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## **Analysis of the Refugee Startup Ecosystem**

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# Declaration

We hereby declare that we prepared the dissertation submitted independently and no other means and sources apart from specified were applied. Furthermore, we have NOT made payments to third parties for any part of the submitted dissertation. The paper has not submitted in a different degree program at the same time or a similar form and has also not been published yet as a whole.

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# Abstract

The aim of this thesis is to investigate and identify the present status of Refugee Startup Ecosystem in Germany, despite the substantial amount of critical work that has been produced on the whole startup ecosystem in the last decades. Moreover, it also aims at making recommendations for Future Development and Research in the progression of the integration process within the society. In the first part, we introduce the topic: the influence, and as well as the output of the current situation of integrating the refugees in Germany with a short empirical survey and a set of interviews with several entrepreneurs with the support of Hochschule Anhalt. The Analysis is in based on a database, which we have developed, and where we gather information about 184 subjects of study, and there we classified according to our ecosystem Framework and a business model canvas tool. Our thesis shows the current impact of the refugee situation in German social startups using a Case Study Methodology with mixed methods with a pragmatic approach.

**Keywords: Startup, Entrepreneur Ecosystem, Refugee Integration, Business model canvas, Innovation.**

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# List of Abbreviation

<b>BM</b>	Business model
<b>BMC</b>	Business model canvas
<b>BPDB</b>	Better place database
<b>CS</b>	Costs Structure
<b>CH</b>	Channels
<b>CR</b>	Customer relationships
<b>CS</b>	Customer segments
<b>DCS</b>	Data collection strategy
<b>EE</b>	Entrepreneurial Ecosystem
<b>EEF</b>	Entrepreneur Ecosystem Framework
<b>FCO</b>	Commercial Focus
<b>FIM</b>	Focus Impact
<b>GRI</b>	Germany Refugee Initiatives
<b>KA</b>	Key activities
<b>KP</b>	Key partners
<b>KR</b>	Key resources
<b>RS</b>	Revenue streams (R\$)
<b>RI</b>	Refugee Initiatives
<b>RSDB</b>	Refugee Startup Ecosystem Database
<b>RSE</b>	Refugee Startup ecosystem
<b>SE</b>	Start-up Ecosystem
<b>SQ</b>	Sub-questions
<b>ST</b>	Stages
<b>VP</b>	Value propositions

# 1 INTRODUCTION

---

The world is facing an enormous challenge with an unprecedented refugee crisis across Europe. *According to The United Nations High Commissioner for Refugees - UNHCR, the number of people displaced by conflict has reached levels unseen since the end of the Second World War. Close to 60 million people are forcibly displaced today.* (N.D. UNHCR, 2015)

Oxford dictionary defines Crisis as *“A time when a difficult or important decision must be made”* also as *“The turning point of a disease when an important change takes place, indicating either recovery or death”*. (Oxford University Press, 2017)

The **“Refugee Integration”** is one of the biggest challenges, which generates a widespread concern. The Authors, for the book *“Escape from Violence: Conflict and the Refugee Crisis in the Developing World”*. Explains that *“this concern reveals itself as an ambiguous mixture of heartfelt compassion for the plights of the unfortunates cast adrift and a diffuse fear that they will come pouring in”* ( Zolberg, Suhrke, & Aguayo, 1989). Involving both sides of the equation; those who are looking for an asylum and those who play the role as a host in their home countries, both have to go through a long process.

Once Albert Einstein wrote, *“In times of crisis people are blind to everything outside their immediate necessities”*. However, he also wrote, *“[...]. The crisis is the greatest blessing for individuals and nations because the crisis brings progress. [...]”* (Einstein, 1949).

Part of the European society is living in uncertainty, thinking about the incoming problems such as unemployment, security, differences between cultures and also values and beliefs. However, some of them are the visionaries, entrepreneurs, and game changers, who are looking for the ways to engage creative problem-solving.

Furthermore, many of the citizens of this European society are very much concerned about the integration process for papers; like helping them through the whole official process, rather than integrating them into the physical/actual society, where they live.

On the other hand, in any economy, the start-ups are essential and necessary components, as they create endless opportunities for the newcomers as well as for the existing labour market with new kinds of employments, products and services.

According to the Global Startup Ecosystem Report (2017), Berlin is one of the biggest hubs for start-up ecosystems and ranked as number 7 in the world, which was 9th in the year 2015. For the immigrants, as well as the refugees, the hope of getting started and as well as to sustain, is Berlin an excellent choice, as it contains the highest number of immigrant entrepreneurs, respectively after Silicon Valley. (Gauthier, Penzel, & Marmer, 2017)

In Germany, we have observed the appearance of spotted Start-ups who are generating ideas to help the refugee integration. Around this context, we have conducted research to be able to observe the on-going trends in Germany, regarding the refugee start-up ecosystem, and how much influence the Refugee Integration particularly in this region has, especially for the new start-ups to come up with disruptive and innovative ideas.

Experience tells us that, every great migration brings new aspects of business, which are rather categorised as start-ups in the entrepreneurial ecosystem for their behaviour. Right now, alone in Berlin, the number of start-ups counts thousand. We are taking Germany as our targeted region for analysis of the start-ups; who are developed or influenced by the refugee crisis or even run by the refugees, and we also are focusing on their regarding ecosystem components.

For many of the local people, it is frightening because the refugee situation can be compared with that one after the World War II. The possibilities of sustaining them with jobs, accommodations and other essential needs make many of the locals afraid. Promoting entrepreneurship as a job-creating tool is in a sense overlooked in many of the cases, and for some of the countries like Germany, without a solid idea or technological/theoretical advancement, it is not so easy for the entrepreneurs.

We will analyse and outline the current situation of the start-up ecosystem in Germany, along with identifying the players in it, the things they are doing and the directions they are moving toward; and also, we will try to understand the overall influence of the refugee integration in start-up ecosystem of Germany.

## 1.1 BACKGROUND

In the aftermath of World War I (1914 - 1918), millions of people fled their homelands in search of refuge (UNHCR (2011)). They could be considered as the first refugees of the 20th century. Their numbers increased dramatically during and after World War II (1939-1945), as millions more were forcibly displaced, deported and resettled.

The terms “Asylum-seeker” and “Refugee” are related to each other, but the meaning and the status that each one provides is different. According to the UNHCR, an “Asylum-seeker is an individual seeking international protection and whose refugee status is yet to be determined”. (UNHCR, 2016)

In 1969 OAU Refugee Convention, define a “*refugee as someone who has been forced to flee his or her country because of persecution, war, or violence. A refugee has a well-founded fear of persecution for reasons of race, religion, nationality, political opinion or membership in a particular social group. Most likely, they cannot return home or are afraid to do so. War and ethnic, tribal and religious violence are leading causes of refugees fleeing their countries*” (USA for UNHCR. (n.d.), 2017).

The Refugee status will be given to a person who has received an Asylum. According to 1951 refugee convention definition, we can easily differentiate convention refugees from internally displaced people, who are forced to flee their habitual residence to avoid human-made disasters. On the other hand, the conventional refugees are subject to suffering and therefore flee from their usual residence, but according to international law, anyone has the right to claim for asylum, but the governments are the one to accept or deny them as refugees.

For the recent cases in Europe and especially in Germany, it is still in a debate situation due to the enormous mixture of the asylum seekers from a different region with their distinctive approaches. For the people like the Syrian and Afghan, it is easy to categorise and get them through the bureaucratic performances contrasting the Pakistanis and Egyptians, as they have to prove that they have fled individual persecution and fear that, if they go back to their habitual residence, they would be prosecuted. There arrive other legitimacy problems and is much harder to come to any reasonable decision, along with the process, which requires a handful of time, the government has to supplement those people due to human rights act 1998.

In 2015 according to the UNHCR, Germany was “the largest single recipient of new asylum applications, with 441,900 registered”. By October of 2016, the number of asylum requests increased; in total Germany have been receiving 1,071,975 in both years.

Obtaining the title of refugee is not easy in Germany. The Bundesamt für Migration und Flüchtlinge (BAMF, 2017) wrote: “some stages need to be gone through from applying for asylum until the outcome of the asylum procedure”. The procedure is described in the figure 1-1. Only after obtaining the resident permit from the BAMF, they can start with the integration Process.

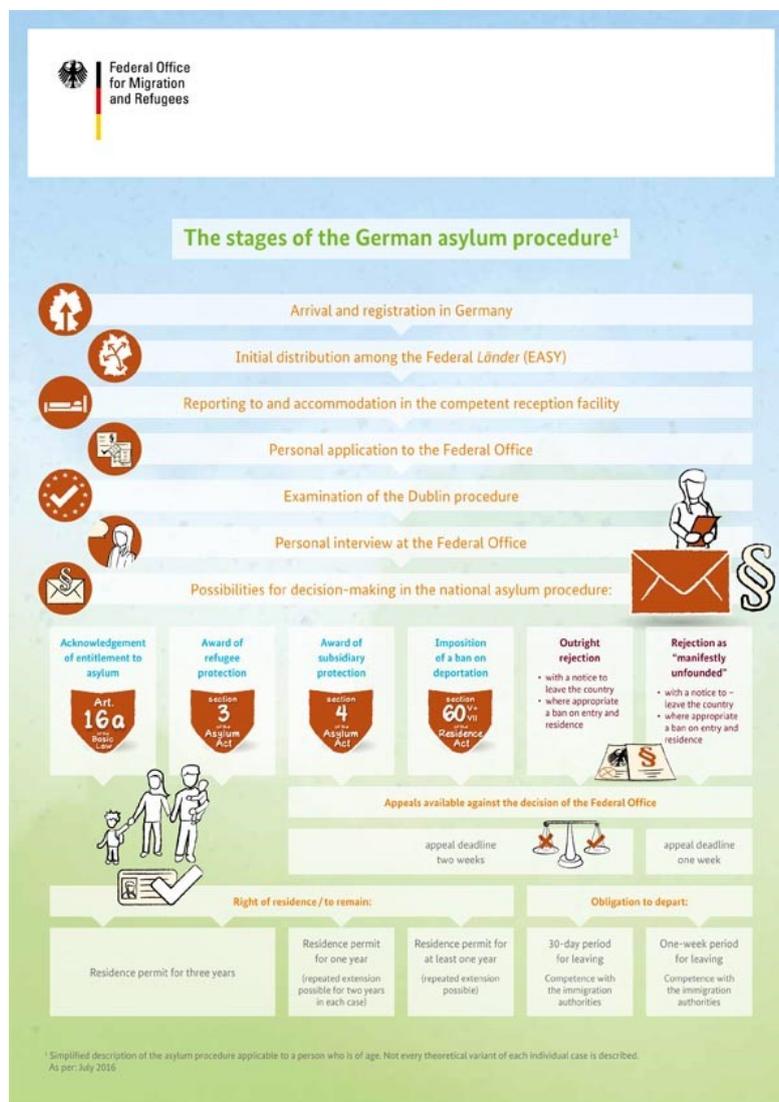
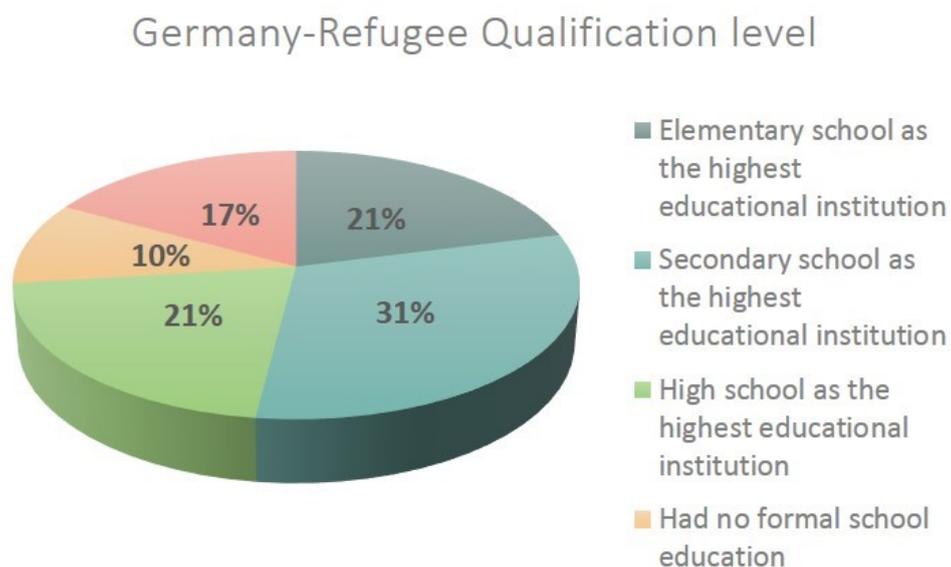


Figure: 1.1 The stages of the German asylum procedure (BAMF, 2017)

The key for a successful integration process in Germany is being able to identify the need for the refugees, which will be a major factor for developing an initiative that can help to accomplish the integration end goal.

“Integration means seamless inclusion in Germany’s education and training system and into the labour market. For this reason, during the asylum application process, the Federal Employment Agency (or BA) asks those asylum seekers who have good prospects of being granted long-term residence to complete a short description of their education and work experience.” (BAMF, 2017)

Until June 2016, about 250,000 adult asylum-seekers were questioned about their qualification (The result are showed in Figure 1.2), where more than 80% of all interviewees provided information about school education and last practised the profession. About 70% of the respondents were men, most at the age of from 18 to 26 years and the women's portion has risen compared with 2015 by 3.4 present points. Among Syrians, Iraq and Afghanistan were more women than in the year before. Syrians put out with 109,316 questioned people the biggest group, followed by people from Iraq (34,893) and Afghanistan (33,532). Around half of the applicants were married, and the most common mother tongues were an Arabic, Dari/Farsi and Kurmandschi.



*Figure: 1.2 Refugee Qualification Level (Neske & Rich, 2016)*

Looking at the whole issue altogether, first, we need to recognise the problem, and its source. Deficiency of a stable characterization may imitate the idiosyncratic oddity of integration as a course and the way in which a discrete can be integrated into one region of the unloading civilisation, but not in others. It could also replicate the way in which an immigrant or a refugee can instantaneously generate and preserve robust links within their state of origin and the receiving state and countries of transit. That is why, we need to funnel our niche market, which we are considering, and they are the refugees in Germany, who are eligible to get integrated into the German society over time. In the gradually connected 21st century, migration does not mean send-off behind one set of influences and substituting them with another; each could preserve each other via a great variety of prompt communication technologies.

Relating integration always comes with many convolutions as one could take it into account under no circumstances as something that transpires to an indolent individual over time, but could be described as a scheme, in which an individual can enthusiastically and selectively adjust certain characteristics. However, governments require tenderfeet to participate with certain physiognomies of adjustment to be able to assure an operative incorporated civilisation, in which all members get an advantage and endorse. These whole phenomena would have an impact on the German start-up ecosystem, and we would draw their influence.

## **1.2 MOTIVATION AND RESEARCH AIM**

### **1.2.1 Research goal**

The objectives of our Thesis are to understand and analyse the current situation and the on-going trends for the Refugee start-up ecosystem, answering the question ‘**How the Refugee Integration thrive the Start-up ecosystem in Germany?**’ In the process, we will try to find out the opportunities, the shortcomings, sustainability and the directions which the German start-ups are taking and the reasoning behind them. We will try to have a closer look at the Start-ups based in Germany, who involved themselves with the refugee situation, and also the ways, of which they are coming into the markets. As well as, we will be looking at the ways of the Start-ups, who are adapting to new situations, and, how they are adapting their strategies to sustain in the market successfully.

One of the most important reasons to pinpoint the issue would be to find out, whether the refugee crisis improves the response of the innovation in the start-up ecosystem, and, to determine the influence on it. Our final goal will be to try to find out, whether the German Startups convert the word of ‘Crisis’ into ‘Opportunity’ on their strategies.

Considering the contributions and evaluate the positive as well the negative influence, our thesis intends to find out the gap between the current researchers and suggest further research.

## **1.2.2 Motivation**

Today's refugee crisis and integration have an impact on the current startup ecosystem understandably, either by of for the situation. Our main concern is to analyse and measure the degree of influence in German start-up ecosystem.

Refugee integration is a topic, which just got out of the mainstream media and, it took all the attention of mainstream media but did not have much of the fact check due to uncompleted projects run by different government agencies, NGOs, and startups. We wanted to cover one of the most recent topics with most relevant socio-economic positions due to the huge geopolitical impact the on-going refugee crisis would have in the long run. Along with the need of a new start with integration for those displaced people obligated to leave their home countries, the involvement in the German start-up culture gave us the drive to look deeper and observe this earlier stage as well as, the pace of their evolution.

In present days, most of the innovation comes from individual entrepreneurs, who often are part of the start-up ecosystem. New products, services, ideas, business plans, ideology and so on are all a part of the process. This research will help to have an overview of the current situation into the start-up ecosystem and assist the future thorough researchers as a starting point because it does not exist other research focus on Refugee startup ecosystems.

### 1.3 STRUCTURE & METHODOLOGY

This research uses a case study methodology, using mixed methods for collecting and analysing qualitative and quantitative data, using a pragmatic approach to have the freedom to choose those techniques that best suit for the need to accomplish the research objectives.

With the case study method, we will research, explore and evaluate the creative solutions that the German Start-ups are offering the market, and qualitatively analyse different businesses, which have been created to convey through the refugee integration.

