generation immigrants are often embedded in ethnic markets and depend on informal and transnational networks in running their businesses.

Denied other means, immigrant group members seek support within the group and develop strong bonds of mutual solidarity and trust (Iyer, 2003). This trust mechanism builds social capital through which various resources circulate in the community (Nadin, 2007). This process is demonstrated in this study through the sharing of delivery drivers, expertise, and giving responsibilities to employees from the Tamil community. Although the parent generation may have weak networks in the general labour market, they can offer their children employment opportunities in their own businesses or network resources within the ethnic community. Ethnic capital and ethnic entrepreneurship offer potential advantages and opportunities for members of ethnic minority communities and, thus, for second-generation immigrants entering the labour market (Chand & Misra, 2009). The literature points out that family identity and reputation develop gradually from various sources, which include repeat transactions, family member involvement in community activities, and traditional and intergenerational family involvement in the business and community. Moreover, parents' social networks influence the type of identity that children develop. Regardless of social class, parents who were involved in their cultural institutions appeared to provide their children with a strong sense of ethnic identity. Parents whose social networks extended beyond neighbourhood boundaries are more able to provide guidance and social contacts for their

children, which was conspicuous in the empirical data. These identities are fluid and change over time and in different social contexts (Madsen et al., 2008).

In this case study, individuals who described themselves as Tamils when they were young identified more strongly as Tamils when they entered a key role in the family business and found a large immigrant community with which they could cooperate. Placing their children in Tamil schools and participating in cultural or religious ceremonies would have given the second-generation ethnic entrepreneurs a strong Tamil identity earlier in their childhood, as discussed in the mentioned literature above. Therefore, the next research proposition is as follows:

Research Proposition 2a: Through the external shock, the ethnic community provides human resources and financial support to the second-generation ethnic entrepreneur's family business, which strengthens the relationship with the ethnic community and creates friendships that promote community cohesion.

4.2.2.2 Developing a Collective Identity

The second category of relationship with the community addresses the support of the ethnic community and the sense of belonging to a group. Hence, a collective identity among the co-workers and the second-generation ethnic entrepreneurs has developed, characterized by the sense of belonging to a team, which is based on ethnicity and respect for each other's work. By having individuals from the Tamil community working in the family business instead of the ethnic entrepreneurs' own family members, an alliance and team spirit has developed between the employees and the ethnic entrepreneurs. The employees identify with the family business, take responsibility, and influence business decisions. They benefit the family business with their networks in the Tamil community, their knowledge, experience, and sense of responsibility.

The family, thus, is supported and can devote themselves to other duties. They can develop a work-life balance that did not exist before the Covid-19 pandemic. Before and shortly after the beginning of the pandemic, they worked every day

without breaks. Employee involvements offers relief to the business and the mental pressure of the second-generation ethnic entrepreneurs. Employee B explains the role of the employees in business decisions:

“We have all grown into a strong team. They have become like a second family to me. Additionally, his (Entrepreneur B) mother and sisters were not present in the restaurant; instead, we (the team) were his contact people for everything. We decided together” (Employee B).

The team spirit and cohesion is palpable in Employee B’s statement. The employees and the entrepreneurs are in the same age group and, thus, grew up in the same generation. They have all experienced similar difficulties that come from growing up in two different societies. On the one hand, they are embedded in the Tamil culture through their parents, and, on the other hand, they are embedded in the native culture through their interaction with the native society. They carry the same inner conflict throughout their lives, which makes it easier for them to become a cohesive group.

Referring his team as his “second family” is reflected the drawings of Entrepreneur A. In his three drawings, his employees, who were his friends before the pandemic (MP), were drawn before he drew his family business. He preferred spending time with them rather than being involved in the family business. Now they are his employees, and a new and closer bond has developed between them. The entrepreneurs trust their employees and are grateful that they support them with full dedication and ambition. Entrepreneur C emphasizes:

“Everyone is aware of their responsibilities and takes the exceptional situation seriously. As an entrepreneur, you should consider yourself lucky to have such dedicated people around you. Everyone contributes to the business and does their job well” (Entrepreneur C).

The entrepreneur appreciates that his Tamil friends have his full support as employees. Without them, the family business would probably not have survived the pandemic. The appreciation, attitude,

and respect shown by all is reflected in the positive development of the family business. The younger generation, as a team, is acquiring more responsibility from the first-generation ethnic entrepreneurs. A process of generational change is slowly developing in the family business. A collective identity for the family business is created in the team. Even though the employees contributed significantly to the family business, they stand behind the entrepreneurs and remain grounded. Thus, they avoid conflict situations in the team and believe that the second-generation ethnic entrepreneurs have a promising future. In support of this point, Employee C stated the following:

“We influenced decisions. It is important that he (Entrepreneur C) involves his employees when making business decisions. He is very young, and his hard work will be rewarded” (Employee C).