To succeed, we also need to have a look into the ecosystem, to be able to identify the components and their impact as a whole, by conducting research in the means of personal interviews as well as analysing their online data. That is why, we have chosen case study mixed method, whereby we would have case study both from qualitative and as well as quantitative sources. To be able to analyse, we will use the Business Model Canvas (BMC) and Entrepreneurial Ecosystem Framework.

This thesis is structured in the following manner: Section 2 reviews the literature and the given definitions that we use in this research and builds up the theoretical framework. Topics covered here are like facts and figures in Germany, start-ups and enterprises, start-up ecosystem, followed by the role of the innovations and our developed tools; **‘Start-up Ecosystem Framework’** as well as **‘Business Model Canvas Building Blocks’**.

Section 3 discusses the methods and processes of the research conducted, followed by chapter 4. Using the guidelines mentioned in section 3 and 4, the results and figures will be shown in chapter 5, before explaining them in chapter 6, where the results will be analysed and then present the findings and the results. Limitations and Recommendations for future work would be found accordingly in chapter 7 and 8. In chapter 9 summary and conclusion., we will have an overall view of our research.

## 2 LITERATURE REVIEW AND THEORETICAL FRAMEWORK

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*“Immigration is the key to any Entrepreneurial ecosystem” Reid Hoffman (CEO LinkedIn)*

### 2.1 THE FOUNDATION - LITERATURE REVIEW

#### 2.1.1 What is a Startup?

Setting a universal definition for the term start-up is rather complicated than it may appear due to its non-existence of fixed guideline from any authority, and clearly, there are disputes regarding the number of employees, revenue or profit they would make.

**Eric Ries (2011)**, the author of the ‘Lean Start-up’, described the concept of “*A start-up as a human institution designed to create a new product or service under conditions of extreme uncertainty*”. (Ries, p. 37)

**Neil Blumenthal co-CEO of Warby Parker** told Natalie Robehmed for Forbes (2016) “*A startup is a company working to solve a problem where the solution is not evident, and success is not guaranteed.*”

“*A startup is a company designed to grow fast. [...] Nor is it necessary for a start-up to work on technology, or take venture funding, or have some exit. [...] The only essential thing is growth*”. (Graham, 2012).

In book “**The Start-up Owner's Manual**” Steve Blank and Bob Dorf (2012) defined a start-up as “*Temporary organisation designed to search for a repeatable and scalable business model*”. The authors emphasise temporary, because the company eventually will go to a large corporation, but they also remark that start-ups are not a smaller version of a large company.

Some of the authors, and also the European Monitor (ESM 2015) consider that a start-up has specific characteristics. Start-ups are younger than ten years, Start-up's feature (highly) innovative technologies and business models and Start-ups have (strive for) significant employee and sales growth (Kollmann, Stöckmann, Hensellek, & Kensbock, 2016).

Other authors said that a start-up stops being a start-up when it acquired by another company or when it goes to the DAX (Eg. Facebook, WhatsApp)

Alyson Shontell (2014) from Business Insider said: *“Perhaps the most precise definition of a start-up is that there isn't one.”*

For our research purpose, we define *“Start-ups as temporary institutions, which are designed to create and provide new products and services under extreme uncertain conditions, where the solution would not be obvious, and the success is not guaranteed, and also, employee and sales growth is radical”*.

### 2.1.2 Types of start-ups

According to Eric Ries (2011), we can correlate and arrange the start-ups we get our hands on in different kinds and stages they exist right now. There are five aspects we need to look on and categorise our findings accordingly. (Ries, pp. 17-18)

- **Entrepreneurs** are the key driver of start-ups, despite the types and roles of the start-ups
- **Management and business model** defines any start-up regarding their future growth
- **Sustainable business** through validated learning is one of the main aspects
- **Innovative ideas** turn into products or services in any start-up
- **Analysing data** of the market and maintaining the progress

Using this principle; we could support our design of Figure 2.1 The Entrepreneur Ecosystem Framework (EEF), which is one of the most vital instruments we used to classify them with certain variables to correlate them with start-up-ecosystem components.

According to Steve Blank (2012), there are six types of start-ups, who exist in the start-up ecosystem: The Lifestyle Start-up, Silicon Valley-type start-ups — designed to be scalable, Start-ups designed to be quick sell, large company Start-ups, Small Businesses Start-ups, and Social start-ups.

When we got through some of the authors, as well the definition there is no exact frame to divide and decide the types of the start-ups. For our thesis purpose, the start-ups we came across were fitting in any of these three categories explained below.

- **The Lifestyle Start-up:** The people involved with lifestyle start-ups create and increase the value of the lifestyle for the market segment. In other words, the products or services brought by the lifestyle start-up improves or at least enhance its audience's lifestyle.
- **Small businesses Start-ups,** usually family owned and run: The enterprises, which create jobs for the locals and have that little enterprise to ensure their bread and butter for the household are small business start-ups. These small businesses are practical examples of entrepreneurs, who work no less than big firms, and own their own business and often come up with new ideas.
- **Social start-ups** — usually some form of charitable foundation: Our most focused point for the thesis, social start-ups have one big dream behind any activity they take part in, to make the world a better place.

We have also decided to establish subcategories for the startups where we will allow ourselves to make a more accurate classification. For this purpose, we have chosen three subcategories, where we concentrate on the followings:

- **It-start-up:** Refers to anything related to computing technology, such as networking, hardware, software, the Internet, or the people that work with these technologies.
- **Tech-start-up:** Refers to highly innovative start-ups, who use technology as their primary stake.
- **Non-tech Start-ups:** They are those, who are somewhat innovative, but don't use technology as their means; rather, they rely mostly on social and process innovation to come to the market.

### 2.1.3 Innovation

*“The real source of the richness and the capital in this new age is not the material thing ... it is the human mind, the human spirit, the imagination humanises, and our faith in the future “- Steve Forbes*

In a dynamical and uncertainty world, we should learn to develop a culture of innovation at all levels. Usually, the meaning of Innovation associates itself with something new, technology, also is often confused with creativity and invention.

The invention can define it as the creation of a product or introduction of a process for the first time (Grasty, 2012). Creativity defines it as the creation or generation of ideas, is subjective and cannot be measured. Innovation defines it as the application or implementation of ideas; innovation is measurable. Creativity usually accompanies innovation. Innovation is a little complex to define, as many of the authors proposed their version of definitions, which contradicts with each other. Therefore, here we suggest most relevant ones, related to our research.

“Innovation means invention implemented and taken to the market”. (Chesbrough, 2006, p. ix)

According to the OECD (2015) “Innovation is more than about new products; it is about the creation and diffusion of new processes and methods as well”.

Peter F. Drucker, remarks on the Peter F. Drucker Award for Non-profit Innovation mentioned: “Innovation is changing that creates a new dimension of performance [...]” ... [...] Alternatively, it is a change in a process, in how people work and produce something. Innovation must always be close to the market, focused on the market, and market drove (Peter F. Drucker)

OSLO manual State that innovation is the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organisational method [...]. (OSLO MANUAL, 2005, p. 46).

Looking at the vastness of the different ideas about innovation, we had decided the criteria of the innovative organisations, which either came up with new business models: meaning innovative process, including new market, or came up with new product/service.

### ***2.1.3.1 Type of Innovation***

As define a start-up definition and clarify the types of innovation, because exist a broad way to do it. That is why, in term of this research, we will use varieties of innovations from Koltai (2016, p. 7), whereby, we see that all the other types can congest it into these three types of categories: **Tech, Low-tech, Non-tech.**

**Tech** innovation is easiest one to identify, while it is the one, which refers to a new technology is either created or improved. On the other hand, when a start-up implements the innovation of a new process or business model this is called as **Non-tech** Innovation. In his book, Koltai (2016) mention Starbucks as an example.

Moreover, finally, **Low-tech** innovation is that innovation that using the technology available joined to an old process creating and improvement or a new way to do business. Koltai (2016) mention UBER as an example.

Moreover, also for our research purpose, we will use Peter Drucker (2016); differentiating between **Market, Products/service and Process innovation** as alternative categories. We will refer to this term in our research.

## 2.2 THEORETICAL FRAMEWORK

To be able to analyse the full ecosystem, we have chosen two conceptual frameworks to accomplish the research goal. Table 2.1 shows the link between question, framework and outputs.

Question	Framework	Output
<b>Q1. What /which are the elements and the roles for the Refugee Start-up Ecosystem?</b>	Start-up Ecosystem Framework	<ul style="list-style-type: none"> <li>• Draw the Refugee start-up ecosystem in Germany.</li> <li>• Which are the elements?</li> <li>• Who is involved?</li> </ul>
<b>Q2. What is the Influence of the Refugee integration on the Start-up Ecosystem?</b>	Business model canvas	<ul style="list-style-type: none"> <li>• Identify:</li> <li>• How are the Start-ups shaped?</li> <li>• Moreover, directions took for the start-up founders.</li> </ul>
<b>Q3. How the Refugee Integration Thrive Innovation?</b>	Start-up Ecosystem Framework and Business model canvas	<ul style="list-style-type: none"> <li>• Who are the innovators?</li> <li>• How are they innovating?</li> </ul>

*Table: 2.1 Question Design and theoretical distribution*

### 2.2.1 The Entrepreneur

The entrepreneur definition is also subjective as the start-up or Innovation definition. For us, Entrepreneurs is someone that has an idea and looks the way to bring it to reality. Someone, which despite the adversities work hard to accomplish the goal is someone that is not waiting that anyone else come with answers, an entrepreneur is a person who will come along with it. We share thoughts with these Quotes about Being an Entrepreneur founded in Think Entrepreneurship (2017):

***“Entrepreneur is someone who conceives an idea, creates a path to success, does whatever it takes to succeed and tries to dominate their market.”***

*Matthew Toren Co-Founder of YoungEntrepreneur.com*

***“Someone, who makes something useful or pleasurable out of nothing,”***

*Michael Fitzgerald – Founder of Submittable.com*

***“Someone who can define the business they want to create, see where it is going, and do the work to get there.”***

*Mark Cuban – Owner of Dallas Mavericks, Blogger, Shark Tank Investor*

### **2.2.2 The Ecosystem**

As in a general definition of an ecosystem includes all of the living things in any given area, where they interact with each other, and also with their non-living environments, in start-up ecosystem as well the components interact with each other exactly like that. All it lefts to inform is in an ecosystem, each organism, as well as non-living particle, has its niche or role to play. From the definition itself, we see that the whole idea depends on a lot of the specific region or area, which gives for that ecosystem.

### **2.2.3 The Startup Ecosystem**

A start-up ecosystem is consisting of a group of elements, who usually work together to create the right environment for general development, whereby the Entrepreneurs, their start-ups and the organisations, together provide values into the system.

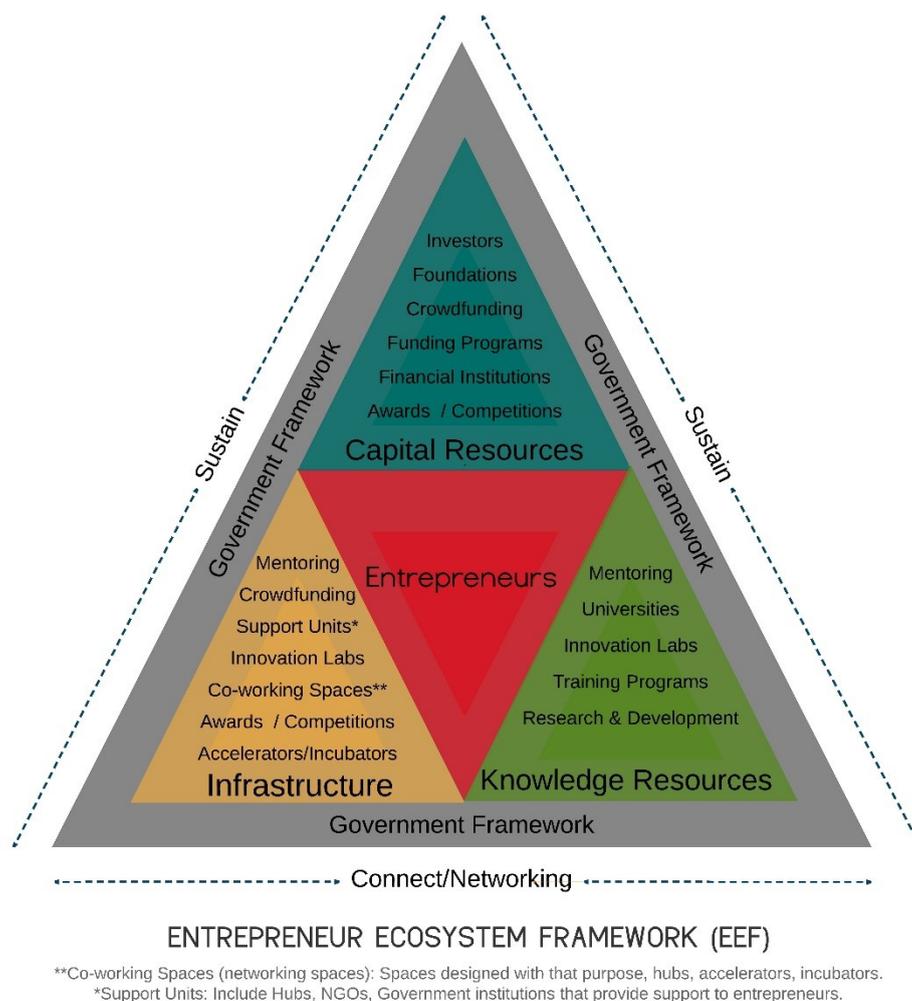
Defining the elements of a start-up ecosystem is slightly hard as writing a single definition for start-up itself, while all the renowned authors have different perspectives. For example, Brad Feld (2012), in his book ‘Startup Communities: Building an Entrepreneurial Ecosystem in Your City’, described seven elements for a start-up ecosystem. Peter Vogel (2013) defined the elements of an Entrepreneurial Ecosystem as six Entrepreneurial factors and five Non-Entrepreneurial Factors. Steven R. Koltai (2016) describes the Six+Six Model in the book *Peace Through Entrepreneurship: Investing in a Startup Culture for Security and Development*. Moreover, Marc Nager CEO & Co-Director of Start-up weekend described five critical ingredients which support flourishing Entrepreneurial ecosystem in the “White Paper Fostering a Start-up and Innovation Ecosystem” as his base on the subject matter.

As Steven R. Koltai (2016, p. 117) said, there is nothing similar to “perfect environment”, and also, a perfect universal definition is also not to found which fits every situation.

It is noticeable that we merged the entrepreneurial ecosystem with start-up ecosystem as some of the authors also did not distinguish them apart. It is essential to have a constant entrepreneurial ecosystem in the market, to sustain a start-up ecosystem at all. In other words, we can also say that -Not all the entrepreneurs build start-ups, but in all the start-ups, exists entrepreneurs.

### 2.2.3.1 The Framework

As we mentioned before, a Start-up ecosystem is a combination of elements formed by the people and influencers around it in various stages; it also consists of a variety of organisations in a marketplace or location, either physical or virtual, which interact with each other. As Peter Vogel (2013) said, *each ecosystem is unique it is a unique combination of different factors*; they are responsible for unique added value within the system. For our research purpose, we have developed our own framework Figure 2.1. It is noticeable that we merged the entrepreneurial ecosystem with startup ecosystem as some of the authors also did not distinguish them apart. It is essential to have a constant entrepreneurial ecosystem in the market, to sustain a start-up ecosystem at all. In other words, we can also say that ***-Not all the entrepreneurs build startups, but in all the start-ups, existing entrepreneurs.***



**Figure: 2.1 The Entrepreneur Ecosystem Framework (EEF)**

If we look closer at Figure 2.1, we can see that the elements provided by our different authors exist simultaneously within the ecosystem and it is evident, that we need to understand and explore them to be able to correlate them accordingly. Specifically, for our research purpose, we represent the ecosystem in 3 pillars that surround the entrepreneurs.

- **Infrastructure:** In this pillar, we found factors, that are institutions and services that will support and help an entrepreneurial ecosystem physically.
- **Knowledge Resources:** They are all those factors, which contribute to obtaining knowledge and the development of new skills for the entrepreneurs.
- **Capital Resources:** These are those factors, from where the entrepreneurs can support themselves to get money; we have found here investors, funding programs, financial institutions, and foundations (Grants).

If we observe carefully, we will find some factors, who belong to more than one pillar. That is because some of them can play different roles in the ecosystem. For example innovation labs; it can act as a knowledge source because the entrepreneur will learn there. However, also is a part of the infrastructure because these labs will support and improve the way that ecosystem develops.

In any ecosystem, connections and the networking are essential to the development of it. We consider that the factors into the infrastructure and knowledge resources will act together as networks for entrepreneurs.

Sustainable ecosystem means the continuous creation, innovation and a growth of their elements or the number of the entrepreneurs. To sustain an ecosystem, we consider that is necessary a mix of Infrastructure + Capital or Knowledge + Capital.

Outside from the pillars, we found the Government Framework. Usually, other authors draw it at the same level of the other pillar, and we draw it externally because we consider the laws tend to have specific rules for people with refugee or migrant background. That is why it is important to consider that all the government regulation related to refugees will affect the way that the ecosystem reacts. However, the refugee start-up ecosystem itself is very young, and we would not elaborate influence and effect done by the government in our thesis, which is one of the limitations of our research.