Employee C has noticed Entrepreneur C’s development. He is confident that the entrepreneur succeeds in his entrepreneurial career. The employees have a great reputation. The second-generation ethnic entrepreneurs are satisfied with the role distribution in the family business. The mutual trust and the collective identity form the foundation of a long-term and promising business, where the second-generation ethnic entrepreneurs are in harmony with their personal and collective identity.

The literature supports the observations in this case study regarding the relationship between the ethnic community and the second-generation ethnic entrepreneurs. In all three cases, the concept of “familiarity” (Pearson et al., 2008) extends beyond the family group and creates favourable conditions for accessing entrepreneurial resources. Ultimately, entrepreneurial identity is constructed through peer engagement and influence (Falck et al., 2010; Obschonka et al., 2012). Entrepreneurs negotiate with critical others to gain legitimacy (Clarke, 2011; Essers & Benschop, 2007; Wry et al., 2011) as part of a socialization process and initiation into a collective identity. The empirical data support this behaviour that the employees represent the second family of the second-generation ethnic entrepreneurs and they identify themselves as a collective with the family business.

Developing an entrepreneurial identity involves internal self-reflection, as well as social engagement through conversations and actions (Radu Lefebvre & Redien-Collot, 2013; Rigg & O'Dwyer, 2012; Watson, 2009). However, when interacting socially, especially with established social groups, individuals who seek to adopt the identity of an entrepreneur often face challenges in how this new identity fits with existing identities and roles (Williams Middleton, 2013; Olila, 2012). In contrast to the empirical data, this would only have been the case for the second-generation ethnic entrepreneurs before the pandemic. They did not play a role in the business at that time. The pandemic has altered landscape, and they have felt responsible for advocating the family business. The new collective identity did not lead to any challenges in terms of roles in the business, as the team brought about a new role distribution in the family business.

Moreover, researchers examined scientists' intentions to commercialize their research knowledge and explored the role of social identity in the development of entrepreneurial intentions. Obschonka et al. (2012) found that scientists with low group identification did not base their entrepreneurial intentions as much on social norms and attitudes as on their own initiative and control beliefs. In turn, for scientists with high group identification, entrepreneurial intentions were mainly a function of social norms. In contrast to the empirical data, the second-generation ethnic entrepreneurs, as family individuals, do not rely on their own initiative or on control beliefs, but on trust and collective action.

The second-generation ethnic entrepreneurs are less dependent on transnational networks and activities than the first generation are as these are less likely to be their main business activity. Therefore, second-generation transnational engagement may have become a strategic choice, while it is more of a necessity for the first generation (Rusinovic, 2006). This thesis indicates that the second-generation ethnic entrepreneurs did not only need the help of the Tamil community for strategic reasons, but also as a necessity to avoid language barriers or trust fears of the first-generation ethnic entrepreneurs. The development of a collective identity is a product of the community cohesion described in Research Proposition 2a. Because several people

simultaneously form the foundation of the family business and identify with it, second-generation ethnic entrepreneurs receive the support they need during the pandemic. Since these people are the closest friends of the second-generation ethnic entrepreneurs, they can be relied upon. As a result, internal conflicts are avoided, and an efficient team can be formed. Thus:

Research Proposition 2b: Through the support of the ethnic community and the sense of belonging to a group, a collective identity develops among the employees and the second-generation ethnic entrepreneurs, giving the entrepreneur the motivation and the required support to run the family business with self-confidence.

4.2.3 Family Dynamics

4.2.3.1 Mission Partners

The distribution of tasks within the family has changed because of the external shock. The third category addresses with the changing roles of family members in the family business, which is referred to "family dynamics" in 4.2.3 in the conceptual model. Previously, the fathers of the second-generation ethnic entrepreneurs were solely responsible for the family business, but now father and son share the responsibility. As discussed in the previous chapters, the second-generation migrants' perceived role in the family business (4.2.1) and relationship with the ethnic community (4.2.2) significantly affect family dynamics. The young entrepreneurs became better acquainted with family members and themselves during the pandemic.

On the other hand, the fathers see their sons in a different perspective. In their eyes, they have grown from children into adults with a sense of responsibility and strength of will. The second-generation ethnic entrepreneurs finally receive the recognition and trust they have wanted from their fathers for so long. Both parties collaborate as mission partners towards one goal: saving the family business from the financial consequences of the Covid-19 pandemic. A strong relationship between them would facilitate their work as partners. Both parties did not have a strong

relationship before the pandemic. Entrepreneur B reports:

“The relationship between my father and I was worse, because I drank alcohol and did not listen to him. Now that I am working with him every day, the relationship with my family is better” (Entrepreneur B).

Alcohol consumption is regarded as a negative habit in the Tamil community and is not tolerated by the first Tamil generation. The issue led to many disputes in the family and placed the second-generation ethnic entrepreneurs in a negative light. In the eyes of their fathers, alcohol consumption reflects *“irresponsibility and a lack of motivation in life”* (First-Generation Entrepreneur B). Thus, the fathers of the entrepreneurs did not trust their sons to run the business successfully.

However, the pandemic brought about a new allocation of roles in the family businesses. The fathers, who had sole responsibility, now share it with their sons. The second generation implemented the delivery business and saved the family business. They have **“the responsibility for this part of the family business”** (First-Generation Entrepreneur A). The young entrepreneurs’ efforts also led to a better relationship between father and son. Nevertheless, there were still some disagreements between these two parties, as Entrepreneur A points out:

“There were often disputes, because I had to put my salary on the table. The bond between my parents and I deteriorated a bit. We had often argued. The connection has now improved. My dad and I are working partners” (Entrepreneur A).

The daily cooperation between the two parties led to an improved relationship between them, and he now calls his father “partner”. Before the pandemic, they rarely saw each other, making it difficult to build a bond. Now the father trusts his son to take responsibility, which was not the case before due to his reckless behaviour and alcohol consumption. Conflicts also arose between the two parties during the pandemic. If two people share responsibility for a business, disagreements can occur. The disputes between the two generations were noticed by their employees. Employee C describes his experience in this regard:

“There were minor disputes between father and son due to a lack of communication. I was caught between two fronts. Fortunately, no major disputes have arisen so far” (Employee C).

Everyone can become irritated during stressful times. Both felt pressure and wanted to work perfectly, although one is conservative and the other one makes decisions spontaneously. The fact that the sons do not place themselves under pressure to convince their fathers, instead doing everything they can to maintain the family business and working together with their fathers, reflects the turning point in their personality development. The tense relationship between the two could be eased as they pursue the same goal. The second-generation ethnic entrepreneurs gain experience and grow beyond themselves. First-Generation Entrepreneur C emphasizes:

“The business is in my son's name, but I do most of the work. He is still in the learning process. I am teaching him, but we make business decisions together” (First-Generation Entrepreneur C).

In the Tamil culture, it is common for the eldest son in the family to take over the father’s responsibilities when he is no longer able to do so due to his health or age. This is taught to the sons from childhood. Therefore, they see their fathers as role models and feel obliged to live up to their expectations. The fathers are aware that their sons are in a learning process, and they cannot do everything in the business on their own from the beginning. They still retain their leadership role in the family businesses, which is illustrated in Entrepreneur A’s Drawing 2. During the early days of the lockdown, the gastronomy sector in Germany had to close. In Entrepreneur A’s drawing, his father is still in the restaurant and reflects on how to continue with the business, even though it was not clear at that time that the lockdown would last for several weeks. He is aware of the consequences of the pandemic early on and the sad face symbolizes his mood.

However, the recklessness and inexperience of Entrepreneur A is evident in the drawing that shows him spending time with his Tamil friends. His drawing illustrates that the father is more closely

connected to the family business than he is. Nonetheless, he is now far enough along in his entrepreneurial development in the eyes of the father to make joint decisions with him about the business. Before the pandemic, he only functioned as a translator due to his parents' language barrier. Now he plays a decisive role in business decisions.

The improved relationship with his father also influences the young entrepreneurs' relationship with his siblings. He and his siblings are the second generation of the family business and help as much as they can during the pandemic. The strained relationship before the pandemic has now improved significantly. Communicating with each other daily and sharing the same experiences makes them identify with each other more easily. Entrepreneur C talks about his experience:

"My sister and I had to communicate more, because she takes care of social media and helps me. The relationship with her has improved" (Entrepreneur C).

Because the second-generation ethnic entrepreneurs did not play a significant role in the family business before the pandemic, he had rarely seen his siblings, who worked in the business every day. They communicated less frequently and did not have a strong relationship. The parents had a significant impact on the siblings' relationship, as they did not trust their son as much and they regarded him as a negative role model for his younger siblings, which placed him in a bad light. During the pandemic, the siblings came to know each other better and realized that, ultimately, they can rely on each other, which laid the foundation of a trusting, familiar, and long-term relationship with each other.