## 2.2.4 Business Model Canvas

Business models: According to Steve Blank (2010), a “startup is an organisation formed to search for a repeatable and scalable business model”. Mainly the concept comes in two flavours, namely, explicit and implicit business models under which categories all other concepts could be integrated into it. They are the tools to create values for the Customers, manufacturers, distributors and retailers; and make them pay for the value the entity provides and transfigures them into profits.

Business model canvas (BMC) is a tool, which helps us to generate and visualise the full scenario from companies and a start-up idea, also pushing the innovation forward. The BMC created by Alexander Osterwalder (2010), is a graphic template that describes the nine essential components. These components are Customer segments (CS), value propositions (VP), channels (CH), customer relationships (CR), revenue streams (R\$), Key resources (KR), Key Activities (KA), Key Partners (KP), and costs Structure (C\$).

This tool is one of the most used tools to generate innovative business models, which are why we will use it for our research to help us to find the **Influence of the Refugee situation into the Start-up Ecosystem.**

Business Model Canvas is one of the finest tools to identify, categorise and work with firms, who are in their early stages. Many of the organisations want to point out their business model into BMC when they are in their exploratory stage of development. Within the nine building blocks of BMC, we see that each of the elements connect to the core of the activities and the firm itself.

BMC allows us to go straight to the key role of the enterprise, as well as their tendency in the market itself. In the BMC, we will use two terms that Osterwalder do not refer but Ingrid Burkett (2016) in the booklet “Using the Business Model Canvas for social enterprise design” referred as Commercial and Impact. When we take the building blocks of BMC, we can easily decode the components of the firms and classify them in accordance to BMC, which will reveal some of the key points, which we would use to categorise them more precisely. The booklet explains how the financial and social value can coexist inside the same enterprise.

The key to using the BMC in social enterprise is to separate out our commercial and impact models, but then to integrate those inside the story of the business model Ingrid Burkett (2016).

- Commercial refers to all the elements in the nine blocks that will bring a commercial benefit.
- Impact refers all the items that in the nine blocks will bring a social impact into the start-up. These terms frequently used to describe a Social enterprise.

For our research purpose, using the concepts from to Alexander Osterwalder (2010) and Ingrid Burkett (2016) we have been creating the Figure 2.3 the Business Model Canvas Framework.

It is important to mention that this will help us to outline and to analyse the relevant information, Identifying the characteristics that allowed us to place them under a specific label, looking for the commons and tendencies. For example; when we decode the core activities of any firm, we can easily see the directions, which they are taking. The plan, current actions and events are easy and systematic to understand with the help of BMC. The KP defines the supporters and allies of the firm along with the type of partnership. Value proposition allows us to uncover the proposed type of value and as well as hints us about any innovation and also their kind. We can just decode this one building block of the BMC, then know and analyse the innovation criteria. We can even compare with the others, and within a given parameter, we can easily calculate the ratio. With the key resources, we not only get the overview of the allocated resources but also have a slightly good projection of revenue streams and cost structure as well, which direct us toward the question, if the firm is operating as a profit or non-profit one. Looking at the customer relationships, we get the idea of the targeted group, for whom the value creates.

# BUSINESS MODEL CANVAS

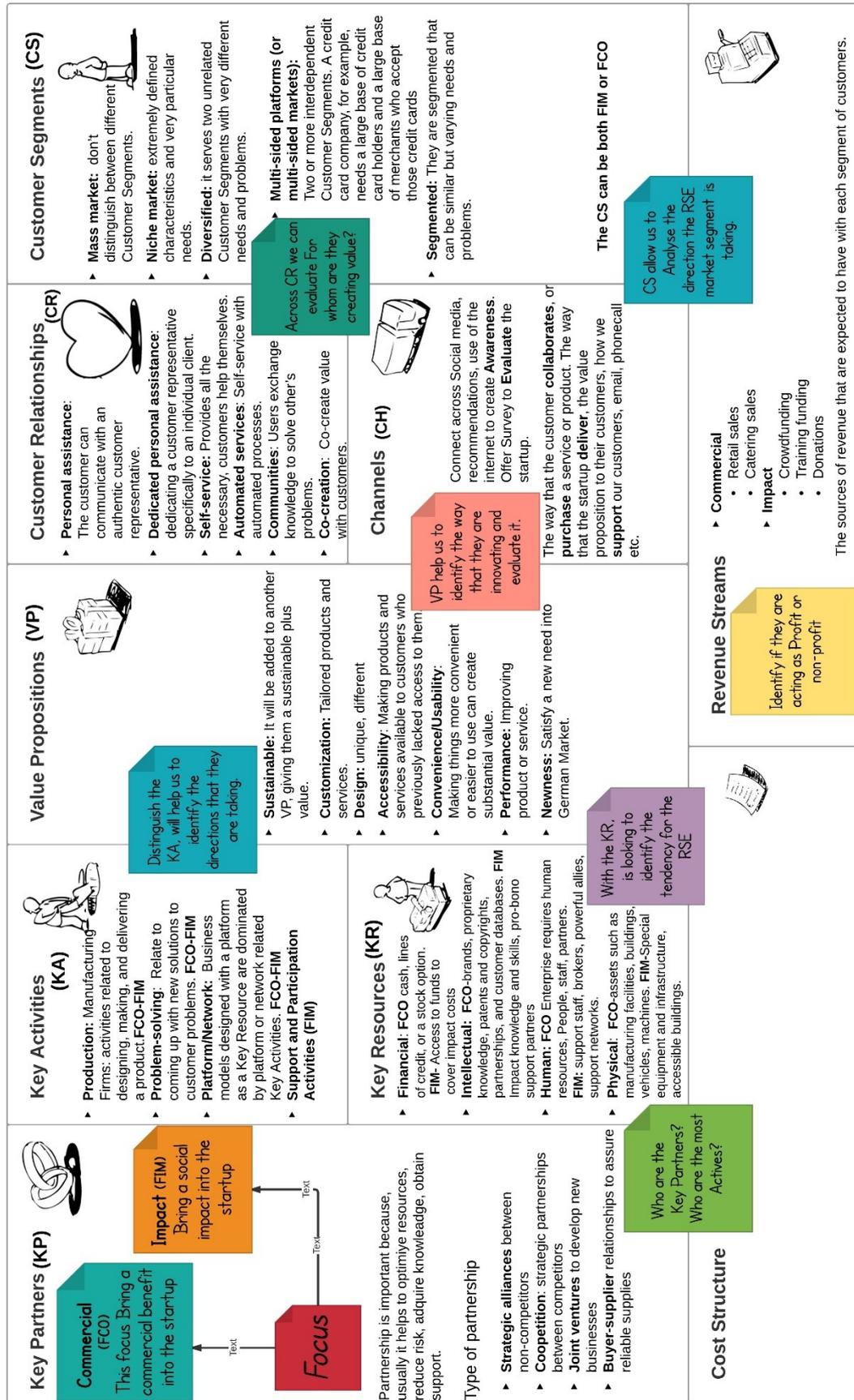


Figure: 2.2 The Business Model Canvas Framework (Osterwalder & Pigneur, 2010) (Burkett, 2016)

# 3 SINGLE CASE STUDY WITH MIXED METHODS

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Different researchers explain the research design considering various factors which will help us to lure the basis for our whole research and able us to conduct it properly without getting lost or going in any different direction. In this chapter, we will provide some insights on the methodology and methods, following the advice from three authors, John W. Creswell (2013), Robert K. Yin (2014), Kevin O’Gorman and Robert Macintosh (2015).

## 3.1 CASE STUDY METHODOLOGY

Yin (1984, p13) defines the case study research method “as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; especially when the boundaries between phenomenon and context are not evident.

According to Yin (1984), the Case study methodology has three types: exploratory, descriptive and explanatory, this time we have focused on the exploratory that aims to answer ‘how’ or ‘why’ questions with little control on behalf of a researcher over the occurrence of events.

## 3.2 MIXED METHODS

If we broaden our view and look at Johnson & Onwuegbuzie (2004, p. 17) Mixed method is defined as a “*class of research where the researcher mixes or combines quantitative and qualitative research techniques, methods, approaches, concepts or language into a single study*”.

Whereby Yin refers that in a Case study, mixed methods are possible, and the qualitative data remain central to the entire case study, but it is also necessary to analyse certain quantitative data. (Yin , 2014, pp. 132-133). Forcing the methods to share the same research questions, to collect parallel data, and to conduct counterpart analyses (e.g., Yin, 2006)—in short, following a mixed methods design.

### **3.2.1 Advantage and disadvantages of Case study mixed method**

According to Creswell (2013), Yin (2014) and FoodRisC (2016) the **Advantages:** Data collection and analysis go hand in hand with the context of the phenomenon, it allows the evidence to be collected from multiple sources; also can be integrated with qualitative and quantitative data in data analysis. Join complex real-life situations; the event can develop at greater levels of depth. The most important provide a higher understanding of the research problem than either quantitative or qualitative approach alone.

Moreover, **the Disadvantages:** It may be difficult to develop and implement one method by drawing on the findings of another, the research design can be complex. Is also complex the way to resolve discrepancies that arise in the interpretation of the results. Lack of firm challenges associated with data analysis and the basis for generalisations of findings and conclusions. It takes much more time and resources to plan and implement this type of the investigation.

## **3.3 RESEARCH APPROACH**

By the traditional definition, pragmatism has a very particular use, 'It is the study of those relations between language and context, which encodes in the structure of a language' (Levinson, 2003, p. 9)

In today's world, we would call any practical approach to a problem as pragmatism. By designation, the case study using mixed methods research is harder to accomplish than other studies and topics, which are limited to a single method. However, in some of the cases, only mixed methods research can enable to address more complicated research questions. As a result, combining case studies with mixed methods tend to be perfect among the other possibilities.

The pragmatic approach appears best suited for this research problem and therefore is not caught up in metaphysical arguments about which is the best approach in particular cases. We, therefore, grant ourselves the freedom to use the qualitative and quantitative methods, techniques and procedures typically associated with Mixed Methods research. We recognise that every method has its shortcomings and because of that, different approaches can be harmonising once joined.

### 3.4 THE PROCESS

The Case Study Process, adapted from (Yin, 2009, pp.1) shows us the normal process and flow of case study methodology. There the ‘Case study mixed method’, it is done in three stages (ST): ST1-Define and design, ST2-Prepare, Collect and Analyze, ST3-Analyze and conclude as followed:

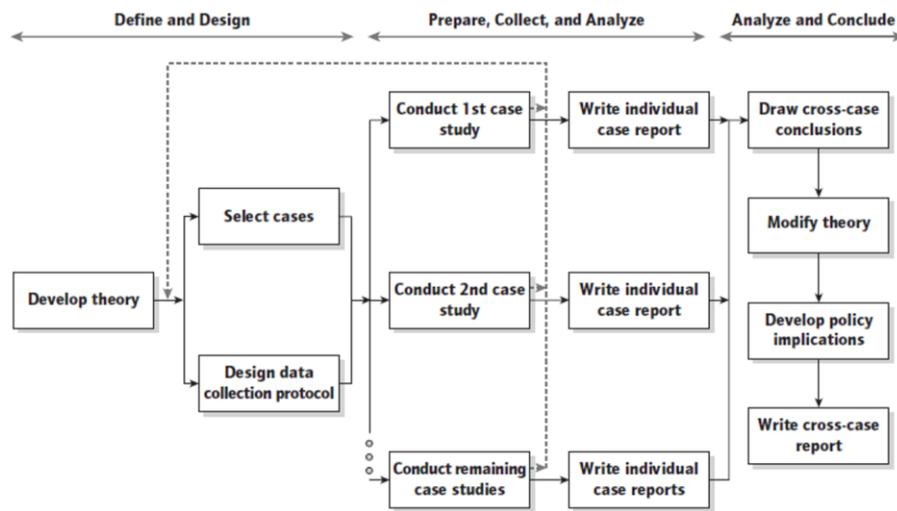


Figure: 3.1 Case Study Process adopted from (Yin, 2014, p. 57)

As for mixed method, in Stage-2 (ST2), we see that John W. Creswell showed us the simplest flowchart in his book, to be able to prepare, collect and analyses the qualitative and as well as quantitative data.

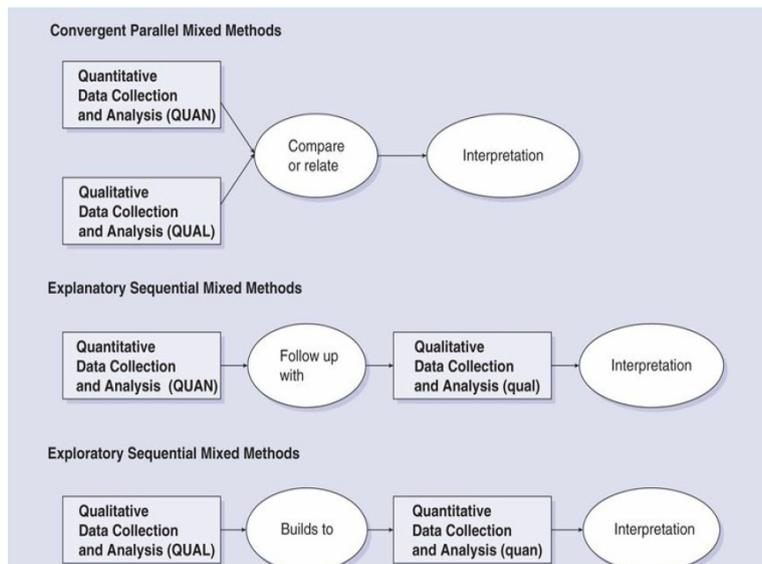


Figure: 3.2 Three Basic Mixed Methods Designs (Creswell, 2013, p. 270)

### **3.5 DATA COLLECTION STRATEGY USED FOR THIS METHODOLOGY**

Normally for a case study, it is necessary to collect qualitative data. For this methodology, we need to use the mixed method which implies the collection for both qualitative and as well as quantitative data using various tools from both. In chapter 4, we will explain the specific data collection strategy (DCS) employed in this research.

**Primary data:** The data gathered for the research purpose from original sources consider it as a primary collection of data.

**Secondary data:** All other available data, which is collected by a third person and is out there and could be collected, analysed and interpreted for various researchers consider it as a secondary collection of data.

**Qualitative:** Documentation, archival records, interviews, direct observation, participant observation, physical artefacts or audio-visual materials are common qualitative data collection methods, according to Yin (2014) and Creswell (2013).

**Quantitative:** Surveys, experiments, probability sampling, questionnaires are considered it as quantitative data collection method.

## 3.7 DATA ANALYSIS AND EXTRACTION STRATEGY

### 3.7.1 Qualitative Data Analysis Strategy

Coding data analysis for qualitative data is a common way to extract the data and analyses them by categorising and sub-categorizing the particular data, to be able to come up with a general interpretation.

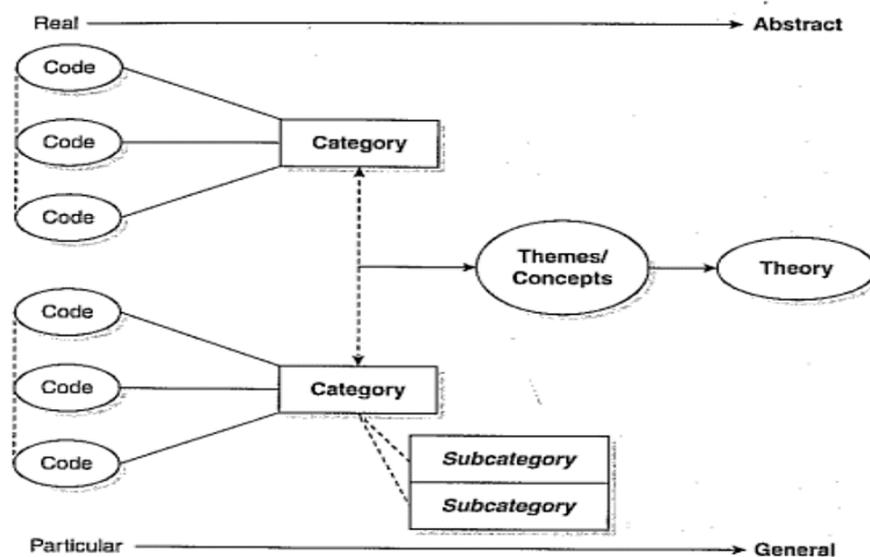


Figure: 3.3 A streamlined codes to theory model for qualitative inquiry from (Saldaña, 2009, p. 12)

### 3.7.2 Quantitative Data Extraction Strategy

For quantitative data analysis, there are two types of statistical analysis, namely: descriptive and inferential statistics. Descriptive Analysis describes the things going on in a population or data set.

They are necessary and useful, because they allow the researchers to see patterns among their data, and making sense out of them. It is important to realise that descriptive statistics can only be used to describe the population or data set for a specific study. It allows the researcher to analyse and measure the tendency and as well as measure the variability, or spread.

**Central tendency:** These are ways of describing the core position of a frequency distribution for a group of data. (Lund Research Ltd, 2013)

**Measures of spread:** these are ways of summarising a group of data by describing how to spread out the scores are. (Lund Research Ltd, 2013)

### **3.8 DATA ANALYSIS STRATEGY**

Triangulation is a possible and reasonable involvement while working for a mixed method analysis due to its ability to measure and giving a variety of ways to cross-check findings, which by the way is a big advantage for those who use it.

It is a method employed in qualitative researches involving cross-checking of multiple data, or even multiple sources of evidence, with the goal of collection procedure to evaluate assumptions.

### **3.9 REPORTING**

For writing a case study, Yin (2014, p. 176) recommend a Linear Analytic Structures for the report. Because, the sequence of subtopics starts with the issue or problem being studied, the relevant literature, methods, findings from the data collected and analysed helps to come up with a viable conclusion at the end. This structure is comfortable and easy to use for most of the case study researchers.

# 4 METHODOLOGY

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To analyse the situation of the start-up ecosystem, it needs to be comprehended through case study methodology. It needs to notice that the case study has its disadvantages along with its advantages. The impact of refugee situation on the start-up ecosystem is one of the newest topics due to its occurrence.

To satisfy the objectives of our dissertation, an exploratory single case study with the mixed method in a pragmatic approach holds in our research, whereby both qualitative and quantitative data can be processed, arranged, deducted, matched and crisscrossed.

In the Appendix G, the tasks that each of the members has done for this research is enclosed.

## 4.1 RESEARCH QUESTIONS

To analyse the Refugee Start-up Ecosystem, we formulated our main research question:  
**How the Refugee Integration thrive the Start-up ecosystem in Germany?**

The main research question is compounded for three parts (Start-up ecosystem components, the influences of the refugee integration and the span of innovation) within itself and to be able to answer the main research question; we need to break them down in sub-questions as follows:

- SQ1. What / Which are the elements and their roles for the Refugee Startup Ecosystem?
- SQ2. What is the influence of the Refugee Situation/Integration on the Startup Ecosystem?
- SQ3. How the Refugee Integration Thrive Innovation?

## 4.2 WHY CASE STUDY MIXED METHODS

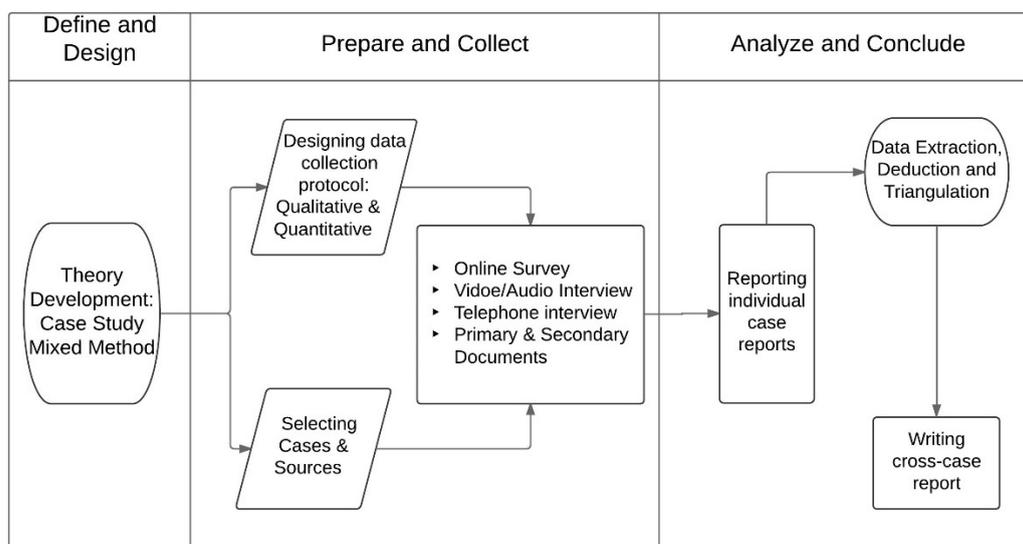
In this research, we want to find out the way that, how the refugee situation influences the start-up ecosystem. For this, we have selected the contemporary real-life phenomenon "The refugee integration/crisis" and how this is affecting the Start-up Ecosystem, selecting Germany as our geographical research area.

The key features of a case study allow us to have it as a methodology to analyse the refugee start-up ecosystem. Also for this purpose, we have chosen mixed method approach with a Pragmatic worldview, which contains a collection of both quantitative and qualitative data sequentially in the design. With the Mixed methods research, we tend to address the gathering of stronger evidence that which can't be accomplished by a single method.

We are basing our inquiry on the assumption, that gathering various types of data will provide a more comprehensive understanding of the topic than either quantitative or qualitative data alone. The methodology matches perfectly with our kind of research question because the case studies focus on the contexts of real-life phenomena.

## 4.3 RESEARCH PROCESS

To describe the process, we need to fully understand the theory of methodology and as well as methods we have developed as 'Case study mixed method', which is done in three steps as follows: Define and Design, Prepare and Collect and analyse & conclude.



*Figure: 4.1 Research process: "Case study mixed method."*

- a) **Define and Design:** in this phase, we have designed the methodology that fits better for our research purpose as we explain before. We then design data collection protocol by setting our data collection plan, a collection of actual data, analysing and synthesising data, and lastly go through the decision-making process for extracting those data.
- b) **Prepare and Collect:** At the second stage, we conducted case studies in a mixed method. As per our data collection protocol, we conducted **online research** to gather information from Start-ups and supporters related to the refugee situation in Germany, selecting our primary as well as secondary collections. We prepared individual Case Reports for the **interviews** we have conducted.
- c) **Analyse and Conclude:** At the last stage, we analyse our single case both qualitatively and quantitatively and conclude our results for the study. In our case, it would not be a cross-case report, as we took the whole as a single case study and we will instead cross-check the qualitative and quantitative data to come up with more accurate results.

#### **4.4 DATA COLLECTION METHODS AND TOOLS**

As we have mentioned in chapter 3, we used a mixed method, which allows us to collect quantitative and qualitative information. In the following, we will explain the way that we have achieved gathering both types of information.

Our data collection began on February 6, 2017, and end on May 20, 2017. In between, we contacted several people and organisation to get ahead with the research. We also had our hands on a secondary source, ‘Digital refugee projects’ from the Biggest Crowd Funding Platform of Germany, betterplace.org, which we later used as our base for the quantitative database (Mason, 2016). For which, we are referring to the “Better place database (BPDB)” developed by betterplace.org in corporation with betterplace.lab, which is the research department for them. There, they compiled information from 101 projects related to refugees and integration; this file can be found in <http://www.betterplace-lab.org/de/digitale-fluechtlingshilfe-76-projekte-bisher/>. The BPDB allowed us to develop our primary data collection, which corresponds to 184 subjects collected into a database named as “Refugee Start-up Ecosystem Database” (**RSDB**) this can be found in Appendix A.

**The objectives for our data gathering were:**

- Determining the elements of the ecosystem drawn into our Framework figure 2.1
- With BMC blocks, analyse the start-ups to get the insight of the ecosystem,
- Confirm and get the second point of view (Interviews),
- To obtain a general panorama of the Entrepreneur profile (online survey).

**4.4.1 Qualitative data collection**

As a part of the research, we have used different qualitative tools to access the necessary information to conduct the research. As we have already mentioned earlier, we are using a pragmatic approach that According to (Creswell, 2013, pp. 242-243) allows us using the one, which suits better for our research purpose.

**4.4.1.1 Audio-visual materials or Physical artefacts:**

The **Audio-visual materials** (Creswell, 2013, pp. 242-243) or **Physical artefacts** (Yin , 2014, p. 102) instruments. To extract the relevant data was examined the website for the first 101 projects contained in the document BPDB, this process was developed in 3 different Phases; we describe each one in Table 4-1.

	<b>First Phase</b>	<b>Second Phase</b>	<b>Third Phase</b>
<b>Description</b>	We went to each of the websites looking for location, contact information (email) and Partnerships.	Identify and classify into Start-ups, Project, support organisations like universities, financial or funding, incubators, or accelerators	Identify 6/9 Blocks for the BMC VP, KA, KR, RS, CS and KP. Just to those that were classified as Start-up in the Second Phase.
<b>Goal</b>	Get an insight of each project and increase the database BPDB, also get the contact information that was necessary for our interviews.	Identify the elements of the start-up ecosystem that we draw in the theoretical framework Chapter 2 Figure 2.1.	Gather the information to outline the BMC Chapter 2 Figure 2.2 that will allow us to analyse the information in the next phase.

*Table: 4.1 Audio-visual/physical artefacts process*

Advantages According to Creswell (2013) are that this is an unobtrusive method of collect data, insightful into cultural features and the disadvantage is that the data is difficult to interpret, not all the data are accessible or available.

#### 4.4.1.2 Interview

The interviews provided insightful information, which helped us to target our focus directly on the topic. In this case, we conducted nine interviews; these interviews were carried out by Skype and telephone. In a period of 1st March 2017 to 15th May 2017 in the table 4-2 is showed the interview date. Each of the interviews has an approximate duration of 30 minutes. Our interview was conducted as Semi-Structured Interview that allows us to go into interesting topics that each of our participants may bring up. Each interview was recorded, and transcripts can be found in Appendix B.

<b>Interviews</b>		
<b>Name</b>	<b>Ecosystem Position</b>	<b>Date of Interview</b>
<b>Bureaucrazy</b>	Start-up	March 1st. 17
<b>Better Place</b>	Support Organization	March 6th. 17
<b>Refugee First Response Center (RFRC)</b>	Start-up	March 6th. 17
<b>HiMate</b>	Start-up	March 16th. 17
<b>Integreat-App</b>	Start-up	March 16th. 17
<b>Cube academy</b>	Start-up	April 28th. 17
<b>Social-Bee</b>	Start-up	May 5th. 17
<b>Wefugees</b>	Start-up	May 12th. 17
<b>Ankommen.eu</b>	Start-up	May 15th. 17

*Table: 4.2 Interview and schedule*

We have asked five specific questions in 5 specific areas:

1. The story, which influences them to get involved in the current situation
2. The way they operate internally and externally with their Business plan
3. The way the refugee situation on German Start-up ecosystem influence them
4. Their plan and steps for their existence and sustainability.
5. The difficulties they came across

The objective of this tool was to gather the information to be able to develop a deeper analysed database with audio-visual compatibility. This tool allowed us to review the interview anytime. We also had direct e-mail contact with Mr Peter Fogel (Vogel, 2013) and had his personal view, which allowed us to come to our conclusion effortlessly.

## 4.4.2 Quantitative data collection

As we have mentioned in the point 4.4, we have used secondary data file BPDB to develop our primary data **RSDB**. For the quantitative purpose, we have used Survey, and the information gathered into the database allows us to quantify and observe the frequency of each label, to be able to determine the tendencies.

### 4.4.2.1 Survey

So that we can define a profile of our entrepreneurs, we developed an online survey (Appendix C) which was drawn up on survey monkey. It was designed to with seven questions and distributed by email to 125 people selected from our RSDB. The survey was conducted in the dates 15-24 May 2017. The second reminder email was sent on May 17, 2017.

## 4.5 POPULATION, SAMPLE, AND PARTICIPANTS

To define our sample frame, we used our 184 Germany Refugee Initiatives (GRI) contained into our RSDB as our population. To decide, if they were viable to use a Probability sample technique, we apply the formula for it. Considering a population of 184, with a confidence level of 95% and a margin of error of 5%, we found that is necessarily a sample size of 124, to be able to use probability sample technique, the number is not viable from our research.

That is why; we will be using the **non-probability sample techniques** to define the participants for our research. As we are conducting an exploratory research, we decided using convenience sampling. It will allow us to reach the people who belong to a specific group, in this case, the people that are involved in the refugee start-up ecosystem. This sampling method involves getting participants wherever we can find and typically wherever is convenient.

The goal is to gain initial primary data on specific issues and as well as collecting opinions from the sampling itself.

According to Saunders, Lewis, & Thornhill (2012) the advantages and disadvantages of convenience sampling technique are:

**Advantage:** Ease the research by simplicity sampling, is Helpful for pilot studies and hypothesis generation, the Data collection can be facilitated in short duration of time and is the Cheapest to implement alternative sampling methods

**Disadvantages:** is Extremely vulnerable to selection bias and influences beyond the control of the researcher, exist a High level of sampling error. Usually, the Studies that use convenience sampling have little credibility due to reasons above.

For our interview section, we used a **Homogeneous** sampling, which means, it was between **4-12 participants**.

For our Survey, we have selected from the total population of 184; we took 125 that belong to the entrepreneur category, looking for the ethnographic profile.

## **4.6 INCLUSION AND EXCLUSION CRITERIA**

For Inclusion criteria, we are focusing only on a mixture of the components of the startup ecosystem, which relate to the current refugee situation in a specific geographical area (Germany). All the subjects no related, no longer active nor doesn't play any role in the geographical area selected will be excluded from the research.

## **4.7 MIXED METHODS DATA ANALYSIS PROCEDURES**

The data analysis depends on the method whereby this analysis must be a simultaneous process; the process described below is the first step in analysing both qualitative and quantitative data.

Creswell (2013) presents six steps for qualitative data analyse, for our case study the gather information comes from websites, and interviews. For the research was necessary to conduct this process for our data to be able to classify the sample into specific groups which helped us to carry out the analysis presented in Chapter 5.

The step 3 from the six steps of data analysis is Coding data, for this, we have been followed to Saldaña (2009) Figure 3.3 It needed to find a significant number of categories, which can represent the elements, who are playing a role into the startup ecosystem components. Qualitative data analysis procedures, for the interviews we have been using the same strategy.

For the interviews, we also use the Classification of the Start-up accordingly to BMC with this we could identify, label, and classify, the main concepts by code and analyse the information to triangulate and write our results.

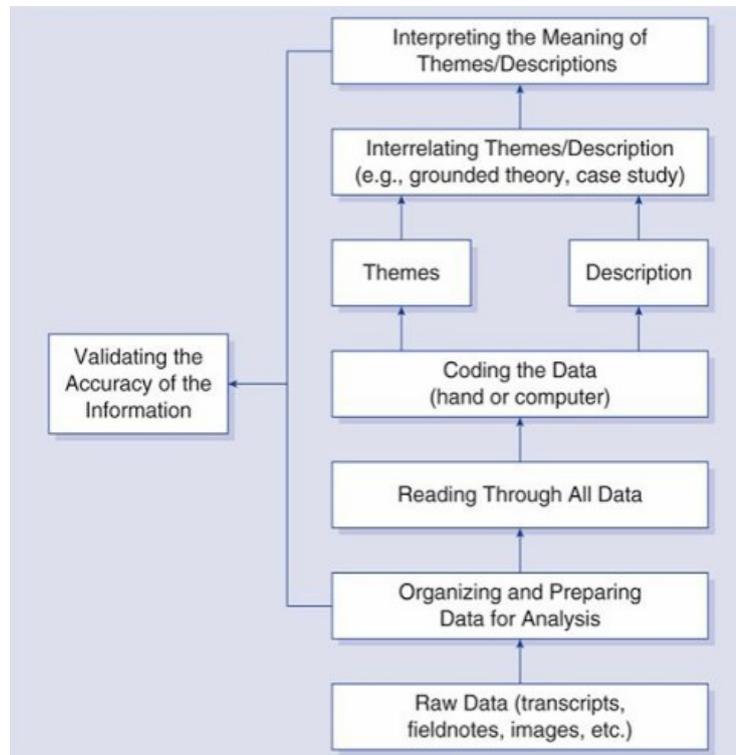


Figure 4.1 The Six Steps of Data Analysis (Creswell, 2013, p. 197)

#### 4.7.1 Quantitative data analysis procedures

For the analysis of the quantitative data we used descriptive statistics because, with our RSDB and the information contained there, we can get the Frequency, percentages, and also demographic variables, which will be explained in chapter 5.

### 4.8 VALIDITY APPROACHES IN BOTH QUANTITATIVE AND QUALITATIVE RESEARCH

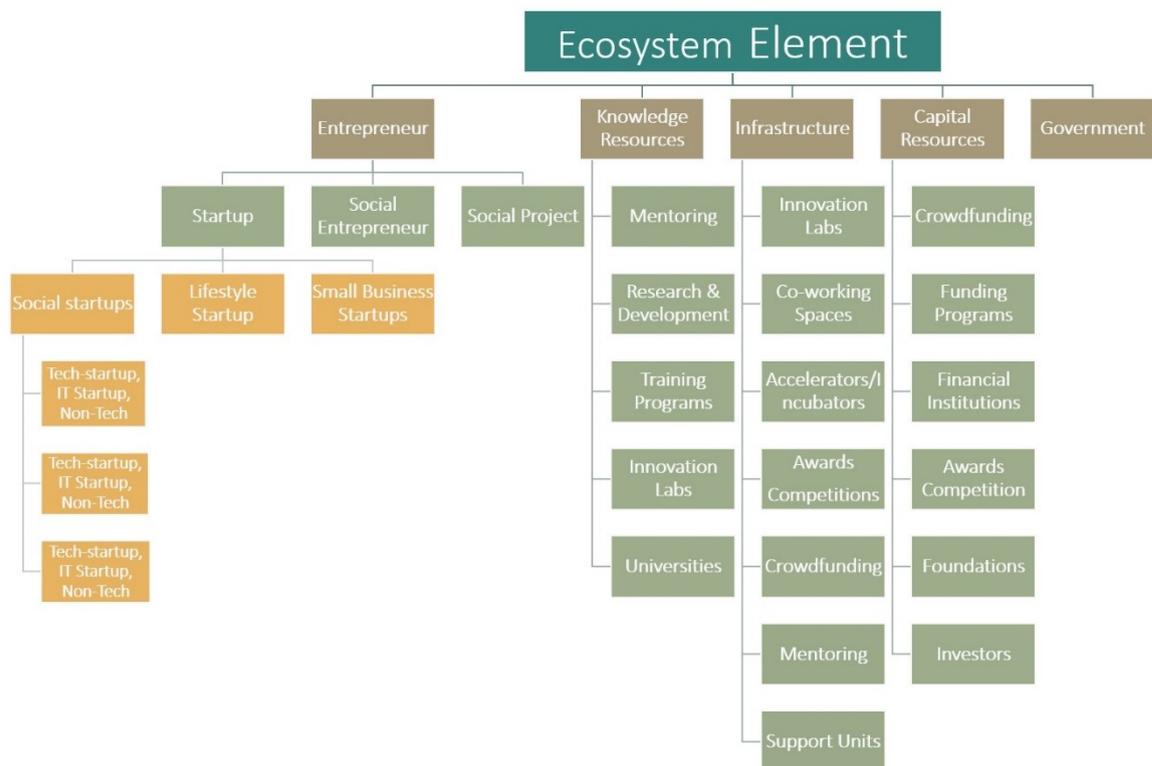
To validate our data, we establish a chain of evidence keeping the recorded interviews and designing a database. Also, we scanned our database three times to confirm the data gathered from the websites and crossing the information contained in our RSDB and the information collected in our interviews. For our interviews, we send the transcripts to the interviews to confirm the veracity of it.