From the results, second-generation members were found to be genuinely comfortable with their family business, have close relationship with their parents, are inspired and motivated by the success of the business, and are willing to work hard to improve the functioning of their businesses by bringing innovation to the product and service assortment, improving management approaches, and identifying new markets and opportunities (Ejupi-Ibrahimi et al., 2020). Rigg and O'Dwyer (2012) suggest that the entrepreneurial aspect of human identity is emergent and relational, and it is

developed through dialogue with family, customers, employees, and competitors.

Individuals learn most when they operate at the edge of familiarity. The boundary of familiarity can be extended through social interaction with mentoring networks (Hofstede, 1980). In the empirical data, the young entrepreneurs are mentored by their fathers, who teach their sons everything they know so that one day, they can hand over the family business without hesitation. Family members pooled resources through a strong relationship of trust characterized by a traditional collectivist cultural norm and family orientation. This was maintained for both generations. The business case for embracing the ideas of the next generation is that their complementary skills and perspectives are exactly what the family business often needs as it struggles to update itself to continue creating value for the business (Poza, 2020).

However, in entrepreneurial families, children face the double jeopardy of having to respect their father twice – once as their father and as an entrepreneur (Catano, 2001), which also proved to be a challenge for the young entrepreneurs in the three cases in this study. To claim entrepreneurial status themselves, children must build their own self-esteem. They can prove this by earning a relevant university degree, starting their own business, or climbing the career ladder before claiming leadership status in the family business (Litz, 2011). The empirical data shows that the second-generation ethnic entrepreneurs do not have a high academic degree, nor did they start their own business. As a result, they have low self-esteem and are overshadowed by their fathers. In exchange, they successfully contribute to the family business during the pandemic and, together with their fathers, assume a leadership role that is highly regarded by first-generation ethnic entrepreneurs. Appropriately, research has demonstrated that self-reflection, communication and interaction with other entrepreneurs are key drivers of identity development (Werthes et al., 2018). The idea that social interaction is essential for at least some kinds of learning dates to Vygotsky (1934), who observed that individuals can perform well above their age when they have the opportunity to interact with an older, experienced individual, even if the initial situation was different. The relationship of the second generation with the family has

improved, especially the relationship with the father has changed so much that two individuals with divergent views have bonded to become mission partners. Social interaction helps to push this boundary more effectively than the individual doing it alone. Thus:

Research Proposition 3a: The relationship between the second-generation ethnic entrepreneur and his father changes through the external shock in that the father has gone from being the role model to the mission partner of the second-generation ethnic entrepreneur, and both share the responsibility for the family business.

4.2.3.2 The Integral Decision-Maker

The second category of family dynamics addresses the personal development of the second-generation ethnic entrepreneurs during the Covid-19 pandemic, who develop from occasional helpers to integral decision-makers. The young entrepreneurs gain more responsibility and learn more about how to manage business and themselves. The pandemic has left a deep emotional mark on them. By seeing the pandemic as an opportunity rather than a threat, their personalities have also changed. They have become mature, resilient, and determined human beings. They radiate it with their self-confidence.

This part can be divided into two sections: (1) the personal development of the second-generation ethnic entrepreneurs and (2) the consequences of this development for them. First, the young entrepreneurs were not trusted to run the business because of their irresponsibility and naivety. Before the pandemic, they did not share a strong bond with their fathers, who are the linchpins of the family business, as discussed in Research Proposition 3a (Chapter 4.2.3.1). This affected their role in the family. Their family spends their time together every day in the family business while the second-generation ethnic entrepreneurs are left out and marginalized. The sense of belonging is not present in the family business or in the family, as Entrepreneur A reports:

“My sisters run the restaurant and work daily. I helped out when it was necessary, like a “jumper”. I worked somewhere else.

Now, I must help in the family business. I am committed to that” (Entrepreneur A).

A “jumper” is someone who periodically or irregularly substitutes for others on a short-term basis during staffing shortages (Braennback & Carsrud, 2011). Therefore, he is only needed in the short term and has no significance in the family business in the long term. In the long term, the parents rely on their daughters, with whom they have built a strong relationship. They regard their daughters as more responsible and reliable than Entrepreneur A. During the pandemic, the situation changed, and Entrepreneur A plays a key role in the family business. When he realized that his family was overburdened with the consequences of the pandemic, he implemented the idea of the delivery business, thus earning recognition and respect from his parents through this successful implementation. The second-generation ethnic entrepreneurs have experienced significant personal growth through this experience. Entrepreneur B adds:

“Without the family business, I would have been more dependent. I have become mature and stronger and want to take over the family business” (Entrepreneur B).