# 5 DATA ANALYSIS AND RESULTS

This chapter presents the data collected from the direct observation converted into the RSDB, the semi-structured conducted interviews (Appendix B) and the survey developed in survey monkey (Appendix C).

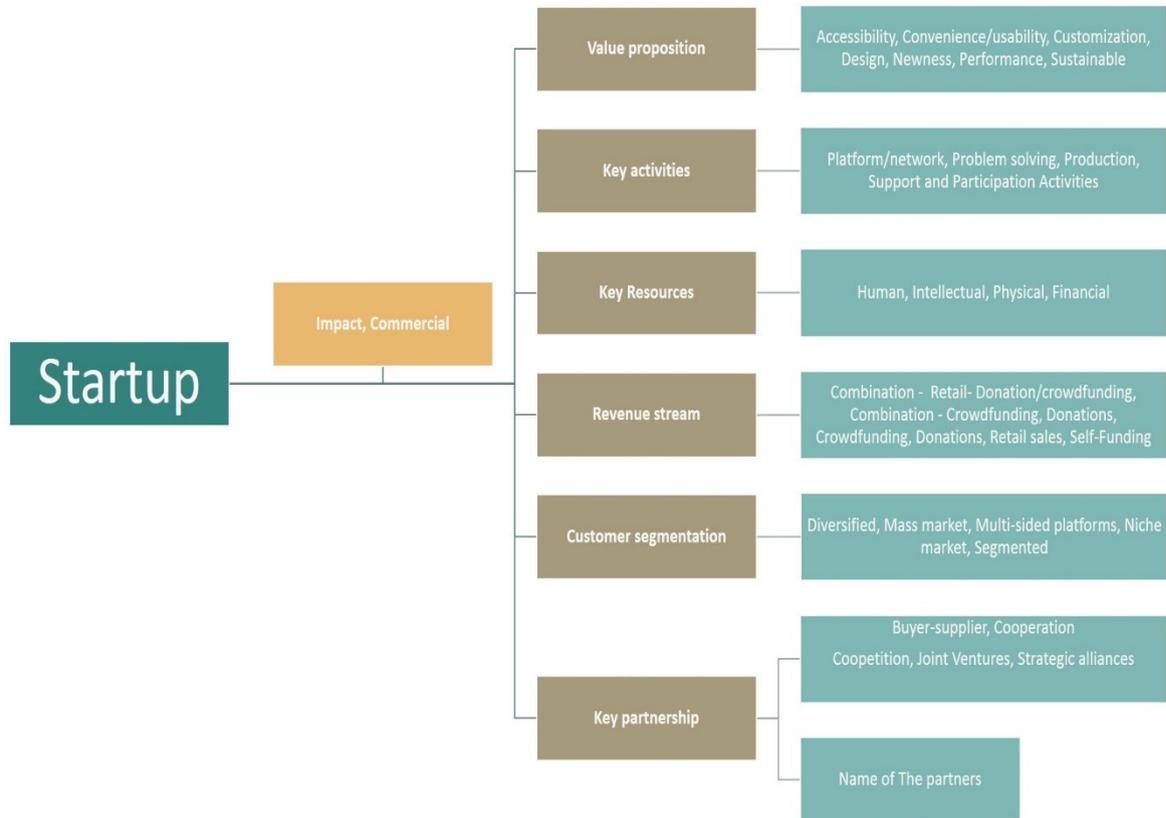
During the research, we have been following a data analysis and coding procedure, suggested by Creswell's (2013) he mandated the traditional approach in the social sciences that allows the codes to emerge during the data analysis.

The data from this research were examined through the open coding process; we reviewed the codes for emerging themes in the data in the interviews as well into the database created.



*Figure: 5.1 Categorization of the Ecosystem Elements accordingly to our EE*

To be able to go through this process, it was necessary to code each of the elements accordingly to our EEF (Figure 2.1), and The BMC (Figure 2.2) showed in Chapter 2. The figures 5.1 and 5.2 explain the way we categorise each of them.



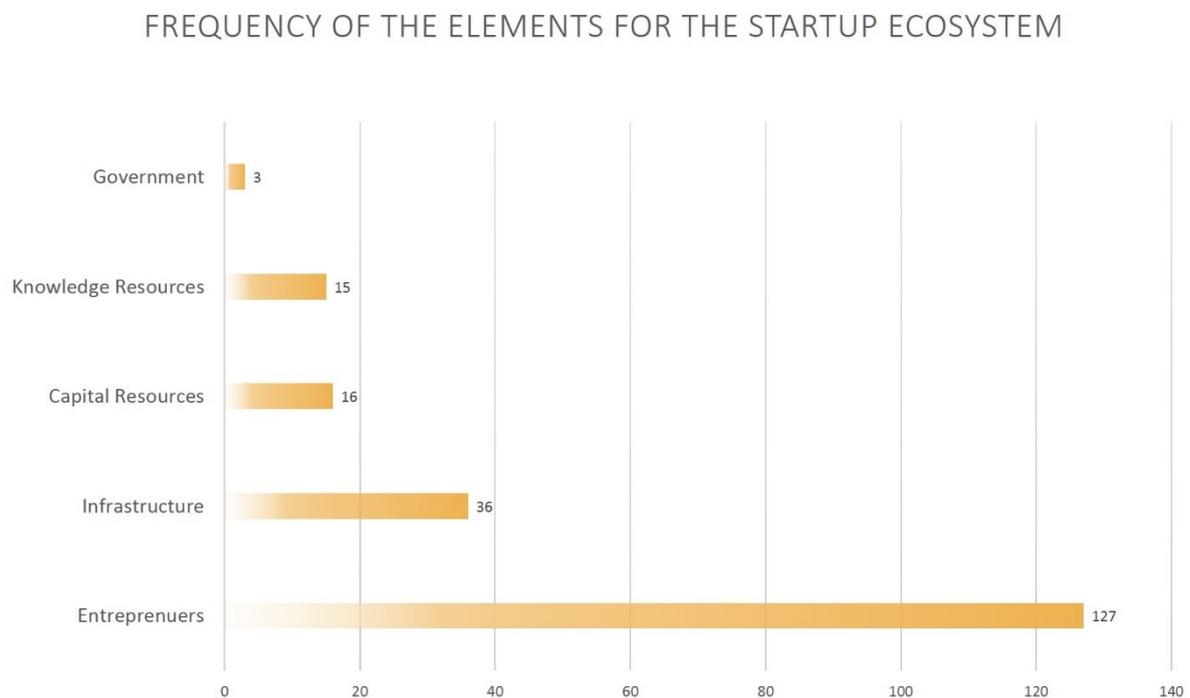
**Figure: 5.2 Classification of the Start-up accordingly to BMC**

## 5.2 THE ECOSYSTEM FRAMEWORK ANALYSIS

The analysis of the ecosystem framework will allow us to identify which are the elements and the roles that they play in the ecosystem.

### 5.2.1 The Ecosystem Structure

First, we needed to organise and categorise each of the 173 subjects (as 11 of them went ‘Discontinued’) to identify their frequency and distribution within the ecosystem as is shown in Figure 5.1.

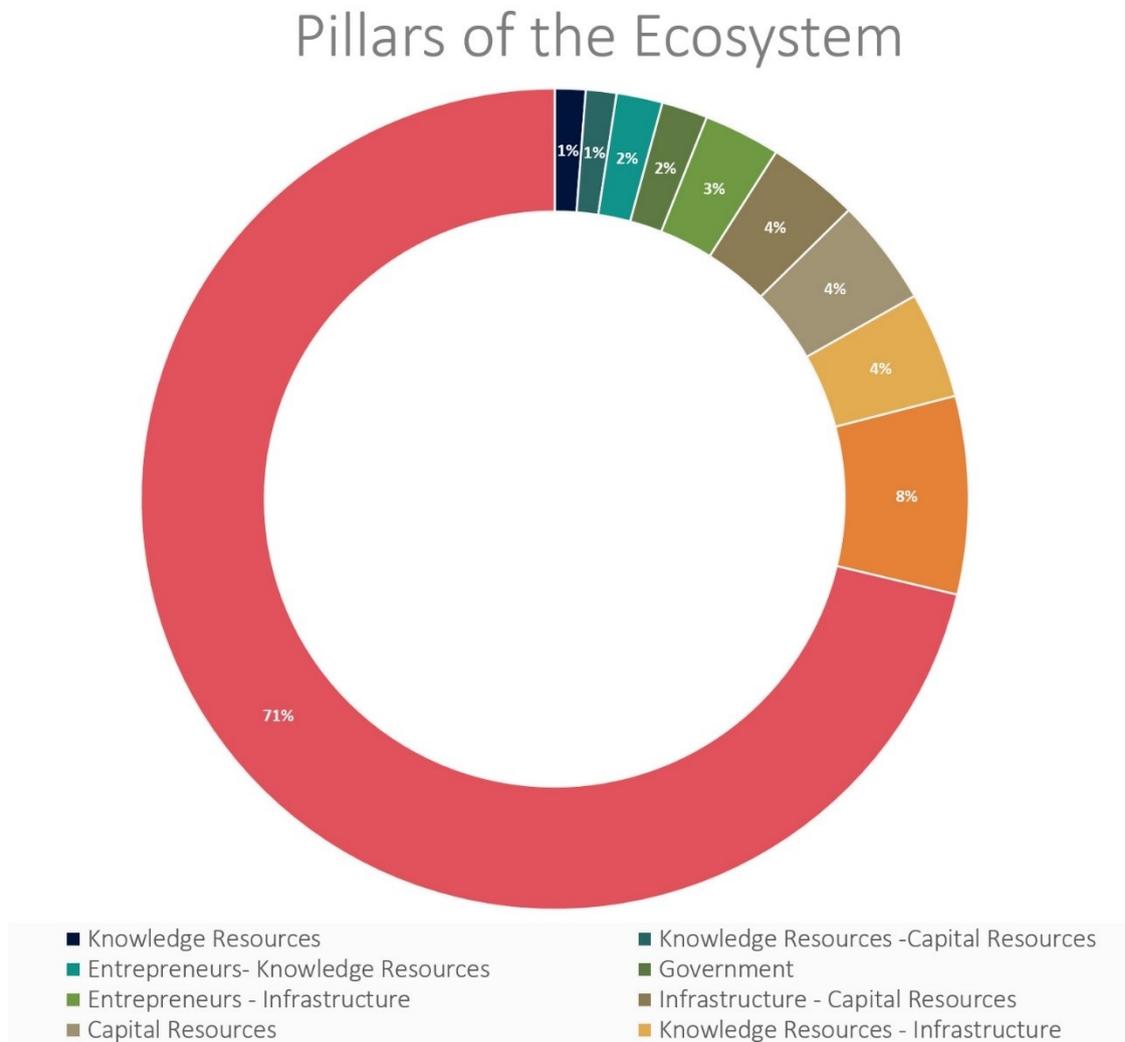


*Figure: 5.3 Frequency of the Elements for the Start-up ecosystem*

This frequency allows us to quantify and determine where are concentrate most of the subjects to study, and the role that they are playing.

Some of the elements are counted twice as they belong to more than one Entrepreneur ecosystem pillars that are why the total number counts are 201.

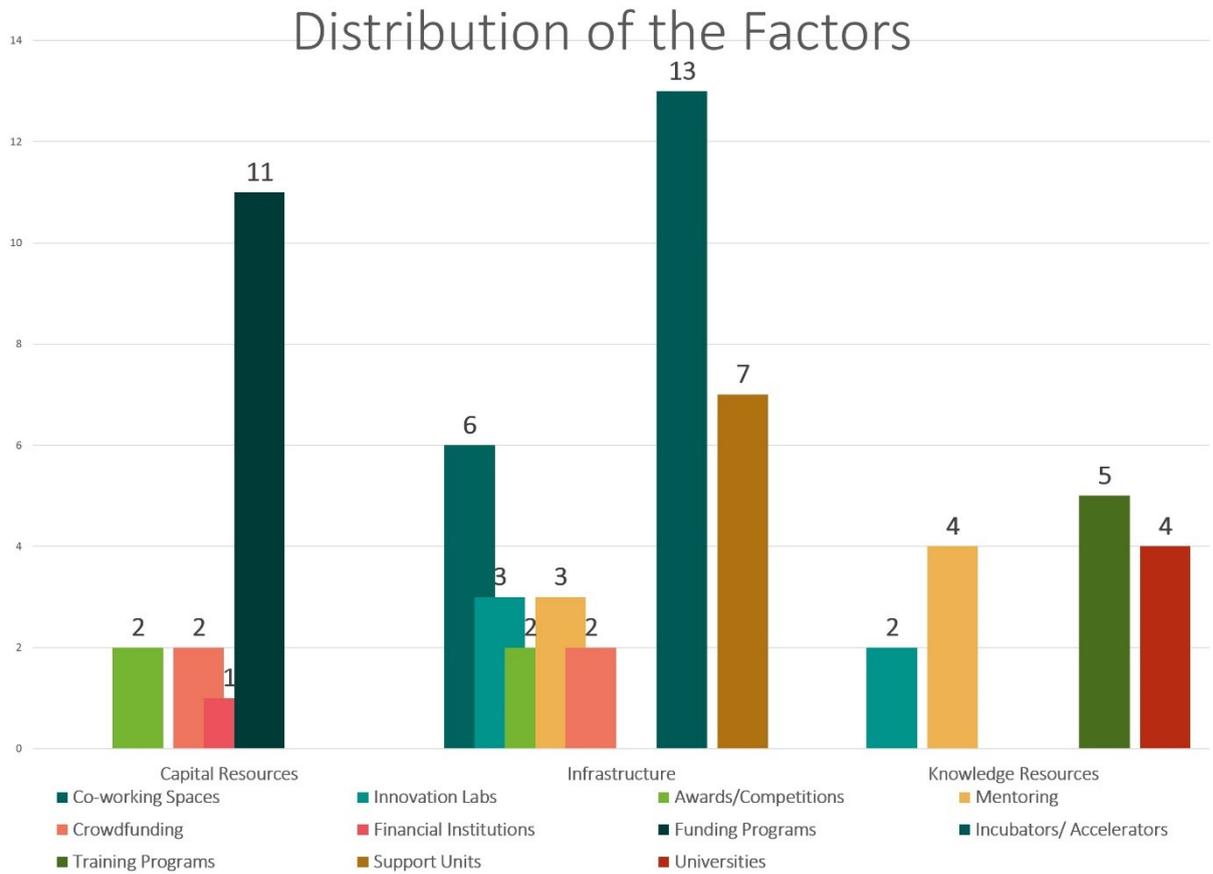
Nevertheless, the Figure 5.4 shows a total of 173 subjects, showing the distribution among the pillars following the principle that some of them can play a role into two different pillars.



**Figure: 5.4 Distribution of the pillars for the Ecosystem**

As it is explained in the EEF chapter, into the pillars, we found the factors, which also play a specific role in the ecosystem with a specific objective. To make a more accurate analysis was needed to identify each of them according to the Figure 5.1 given in this chapter.

Figure 5.5 shows the distribution of each factor. These are represented by the number found under each pillar, including those who belong to more than one of the pillars.



**Figure: 5.5 Distribution of the factors under the pillars**

## 5.2.2 The Entrepreneur

We would later analyse the main human drive of the startups, but first, we would like to show the demography and type of the initiatives taken by the entrepreneurs.

### 5.2.2.1 Demographic Profile

From the total number of the entrepreneurs (127), we were able to contact 125 of them, to whom we have sent our survey, to be able to expose a demographic profile. The overall questionnaire response rate was 30%, (38/125), of which 27% (34/125) were valid responses, and 3% (4/125) were regrets.

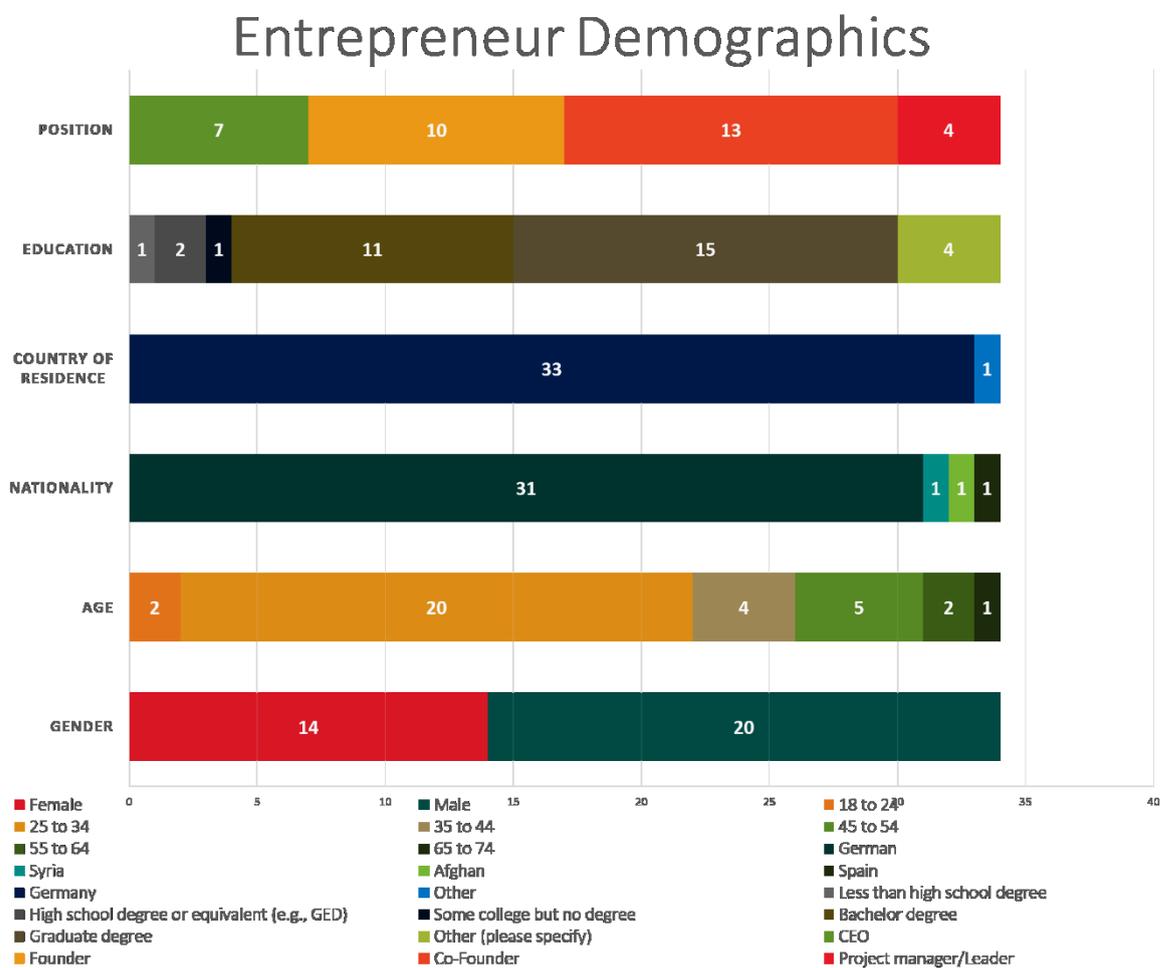


Figure: 5.6 Entrepreneur Demographic Profile

### 5.2.2.2 The entrepreneur projects distribution

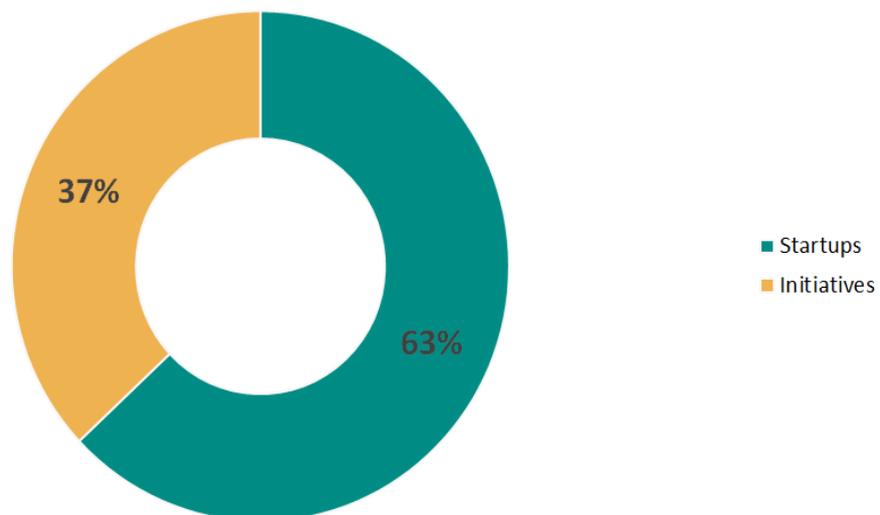
With the data gathered, we could analyse the entrepreneur distributions (Figure 5.6). We divided them into two categories: Start-ups and Initiatives; the latter encompasses Social projects, Social business and Social entrepreneurs.

	Startup	Social Startup
Positive Social Impact		X
Value Proposition	X	X
Potential To grow up	X	X
High Risk	X	X
New type/kind of service	X	X
Profitable	X	X
Non-Profitable		X
Uncertain Conditions	X	X
Looking for a Business Model	X	X
Solution to satisfy Basic needs		X
Fast Growth and Impact	X	X

*Table: 5.1 Start-up Characteristics*

It is important to understand that the classification was developed specifically under our selected approach considering the given definition of a startup. The considered characteristics for the start-ups are reflected in Table 5.1.

## Entrepreneur Distribution



*Figure: 5.7 Entrepreneur Distribution*

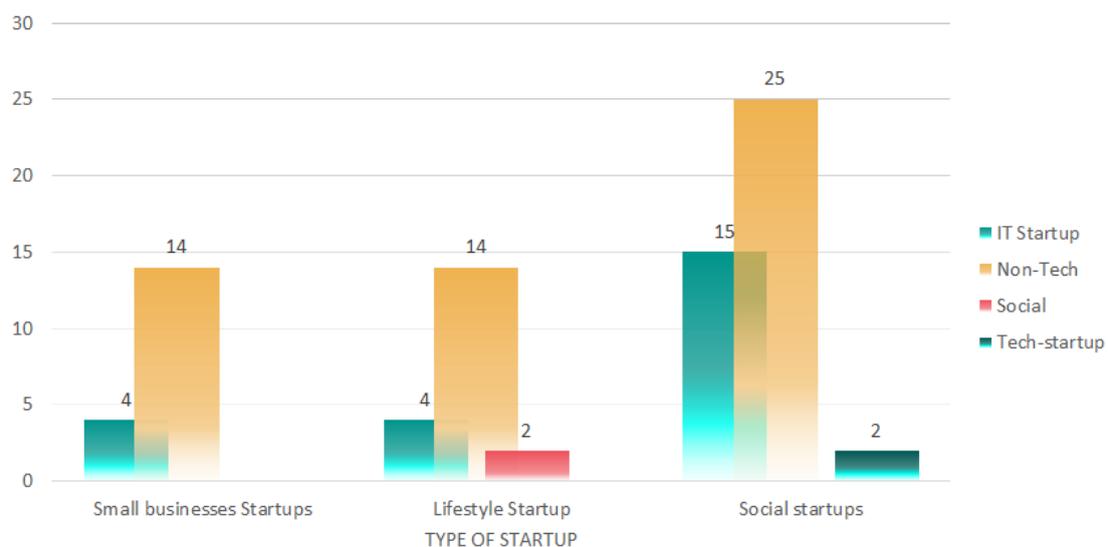
From 127 entrepreneurs, we have shorted 80 (63%) initiatives out, whom we consider as startups according to our definition. Using this as a new population to categorised them into the types of startups as shown in Figure 5.2 contained in this chapter. As we see that within the types of startups (social, lifestyle and small business), there exist the subcategories as followed: IT, Tech, Non-tech and Social.

It is complicated to explain the difference between a social start-up and lifestyle start-up because some of the start-ups classified as lifestyle start-up can belong to the social category as well.

In the lifestyle start-up, we have included those, who can improve the way of life: for example, Start-ups related with education, access to the labour market, housing, etc. For the small business start-up catalogues, all those who have Revenue and offer a product or service are included.

Moreover, for the social start-ups, we have left all those, who are related to integration, community integration and volunteers, because we wanted to divide them into smaller groups. That is why, we decided to use the lifestyle start-up as one of the variables and create several smaller samples, which helped us to do a more accurate analysis.

## Startup type & category distribution



**Figure: 5.8 Start-up category & Distribution**

### 5.3 THE BMC ANALYSIS

The next step was using the BMC to analyse just those, who were catalogued as start-ups. We intended to identify the main components, using 6/9 building blocks from the BMC, accordingly: Value proposition, Key Activities, Key Resources, Revenue stream, Customer segmentation and Partnership. To understand the purpose of each one, please refer to the Figure 2.2 into the chapter 2.

From these 80 start-ups contained in the database, we were able to obtain information from 75 of them to pass them through BMC tool. Figure 5.9 shows the business model canvas frequency for all 75 of the start-ups, which we could analyse, the numerical information can be found in Appendix D.

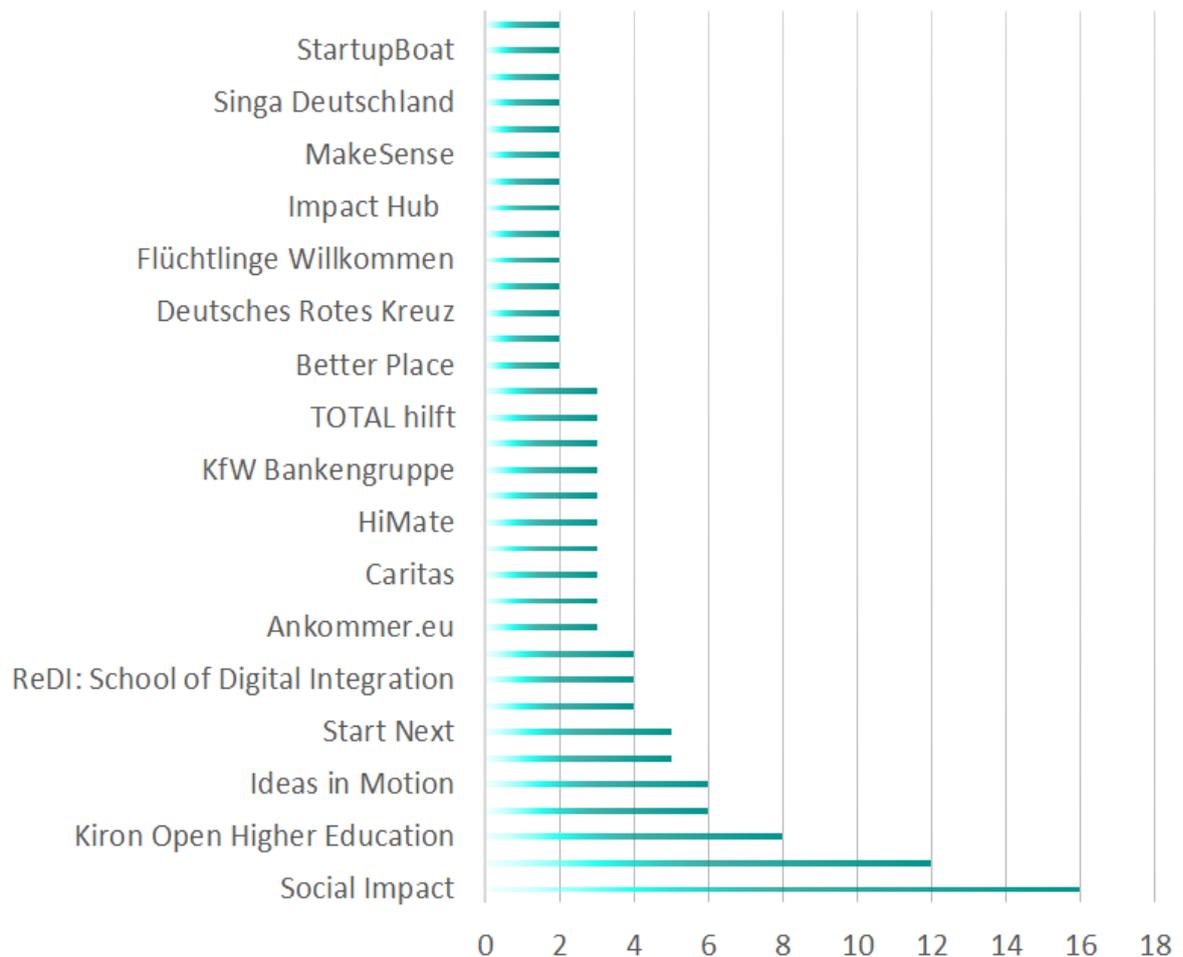


Figure: 5.9 The Business Model Canvas Frequency

We have used 6 of the nine blocks of BMC, and in figure 5.9, we represent only 5 of them. All data shown in this graph are from our perception, as we only had access to the data disclosed in their websites. The way we are representing the graph is also based on the coding we developed in our database.

The Las block for BMC analysed was the Key partnership, we considered all the 167 subject elements, and we identify 154 different institutions, associations, who have developed collaboration with the start-ups and other elements as well. We identify those, who are most representative into the ecosystem with more frequency in support it.

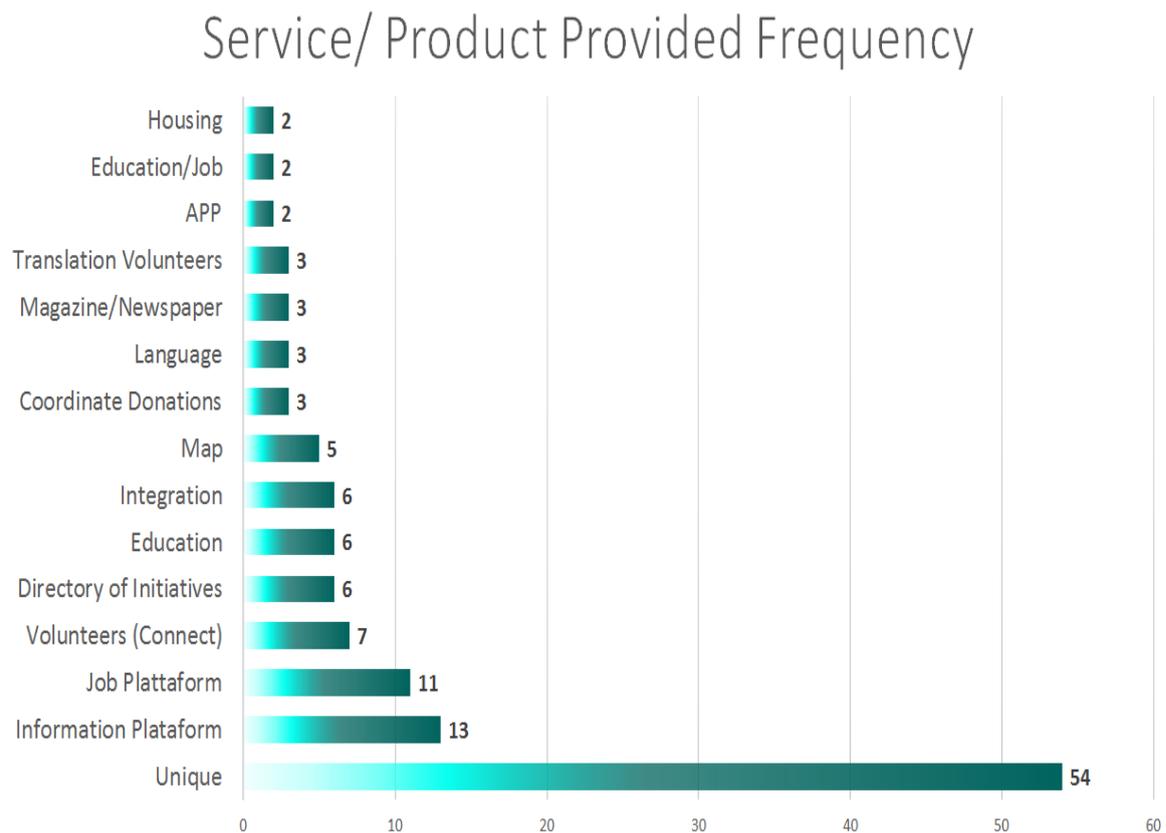
## Partnership Frequency



*Figure: 5.10 Partnership frequency*

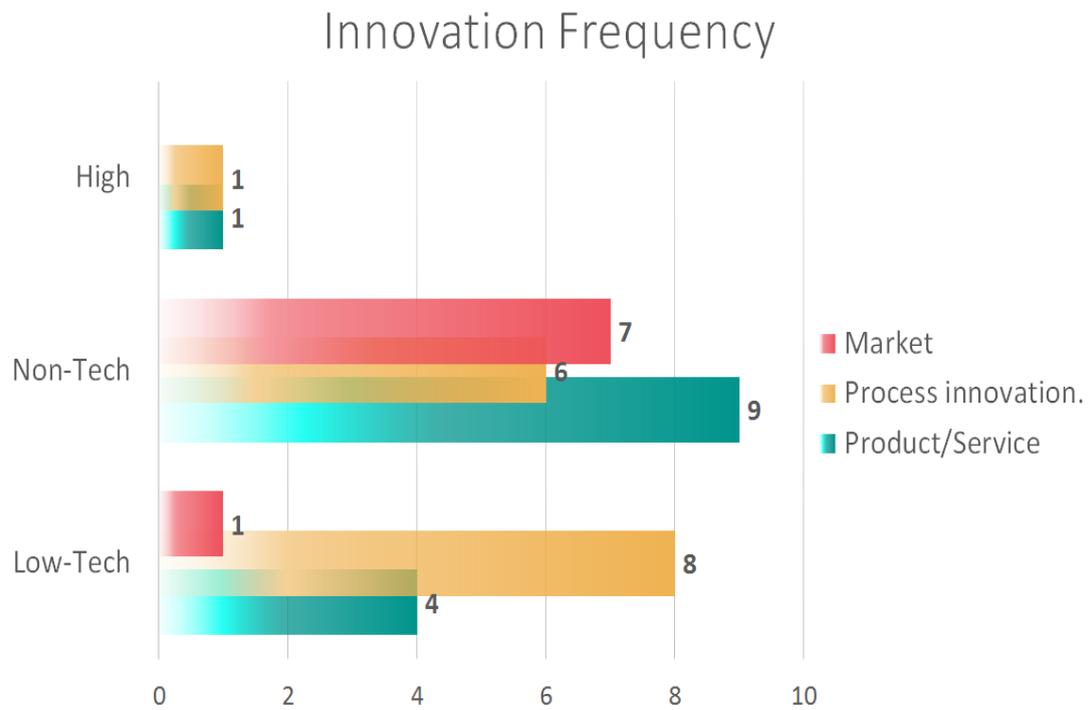
## 5.4 THE INNOVATION

To analyse the innovation and the role into the ecosystem, we classified them in the service that they provide. We have included all the projects and start-ups in entrepreneur category, which sums up the number 127. This will give us a general overview of the innovation tendency. We have classified them in the base of their service, giving the label of ‘unique’ to that proposition, who offer something unique. For example, we have found three start-ups, who offer integration across cooking, but even each of them made it with the same medium, they did it in different ways which make them unique. Many of the others also offer something similar, but at the end, all of them are unique and innovative in their ways.