His goal from the beginning was to become financially independent with the family business. He did not expect that his role would change in such a short period. After all, uncertainty about their own future before the pandemic drove the second-generation ethnic entrepreneurs to despair. This disorientation is also illustrated in Drawings 2 and 3 of Entrepreneur A by the many arrows pointing in different directions. In his third drawing, in other words, at the end of the pandemic, there are fewer arrows – and they are more purposeful. He has found his permanent place in the family and in the business and acquired more structure in his life. Employee A observed the change and reflects on it:

“He (Entrepreneur A) has become more responsible and confident. He has come out of himself. When I have any questions, I ask him, because I have a closer relationship to him than to his father” (Employee A).

Employee A, who has known Entrepreneur A since childhood and now works with him in the family business, has noted his rapid and strong

development. He is his contact partner in any questions and behaves professionally in the family business. He trusts him to have a great career as an entrepreneur and is happy to witness the decisive turning point in his friend's personality development.

Second, the second-generation ethnic entrepreneurs are aware of their personal changes. They look back positively on the pandemic. Even though they had to work hard for the family business, the effort and stress were worth it. There were days when they could only think about the family business. Entrepreneur A reflects on this topic:

“When I look back, I'm just glad to be out of there. The pandemic had a positive effect on us. It was the biggest challenge in my life so far! I learned so much and got mentally stronger” (Entrepreneur A).

On the one hand, Entrepreneur A is relieved that everything is going as he had imagined, but he also has great respect for sudden external effects. He is aware that you cannot always be prepared for everything. However, the young entrepreneurs have learned that they must act according to the situation and use their resources wisely. They should not be afraid to take responsibility. The second-generation ethnic entrepreneurs serve as role models for many entrepreneurs and are grateful to all who helped shape their personalities during this difficult time. In addition, they see their family in a different perspective. They no longer feel useless and marginalized. Regarding the family dynamics, Entrepreneur C emphasizes:

“We as a family have grown together and can trust each other. I have overcome such a crisis at this young stage. You can get through anything. That's what it showed, at least for me” (Entrepreneur C).

Not only the personality of Entrepreneur C, but also his relationship with his family has changed. A familiar and respectful relationship has developed, which motivates the entrepreneurs to make the family business more successful. Hard work, courage, and the confidence to make it were the keys to success. Finally, the second-generation ethnic entrepreneurs are aware that they can make more of themselves, and overcoming the pandemic

was their first step in their young entrepreneurial career.

The literature offers supporting arguments for the personal development of second-generation ethnic entrepreneurs observed in this case study during the external shock. Entrepreneurial thinking could never be claimed before the onset of the pandemic because the family did not think it was necessary. Entrepreneurial thinking helps organizations develop a strategy to create something unique and gain a competitive advantage in the marketplace (Lumpkin & Dess, 1996). The most cited components of entrepreneurial thinking in the literature are proactivity, autonomy, self-confidence, risk-taking, innovativeness, and competitive aggressiveness (Asenge et al., 2018; Krueger, 2015). The feeling of not belonging to the family business prevented the young entrepreneurs from developing as entrepreneurs.

Finally, the conflicts between the universal need to belong and the need to be different are essential when addressing entrepreneurial identity (Stepherd & Haynie, 2009). The conflict can be controlled by applying various management strategies. When left unchecked, conflict threatens entrepreneurial identity, which was not the case in the empirical data. The entrepreneurial identity of second-generation ethnic entrepreneurs is consistent with the values of the family business and the values of their fathers, who have since become mission partners (RP 3a). Running the business with their fathers during the crisis has awakened new leadership skills in the second-generation ethnic entrepreneurs that they were not aware of, and they have become integral decision-makers.

The second-generation entrepreneurs have evolved into solution-oriented entrepreneurs characterized by innovativeness, proactivity, and the willingness to take risks. Moreover, the first generation considers the second generation to be risk-takers, technologically well-informed, professional, and open to change and new ideas (Woldesenbet et al., 2011). Second-generation entrepreneurs focus on strategic execution of short-term activities to achieve long-term goals. The construction of the identity of a solution-oriented entrepreneur is primarily based on strategic and organizational themes that emphasize goal orientation, joint strategic discussions, clear tasks and timelines, and collaboration with the network to procure

capabilities (Horst et al., 2020). The empirical data show how the characteristics of a solution-oriented entrepreneur developed among the second-generation ethnic entrepreneurs during the pandemic and the role that self-perception, the ethnic community, and the family, especially the father as mission partner, played in this process. Thus:

Research Proposition 3b: The entrepreneurial identity from the second-generation ethnic entrepreneur develops from an occasional helper to an integral decision-maker, whose identity changes to a mature, resistant and solution-oriented personality, who personally grows and profits from the Covid-19 pandemic in the family business.

5 Discussion

5.1 Impact of Pandemics on Perceived Role Transformations of the Second-Generation Ethnic Entrepreneurs

There are still research gaps regarding the entrepreneurial identity of the second-generation ethnic entrepreneurs during external shocks. Pioneering academic research (e.g., Baycan et al., 2012; McPherson, 2007; Rusinovic, 2008; Soydas & Aleti, 2015) on second-generation entrepreneurs among ethnic minorities focused on generational differences in terms of motivation and industry choice, and on intergenerational transmission. However, to broaden the understanding of second-generation entrepreneurs who grew up in immigrant families, this study approaches Tamil entrepreneurs in Germany from an identity perspective.

Organizational studies of identity show how entrepreneurs experience cultural and social values and how they use these values as resources for their own identity construction processes as entrepreneurs (Bredvold & Skålen, 2016). An examination of the “socially achieved and culturally constructed identities of entrepreneurs” can also contribute to an understanding of ethnic minority entrepreneurship (Essers & Benschop, 2007, p. 49). Studying the entrepreneurial identity of second-generation Tamil entrepreneurs in Germany – particularly how their family of origin and their ethnic community influence their

entrepreneurial identity – is important, because these entrepreneurs grew up in German society, but come from Tamil immigrant families that differ significantly from the host society in social and cultural terms. Therefore, their entrepreneurial identity construction may be different from their ethnic first-generation identity.

Finally, the findings provide new insights for the literature on identity work by showing how their identities were affected during the pandemic and by social influences – a unique context that has received less attention. Organizational research has shown that the construction of self-identity emanates from the actors, while also recognizing that entrepreneurs’ decisions are both enabled and constrained by social structures (Beech, 2011). Social structures affect how actors solve the identity puzzle and attempt to move away from a “current self” and toward a highly desirable “emergent identity” – an idealized self (Thornborrow & Brown, 2009).

This study adds to the literature on identity work by illustrating how young entrepreneurs who are structurally tied to the family business and first generation can develop their own entrepreneurial identity. In this process, their own perceived role during the pandemic laid the foundation for the development of an entrepreneurial identity. The key point is that they do not change their identity, but through the mechanism of adaptation to structural constraints, externalities, and the society, they reshape themselves and emerge. The empirical results of this study suggest that identity development under the influence of external effects is included, as they can change centuries-old traditional businesses as well as entire economic sectors of a country. This could lead researchers to determine which interactions and resources are necessary to resist a crisis without problems in the long run.

5.2 The Role of Ethnic Communities in Entrepreneurial Identity Transformations during the Pandemic

Most ethnic entrepreneurs make extensive use of their social networks, as these are a key source of social capital. The influence of an ethnic network is often significant and extends further than is usually assumed. The decision to emigrate or stay, the choice of destination, and the adjustment

process at the destination are influenced by the ethnic kinship and friendship networks in which people participate (Light & Gold, 2000). When opportunities are limited, a strong social structure can enable, or at least facilitate, job search, hiring, recruitment, training, and, more importantly, organize the flow of information between newcomers and residents (Waldinger, 1994). The community surrounding an ethnic entrepreneur can provide several critical resources for the establishment and growth of the business, such as cheap and loyal labour and capital. However, even the strongest community support can only enhance (but not guarantee) the viability of the business when faced with the rigors of the marketplace (Jones & Ram, 1998).

Ethnic networks can reduce the economic risks associated with starting a new business, making the decision to become self-employed more attractive from a risk diversification perspective. It is often an ethnic community's social support network and cultural background that provide the necessary impetus to start a business. However, when a successful entrepreneur seeks to grow and break out of the ethnic market to meet community needs, these same factors can be a serious constraint (Masurel et al., 2002). Generally, business survival and growth are explained by the entrepreneur's ability to acquire skills through learning-by-doing and to innovate. Research findings suggest that some individual cultural characteristics may hinder growth. The ability to delegate responsibility to non-family employees is just one example, which is also clear in this study. The role of non-family members is evident in the support from the ethnic community in the family business. This study shows that the community provides the support for a young entrepreneur in his early days to prove himself as an entrepreneur in the market and to exploit his skills.