*Figure: 5.11 Frequency of service or product provided*

For those, which we have found them as unique (Figure 5.11), we did a deeper analysis. 43 of the unique initiatives belong to the startup's category. From those, we were able to classify 37 into one of the categories (Product, Market or process) from innovation Figure 5.12.



*Figure: 5.12 Types of innovation frequency*

For the process innovation, we classified those, who developed a new way to develop a product or the way that they provide a service. For market innovation, we include those that offer a product or service for a new market. Moreover, product and service a something that wasn't offered before.

## 5.6 THE INTERVIEWS

However, to be able to get the interviews, we have sent emails to 83 of the subjects, whereby 68 of them were entrepreneurs, and the others were elements of the ecosystem. From the email sent, 23 of them replied us, and from those, we conducted nine interviews.

For the interviews, we use the Code the data analysis strategies; this is explained in Figure 3-3 “A streamlined codes to theory model for qualitative inquiry” showed in chapter 3. Moreover, to the code, we have also been followed the BMC figure 5.2.

	<i>Ankommen.eu</i>	<i>Bureaucrazy</i>	<i>HiMate</i>
Uniqueness	Creating an internet platform for the refugees to get furniture as donations	Development of a mobile application featured with a bureaucratic solution.	Development of platform, where the donors can directly donate their services to the people in need of it.
Value Proposition	Enable the donors to give their furniture away to the one in need. - Allow the Refugees to get furniture for free.	Making the Bureaucratic process easy for the refugees	Enabling the refugees, immigrants and people with less fortune to get integrated into the society.
Revenue stream	Personal donations/ self-funding	Donations	Donations
Customer segmentation	Refugees on the one hand and the residents on the other side.	Refugees on the one hand and the Government on the contrary.	Refugees, immigrants and people with less fortune
The way they got involved	-The idea came from observing the need of problem-solving for the refugees and help them with furniture donations	The idea came in April 2016 (Started by refugees); -Came from the need of enabling refugees, immigrants and displaced people to integrate in Germany	-The idea came from the need of integrating people with less fortune and giving them the sense of proportion in the society

...continuation of Code interviews

	<b>Integreat-App</b>	<b>Refugee First Response Center (RFRC)</b>	<b>Social-Bee</b>
<b>Uniqueness</b>	Digitalising and creating a data bank with the regional government for the refugees.	Innovating new medical solutions for the time of crisis.	Development of a unique business model by adapting with refugee situation
<b>Value Proposition</b>	Providing access for the refugees in different languages to a vast databank. Also, offer additional services that help to sustain the company.	Installing medical solutions for crisis situations	Providing job and internship opportunity for the refugees. - providing the workforce to the local market.
<b>Revenue stream</b>	Regional Government	Donations	Business: - Providing the local labour market with workforce and receive payment for that labour. - Local companies pay them for the work of the refugees supplied by them.
<b>Customer segmentation</b>	Refugees on one hand and the local government on the other hand	Buyers from different region, who go through refugee crisis	- Refugees on the one hand. - The local labour market on the other side.
<b>The way they got involved</b>	-Came from the need of digitalization in the fields of integration of the refugees in Germany by putting together a data bank in different languages with digital map containing useful information	-Cisco and Emla took the initiative, innovation agencies: -Driven from the need of enabling refugees with proper medical care	-The idea came from applying new business model using the scope of refugee phenomenon; - Came from the need of resources in labour market

...continuation of Code interviews

	<b>Wefugees</b>	<b>Cube academy</b>	<b>Better Place</b>
<b>Uniqueness</b>	New idea and business model: - The refugees need to be independent to be able to survive in German society. Eliminate The need of intensive help for the refugees from Government and other agencies.- Teach them the way they can help themselves.	Enable the most productive segment of refugee to integrate into the labour market	Germany's biggest crowdfunding platform to help small projects come in existence
<b>Value Proposition</b>	Self-empowerment, confidence in themselves of the refugees by enables them getting information more efficiently.	Shorting out the most productive portion of refugees and integrate them into the labour market as soon as possible.	Enabling the small projects to come on the focus, to get funded
<b>Revenue stream</b>	Donations: They arrange seminars where Refugees, Locals and Experts are invited. By presenting the ideas, they collect donations from donors.	Donations from different institutions, various industries and the government: Ministry of Integration	Crowdfunding for various projects
<b>Customer segmentation</b>	Refugees/Newcomers who can read. Write and know how to use a computer	Refugees on one hand and the local labour market on the other hand	Small projects, which need attention to get funded.
<b>The way they got involved</b>	-The idea came from the need of integrating refugees even after initial integration process; -Came from observing the lack of enabling the refugees more independent and self-depended	-The idea entered into existence in IT Summit, Berlin, 2016; -Came from the need of enabling the refugees for labour market	-Existing company influenced by and adapted for the refugee phenomena; -Comes from the lack of enabling small social projects to get more focus regarding crowd funding

## 6 RESULTS & FINDINGS

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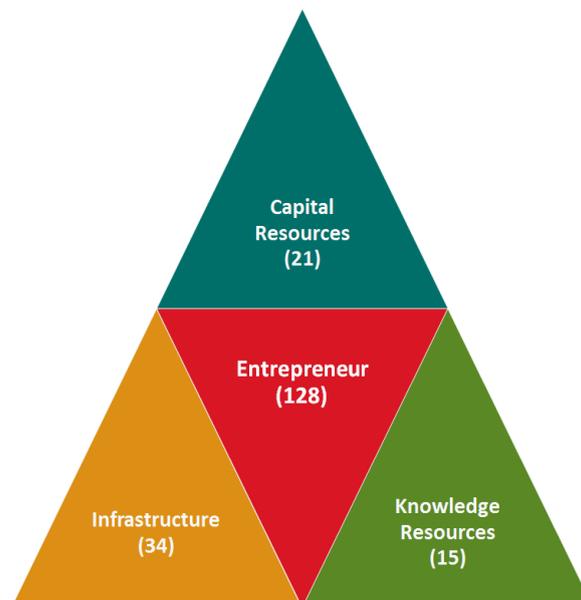
In this chapter, we will discuss the findings of the research. It is important to clarify that, when we refer to the ecosystem, we indicate the refugee start-up ecosystem in Germany. Among all the start-ups in our selected region, we have only selected those, which directly involve themselves with the on-going refugee phenomenon.

It is also important to explain, that the Startup Ecosystem (SE) is contained into the Entrepreneurial Ecosystem (EE), and EE can contain sub-ecosystems: SME Ecosystem or the startup ecosystem, as we have been mentioned in Chapter 2 “*Not all the entrepreneurs build startups, but in all the startups, exist entrepreneurs.*”

The findings here contained will be applicable only to the Refugee start-up ecosystem segment.

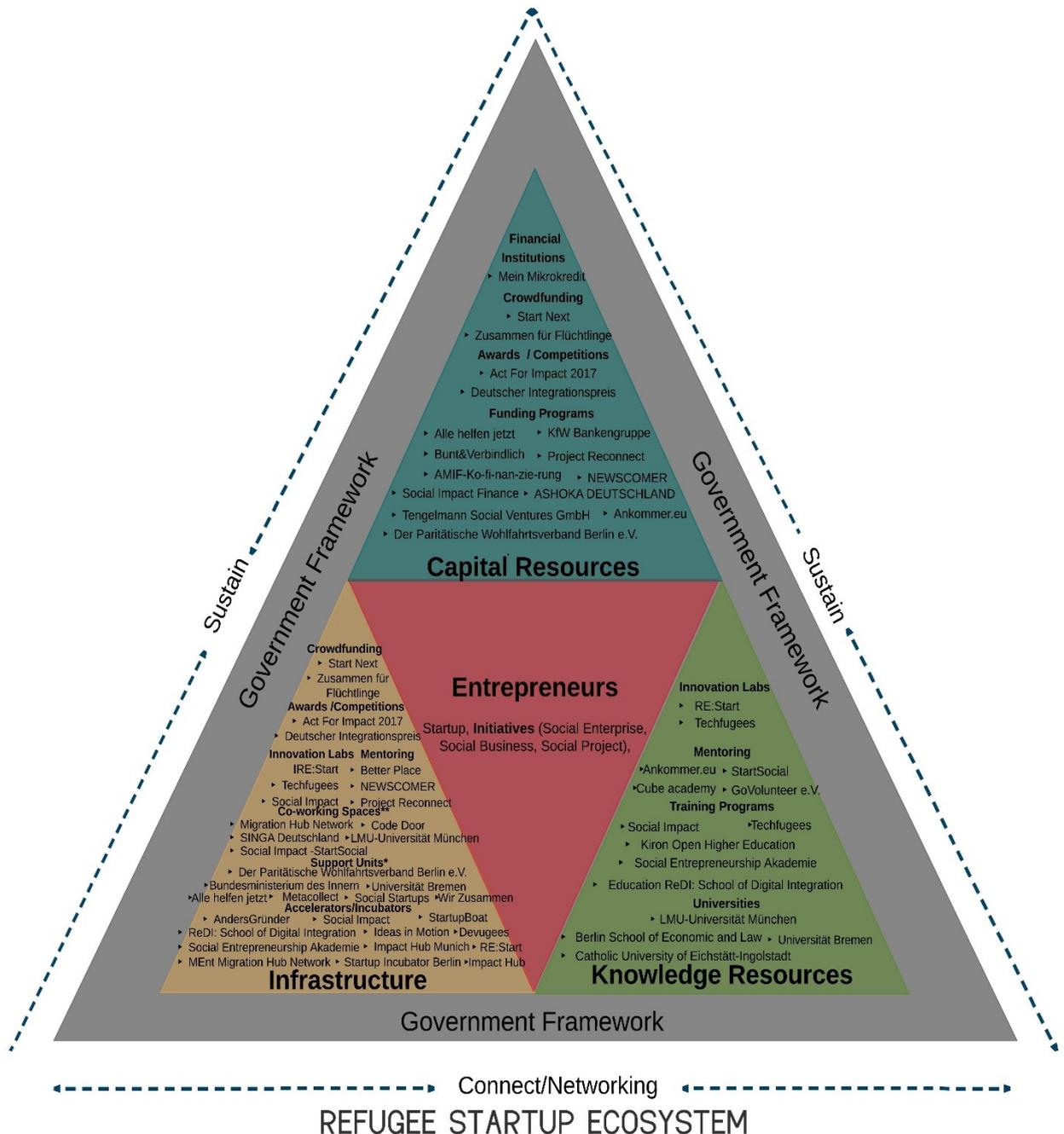
### 6.1 WHAT /WHICH ARE THE ELEMENTS AND THE ROLES FOR THE REFUGEE STARTUP ECOSYSTEM?

With the analysis from EEF, the distribution of the elements from the ecosystem was found. Figure 6.1 corresponds to the number of founding into each pillar, and the total number of Entrepreneurs.



*Figure: 6.1 Number of findings into The Startup Ecosystem*

Inside of each pillar are contained the factors; we find out the most active pillar for the Refugee Start-up Ecosystem (RSE) is the infrastructure with 34 factors, in the second position we have found the capital resources and the last the knowledge resources. Figure 6.2 shows the distribution each of the pillars, also which is the role of each factor founded under the pillar and who are the players.



\*\*Co-working Spaces (networking spaces): Spaces designed with that purpose, hubs, accelerators, incubators.  
 \*Support Units: Include Hubs, NGOs, Government institutions that provide support to entrepreneurs.

Figure: 6.2 Refugee Startup Ecosystem

As we see from Figure 6.2, elements like funding programs, awards-Competitions, mentoring and crowd funding overlaps within more than one pillar, because this factor can play different roles in the ecosystem.

We also find out that some of the players can act as a different factor and be contained in various pillars, for example, Social Impact can act into the Knowledge pillar as Training program and into the infrastructure as Innovation lab or co-working space. Some of these players also are working as a partner (figure 5.10) being the supporter for the Entrepreneurs.

Entrepreneurs are other of the elements that we find into the RSE; it is only possible to draw a sketch from the profile because our sample was so small. The tendency that we have observed, is that most of the entrepreneurs are men (59%) the difference is 8% against women, the ages from the entrepreneurs are between 25-34 years old, 91% of the participants come from Germany, and the majority has been reached a graduate degree the full information can be found in the chapter 5 figure 5.6 .

The entrepreneurs are the founder from the start-ups, the innovator and the initiators. We have found that from the 127 entrepreneurs that we were able to identify 80 of them are related to the start-up ecosystem.

## **6.3 WHAT IS THE INFLUENCE OF THE REFUGEE SITUATION ON THE STARTUP ECOSYSTEM?**

To be able to explain the influence of the refugee integration, we look on two sides of the start-ups of the full ecosystem. Those start-ups, which are created by refugees; and those, who are made for the refugees.

### **6.3.1 Refugees as entrepreneurs**

In our analysis, we were able to find only 10/127 start-ups founded a person with refugee background (Appendix E). We believe that is related to, 1) the ecosystem is a growing ecosystem where is just getting formed and 2) the asylum and integration process.

The integration process, as we mentioned in the refugee background (chapter 1). This process can be long and complicated and in some cases. First, when the refugee comes to Germany, they do not immediately get resident permits, they are usually not allowed to move to the states and try to get used to the German systems. Later, they can apply for the permission for work or apply for a university; by doing so, they can move to the desired places and start their life over. Some of the places where they are living don't have the infrastructure to support them as in the major cities.

“The government solve all their needs when they arrive in Germany, but they do not teach them to be independent.” (Schmidt, 2017) This quote was found in our interview with the co-founder of Wefugees; we agreed that this is one of the first challenges that a refugee should sort out is how to be independent, after this initial process of integration. That is also a way to influence the low development of start-ups created by refugees.

From our interviews, we also came to know that the entrepreneurs, who have refugee background, are more vulnerable to the bureaucratic system. According to one of the founders of Bureaucrazy (2017), the refugees, who cannot speak fluent German, will find more barriers with the German officials to coordinate any work with them.

### **6.3.2 The locals German People as Entrepreneurs**

On the other hand, we have found the local entrepreneurs, their tendency for the startups founded by them are focused on solving problems, cover needs for refugees, improve and make the situation better.

The locals Entrepreneurs have the upper hand of being the locals and having strong networking. According to one of the founders (2017) of Tür an Tür - Digital Factory gGmbH under the name of Integreat, they know exactly, where to find which information and to whom to go for help.

It was found that the tendency most of the start-ups created are from the type of Social start-ups followed by lifestyle start-ups and the categories that they are developing are Non-tech and IT start-ups (Figure 5.8 Chapter 5).

We have found after the BMC analysis and according to our coding labels, (which allowed us to make groups to trace the actual tendencies), most of the startups are moving forward, to the create an impact into the market and making their positions stable into the ecosystem. Even though the entrepreneurs in our sample represent a small portion of the whole ecosystem, they are influenced by the refugee integration phenomena and are also having an impact on others due to their relevance with the partners and supporters.

We have been drawing the results into a BMC (Figure 6.3) where we can observe the tendencies from the start-ups. In each of the blocks, is showed the trend for the startups, the meaning of the concepts had been described in Chapter 2 (Figure 2.2).