The literature has not examined the relationship of second-generation ethnic entrepreneurs to the homeland and ethnic community in extreme situations, such as the Covid-19 pandemic. Instead, the literature has largely focused on the multi-ethnic community, concepts, and measures of ethnic community (Fennema, 2004; McLean & Campbell, 2003). This results in a gap in research regarding the impact of this interaction on their personal identity and the perspective from which the second generation views the ethnic community.

It is not necessary to have a strong relationship between the entrepreneur and the ethnic community from the beginning to help each other in times like the Covid-19 pandemic. The same ethnicity and network are there when challenges arise. The cohesiveness of the community has always been there but has been brought to light by the external shock.

This study contributes to the research by demonstrating that a relationship of trust can develop within the ethnic community in a short period and that, over time, outsiders should be given the opportunity to take responsibility in their own family business and help the business grow. Among other things, this can lead to a collective identity, whereby the family business is supported by various pillars and does not have to face the challenges of difficult times alone. Finally, this study provides a rare insight into the historical and cultural development of individuals in Tamil society, who are pursuing their dream of becoming self-sufficient and financially independent in their country of residence. Therefore, continuing their family business is vital, even if they face unpredictable external effects. The fact that the analysis used similar practices in several cases underlines the importance of these findings.

5.3 Impact of Pandemics on Family Dynamics Transformations in Entrepreneurial Identity Constructions

This study identified an improved interpersonal relationship between father and son. Fathers transformed from being role models to becoming mission partners during the pandemic. A trusting and friendship-like relationship was established between fathers and sons. This allows the young entrepreneurs to be open-minded, courageous, and independent, in addition to having a collegial relationship that provides entrepreneurial support. The first generation is almost ready to hand over the responsibility of the business to the second generation because of their personal development and commitment during the pandemic. Since the second-generation ethnic entrepreneurs stopped feeling pressured to impress the father and started to see themselves as a source of ideas and as an instigator in the best possible way, the cooperation between them has improved. They became mission partners.

This study shows how broader structural and competitive forces can influence the choice between available strategies passed down through multiple generations in family businesses to reconcile continuity and change. Thus, this study begins to explain the differences in how the past and present are managed, which have often been noted but rarely considered in previous studies. The literature on family businesses highlights the values of the founding family as a distinctive element of family businesses that promotes their long-term success (e.g., Aronoff & Ward, 2011). Scholars regard past values and traditions as a resource available to family firms to foster innovation (De Massis et al., 2016; Erdogan et al., 2019) and entrepreneurship (Jaskiewicz et al., 2015). However, attachment to past values can also lead to inertia and undermine the ability of family firms to change and adapt over time (e.g., Jaskiewicz et al., 2016; Rondi et al., 2018). This thesis shows how second-generation entrepreneurs of family businesses can leverage the inspiring legacy of founding values while most efficiently inserting non-family outsiders, and, at the same time, avoid becoming trapped in an inertial trajectory. In doing so, it contributes two insights to this growing body of research.

First, it foregrounds strategic identity explanations as a means of transmitting past values in family businesses and maintaining their relevance across generations. Moreover, it theorizes how entrepreneurs can reconcile the opportunities these values provide with the need to adapt to changing conditions through, for example, ethnic community support. Future research can enrich macro-level explanations of the strategic behaviour and performance of family businesses when externalities occur.

Second, this study offers a nuanced understanding of the tensions between the past (pre-pandemic) and present (during the pandemic) that are associated with maintaining the foundational values of family firms and which become relevant over time. Previous studies addressing this issue have been sparse and have either emphasized the possibility of mobilizing the past as a strategic resource by transferring values from one generation to the next (De Massis et al., 2008) or replacing old values that no longer appropriate or legitimate with new ones (Parada et al., 2010). These studies did not experience a pandemic in their past, so the impact of such an external effect

on family business and entrepreneurial identity could not be explored. Compared to these studies, my findings suggest a more nuanced view: the successful transmission of past values from generations requires a skilful balance between selective remembering and forgetting. By creating a conceptual model (Figure 2), and adding it to the unique relational dynamics between the second-generation ethnic entrepreneurs and the family and ethnic community, this study provided a conceptual base for further research.

6 Conclusion

6.1 Summary

This thesis explores how the Covid-19 pandemic influences the entrepreneurial identity of the second-generation ethnic entrepreneurs in a family business. The findings revealed three essential aspects that must be understood to examine the impact of pandemics on ethnic entrepreneurship: (1) entrepreneurial identity of the second-generation ethnic entrepreneurs, (2) relationship with the ethnic community, and (3) family dynamics, which have been subdivided in the conceptual model in Figure 2. The results show that despite the external shock that caused the financial and psychological damage, the second-generation ethnic entrepreneurs are motivated to face the responsibility, and they have developed through the learning process. It also strengthens the relationship with the ethnic community and develops a collective identity. Because of the external shock, the father has transformed from a role model to a mission partner for their son. The second-generation ethnic entrepreneur's entrepreneurial identity has evolved from an occasional helper to an integral decision-maker who is motivated to achieve greater outcomes. Through the life stories of three Tamil entrepreneurs in second-generation family businesses in Germany, this study reveals the complex ways in which entrepreneurial identity, ethnic identity, and second generation come together. Therefore, this research highlights the importance of considering the second-generation Tamil entrepreneurs in family business as an identity marker for ethnic minority entrepreneurs during times of pandemic.

6.2 Practical Implications

Exploring the identity of the second-generation ethnic entrepreneurs can offer new insights into not only the field of ethnic entrepreneurship studies but also to the broader understanding of labour market integration during externalities and the career development of immigrant children. First, this article is well timed, as ethnic entrepreneurs faced numerous challenges during the Covid-19 pandemic and had to adapt their family businesses to the situation during this unpredictable time. The challenges of the second generation, especially, gives young entrepreneurs in their early stages courage to face responsibilities. In this study, the second-generation ethnic entrepreneurs that were interviewed rejected their parents' business strategies, which may indicate that the second-generation ethnic entrepreneurs have outgrown their parents' situation. This highlights the different approach in first- and second-generation entrepreneurship.

Second, from an entrepreneurial identity perspective, how they see themselves as entrepreneurs may play a role in the future, including entrepreneurial choices and behaviours. Ultimately, these decisions will affect the German economy. In particular, the ability to use one's ethnic and cultural background to secure business and employment opportunities can be seen as evidence of so-called 21st century skills such as creativity, self-reflection, and self-direction (Bijman, 2017).

Third, by integrating the young entrepreneurs more into the ethnic community, the second-generation ethnic entrepreneurs know how to use the ethnic resources and form key networks. Similarly, the relationship with the family plays a significant role in building a healthy and trustworthy foundation in the family business. Finally, focusing on ethnicity as a determining variable for entrepreneurship is dangerous in some respects, as this category risks placing too much emphasis on the family's origin or immigrant background and too little on the new identities shaped by the second and later generations.

6.3 Limitations

A major limitation of this study is a selection bias in the empirical data. In this study, interviews were only conducted with entrepreneurs whose businesses had failed during the pandemic because

of the second-generation assuming responsibility. Therefore, the negative effects of the Covid-19 pandemic could not be studied fully, and the results may be overly positive. In addition, interviews were conducted only with male entrepreneurs from Sri Lanka in Germany. It is possible that the results would be different if interviews had been conducted with entrepreneurs from a different country and a different gender. Moreover, the relationship dynamics between employees and entrepreneurs over time could not be captured, because the employees in all three cases in this study were hired during the pandemic.

Another limitation is that an interviewer bias is observed in this study. Since the author belongs to the Tamil community and the interviewees are personally acquainted with her, different results might have emerged if someone unknown had conducted the interviews. This can be linked to social-desirability bias. For example, when the researcher asked whether there were any conflicts within the family, it is unattractive to admit that from a social perspective. Even that were the case, the interviewees might not want to disclose that. Would the results have been different if it had been an anonymous survey?

6.4 Research Perspectives

The findings call for future research to examine how identity developments or other strategically relevant aspects are used in other cultural and socio-historical contexts. To further decipher the impact of externalities, future studies can examine how subsequent generations in family businesses react in extreme situations and what differences emerge from the second generation. Comparing the different generations can shed light on how and why these strategic practices have gradually changed in family businesses. It can also explore whether subsequent generations are as embedded in two cultures as the second generation is, and, if not, how that would affect their identity. Therefore, this thesis can be used to compare the second generation of entrepreneurs and build on the research results.

Moreover, further research could recruit participants from non-entrepreneurial families and compare second-generation ethnic entrepreneurs from entrepreneurial families to those from non-entrepreneurial families. Researchers should also

focus on the negative experiences that young entrepreneurs had with their family businesses during the pandemic. Entrepreneurs from countries other than Sri Lanka and female second-generation ethnic entrepreneurs, who do not have male siblings, should be included in future studies. A study on different national and cultural contexts regarding cultural, linguistic, and educational barriers in family businesses could also be interesting. Finally, other factors influencing entrepreneurial identity besides external effects could be investigated. For example, researchers could find out more about the needs of the second-generation ethnic entrepreneurs and how the first-generation ethnic entrepreneurs can better respond to them.

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