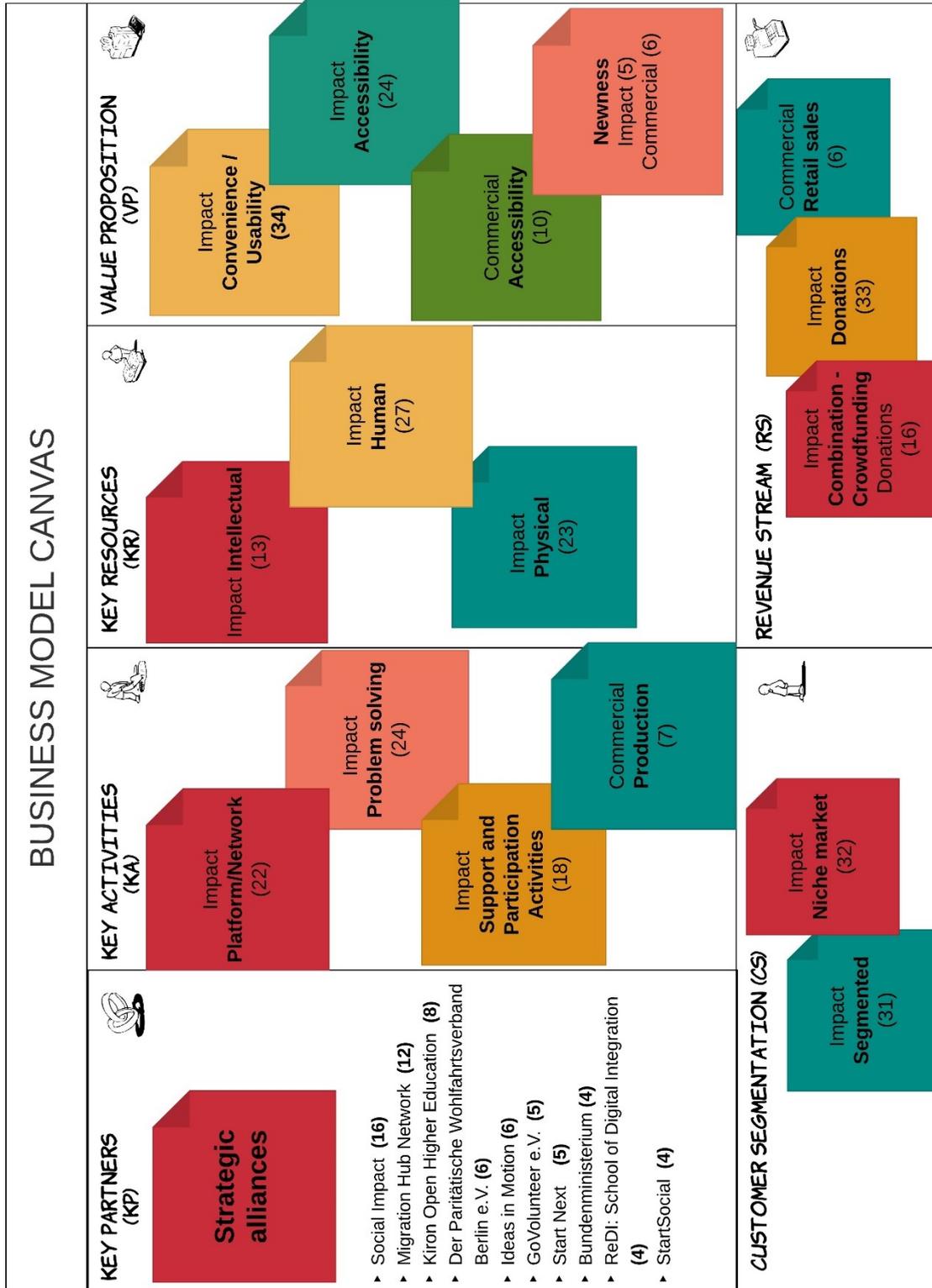


Figure: 6.3 Refugee Startup BMC Tendency

### ***6.3.2.1 The offered Value propositions***

Into the VP block, the entrepreneurs tend to go to Convenience/usability; this shows that they are looking to the way to make the things more appropriate or easier to use, providing the services or products in a way that can be found faster and more conveniently. For example, the app GiveNow they made easy to the people to donate.

Accessibility is in the second place; it indicates that the entrepreneurs look forward to giving access to products or services to the refugees, which goods or services were not available for refugees. These can be simple as education, magazines in their language, etc. For example, the App for Integrate, which allows to the refugees to get access to governmental information more easily, is an added value for the users. Before this, they could only get access to a flier or pamphlet.

### ***6.3.2.2 What they do (Key Activities)?***

The need for new solutions, which help to integrate the refugees into the society, and covering the new requirements created every day, affects the activities and shows that the **Problem solving** as KA are the favourite for the entrepreneurs. This is Because, the entrepreneurs see the gap between the initiatives from the government and the needs of the refugees and can put their thoughts in between, which allow them to come up with new solutions and ideas to customer problems. Also, **Platform/network** is another of the most practised activities, because many start-ups are using the technology, websites, app and so on, which requires a strong networking to build up and sustain in the market. We have encountered several startups, whose main activity is to provide and maintain a platform for various kinds of services. The entrepreneurs involve themselves with these activities, are based on the needs of networking for the refugees, and all they do is to connect people who end up as social services.

### ***6.3.2.3 What they need (key resources)***

For the Key Resources and Activities block of BMC, the impact is both on physical and intellectual properties. Most of the initiatives came up with the idea of solving particular problems, where human is involved in different platforms, participating various activities. These influence the refugee start-up ecosystem to a large extent by obtaining key resources for their key activities. As our findings, we see that most of the start-ups are somehow working in the social science area, and therefore, it is crucial for them to have people and their interests as their key resources. People are the centre of social science, and the social entrepreneurs are people, who are the key to building the startup ecosystem.

### ***6.3.2.4 Startups cannot address everybody (customer segmentation)***

‘Our solution cannot address everybody’ (Schmidt, 2017); as the co-founder of wefugee said in our interview, every startup focuses on the overall customer segment: the refugees. However, according to their activities and specialised focus, they all have a niche market. The Customer Segmentation divides itself largely in two parts: Segmented market, basically most of the start-ups focus on refugees and covers the needs of the whole population. Moreover, niche market, they focus on more specific and detailed characteristics within the refugee market (e.g. Refugees with IT skills). The initiatives have differentiated them in some unique ways Programs for refugee women, children, and 25 to 55 years old for the labour market, people with original language, IT and other core competencies are some of the examples from our encounters. ‘Others are part of the social system, which cannot be integrated (due to old age, disabilities and other factors)’ according to Mr.Felsner (2017), Founder of Social-Bee. The impact is on the whole ecosystem due to the involvement of other ecosystem elements with these segments of the market.

### ***6.3.2.5 Influence on the way to getting revenues***

The need of helping the refugees and the need to feel the contribution is the main drive for the social start-ups to come to existence. We also see that the services or products provided, usually end up in a non-profit organisation, which is why into the Revenue stream block from BMC, we observe that the start-ups are using the volunteers to help come up with a Business Model, which allows donations and crowd funding. Not to mention that almost all of the initiatives are supported by one of these two means or both. On our way, we have encountered some of the initiatives like Ankommen (2017), who are in a way, self-financed. This was also possible because of their business model, where they are just the intermediate for the refugees to get some furniture as a donation. The other social start-ups and initiatives were out of focus for a given period because of the refugee situation and had an adverse impact as part of the start-up ecosystem. A good example of it is from Wefugees (2017), as they organise seminars and events, where they invite refugees, local supporters and also the experts together, enabling them creating strong networking for better outputs.

### ***6.3.2.6 The partnering***

Lastly, when we look at the partnership block of BMC, we see that social impact is the most active ingredients, followed by kiron. We came to know about their different types and level of partnerships within the elements of the ecosystem, where they influence the whole ecosystem to work together, and that is one of the best examples of the positive impact of the phenomenon. This must work with the elements of the ecosystem because the whole movement is working around the need of strategic alliance, which helps the start-ups to get into the ecosystem.

## **6.5 HOW THE REFUGEE INTEGRATION THRIVE INNOVATION?**

Innovation usually comes from need. When there is a crisis, the society always comes forward together, and innovate something to solve the situation. The current phenomenon of refugee crisis is also not an exception. We have found a different way, which tells us that the start-ups are innovative in this ecosystem. From our analysis, we have found 37 start-ups with at least one unique product or service (Appendix F).

We have analysed the types of innovation in chapter 5 figure 5.12. There we see that the start-ups with low-tech innovation are active in process innovation and the social or non-tech start-ups are serving more with their products or services. This refugee phenomenon influenced the new entrepreneurs to come in the market with different types of innovations in all three aspects. Most of the low-tech start-ups innovated are also innovating in the process, where they are creating or converting old process combining it with IT, the non-tech are approaching the innovation across products or services along with expanding into new markets.

By the side of High-Tech Innovation, we could find out two projects, one of them is the Refugee First Response Center (RFRC), which is a medical emergency station that allows to other get medical attention in conflicted areas combining technology to provide a translation service and go to those remote places. Moreover, a Low-Cost, 3D-Printed Prosthetic parts developed by open refugee ware and the National Syrian Project for Prosthetics Limbs (NSPPL).

When we refer to the market innovation, we mean those, which services or products exist in some form, but they went to new market segments. For example, the HiMate focus on the refugees at first, and then they expand their market into immigrants, displaced people, and even to the Germans, who did not have access to some of the aspects.

We can take the example of ‘Social-bee’ (Felsner, 2017), where they have created an entirely new business model by providing the refugee's jobs at their place, whereby they are just providing the workforce to other companies and earn through them.

Moreover, of course, if the start-ups come up with entirely new innovative product or service, they fall under product innovation.

From our sample, we have found out, that 14 of the start-ups are providing their goods or services where 16 start-ups innovate new process of doing business and eight are exploring new markets. On the other hand, 13 of the total number are low-tech where 23 of them are non-tech.

According to one of the founders of Social Bee, a “crisis can be seen as a chance of being in a position to think of something new” (Felsner, 2017). The entire business model of this initiative is based on the refugee integration itself. Social bee developed a unique business model, where they provide the refugees 6 to 9 months of internships and jobs at their organisation. However, they do not have their product or service, rather, they supply workforce to the local companies and those companies pay them for the work the refugees do at their firm. This is convenient both for the refugees and for the local businesses, as the refugees do not have to find seasonal jobs themselves and the local companies do not have to take care of any bureaucratic hassle for the workforce they use.

Again, Mr Felsner told us that, without the refugee integration situation also, they would not be sitting in vain and would think of other innovative business ideas. We also got the similar response for Mr. Harald Neidhardt (2017) Chief and Curator of mlove owner for the project the Refugee First Response Center (RFRC), where we are told that; “it is hard to imagine that the refugees bring more innovative ideas than the locals, but as a result of the integrations, we obviously get more innovative ideas and business models”.

Another good example would be the foundation of Wefugees (Schmidt, 2017), where their business is just an online platform, where refugees can ask and get a variety of information. They provide the platform for the refugees, locals and experts; which is a networking base and according to one of the founders, they would be able to sustain in the market for a long time even when the initial integration process is over.

In an interview with Ben Mason, one of the project managers from betterplace.lab, which is the research department for betterplace.org, we were told to the response on innovation that “Yes, it is (improving innovation). Many people are thinking about solutions for things, which was not there. It improves quality as well.” The project he is leading, its research topic is; Refugee Integration: How digital technology can

contribute to the integration of the refugees in Germany?’ which gives us the feeling, that we were talking to the right people.

From Academy Cube, we got clarified on this topic as one of the founders (Boeckenhoff, 2017) from the startup said: “People with different knowledge are required. There are more people in Germany in the technological area coming from other cultures and coming from other countries. Moreover, of course, they are people, so-called millennial can inspire and can help to be more innovative.”

From Bureocrazy, we got a different response, where they tend to see innovative start-ups as the one with ‘... start a new kind of business with the new idea ...’ and both of the founders from Ankommen stated that; ‘I came across far over 25 very cool projects, and they all have their reasoning and trying to improve the situation about the ongoing crisis.’

However, the final words came out from Daniel Kehne, one of the founders of Café Door to Door/ integrate: “We are currently developing new things and expanding target market along with the changes of the needs of the refugees. We have a good population of refugees, who are also doing internships in our company. The next thing for next five years is evaluated by us, and we came up with four oncoming needs. They are The Job Market, Learning the Language, Housing, and Participation in the community.” This tells us not only about the current positions but also gives us the fields of future market innovation.

# 7 LIMITATION

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## 7.1 LIMITATION OF THIS STUDY

Study limitations included threats to internal validity based on personnel from the start-ups answering truthfully to questions assessing the current ecosystem situation. The focus group, comprised of only those start-ups in Germany, who are involved in refugee start-up ecosystem, is a small population. However, this population does offer sufficient size to have 125 active participants. Due to having a growing ecosystem, the threats to internal validity remain undecided. Both of the duration of our research and the age of the growing ecosystem indicate time limitation as a substantial limitation of the study. Threats to external validity included treatment and focus of research.

Another of our limitations in this method is; some of the website does not provide us with enough information. Our data accessibility was at the primary level by observing from a third person perspective. Linguistic barrier remains; many of the websites are rather in other languages than in English.

Another significant limitation as we mentioned before is that we are no able to examine the influence and effect done by the government to the ecosystem.

We were also not able to collect answer from more start-ups due to time and narrowness of the research span. As well, during our research, it was not possible to establish personal interviews due to de-centralization of the start-ups in different locations. As a result, we could not deeply observe the phenomena with a variety of point of views.

## 7.2 CURRENT LIMITATIONS AND RECOMMENDATIONS

Limitations and recommendations on each step:

Q1: Sorting out the elements of refugee startup ecosystem and entrepreneur startup ecosystem as they align with each other without any dispute, as the first challenge. Determination of their roles can also be named as our structured tools are compiling with our focus questions and can be improved covering other segments as well. For other researchers, the findings can be different from ours due to focal points. We focused only on the ecosystem elements, which have clear influences on the refugee start-ups, and play vital roles. For representing the wholeness of the startup ecosystem elements, more thorough researches has to be done in this field.

Q2: Researching on only the refugee-related social startups obviously doesn't represent the economic impact on a whole country, in our case, which is Germany. To determine the total impact; researchers on broader sample would be required. We tried to obtain our data from the Internet as the third party, and have put down our inspections from our point of view. For example, we concluded for some of the start-ups, that, they are run by donation at this moment, which potentially means, all the information is not disclosed to the readers. As stated before, we were not able to conduct face to face interviews due to travelling cost and lack of other resources. Some of the times, the data provided in websites are not up to date, and some can very well be misleading.

Q3: As we stated in our paper already, the concept of innovation varies, and our research focuses only on those, which fulfil the requirements according to our definition. This helps us to narrow down our discussion group but, to get more accurate results; researchers on broader aspects have to be done. We have used convenient sampling, which obviously excludes the start-ups beyond our reach. All the results and evaluations shown in our paper is based on our developed tools. The research can also be done from a different perspective.

## 9 FURTHER RESEARCH

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The refugee crisis and the refugee integration is a social phenomenon which has been booming in the last years. At this moment, there is a lack of information about this topic, so we propose several topics that can bring interesting findings:

- The Analysis of the refugee start-up ecosystem in Europe.
- A research hand to hand with hubs, incubators that are near to the refugee scene as Restart, Migration Hub, Social Impact, to follow the development of the Entrepreneurs with a refugee background.
- The importance of the refugee start-ups ecosystem (economic impact, social impact, innovative impact).
- The impact of the ecosystem on the economy, which are the benefits, the labour environment.
- A deep analysis about how the innovation is driven by the refugee crisis.
- Analysis of innovative solution in a refugee crisis.
- As we mentioned before “the influence into the Startup Ecosystem from the government rules and regulations”.

Our proposed topics can give the wholeness of the current phenomenon. For example, the refugee situation has a total impact on European start-ups, as many of the refugees cross borders within the European Union and the start-ups from other European countries can have potential influence for Germany. Socio-political and socioeconomic influences also have to look deeply, as the current phenomenon shakes the share market investment and other factors. Topics like labour market integration bring a whole new level of understanding of the future workforce due to its relevance with atomization in every fields and aspect. Thorough research on the subject matter will clarify the situation in coming decades and the possibilities of implementing constructive thoughts like ‘Universal Basic Income’ in the countries like Germany.

# 10 SUMMARY/ CONCLUSION

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To summarise and answer the question, ‘**How the refugee integration thrives the start-up ecosystem in Germany?**’ To be able to develop this research work with all the startup ecosystem elements, we have created an Ecosystem Framework, which is a combination of three major pillars containing all the startup ecosystem elements sustained by the government. Despite that the Governmental framework is out of the limits of this research, is important to explain that this has been drawing outside as a framework from the other elements because we consider that all the rules and regulation imposed by the state will affect the development. The Economist in February 2017 picture this in their article “Immigrants are bringing entrepreneurial flair to Germany” where they said:

*Entrepreneurship is certainly not easy in Germany: The World Bank ranks it a dismal 114th in the world for ease of starting a business. Integration programmes in job centres mostly direct immigrants into language classes and regular employment rather than encouraging them to do their own thing. (Startup Kultur, 2017)*

To follow the research, we have combined our EEF with BMC and Social BMC, with this we have generated guidelines, to be able to analyse and classify all 184 subjects for this research.

When we analyse the start-up ecosystem, we have found the way that the start-up ecosystem is a system of interconnected pillars and the most active pillar at this moment perceivable is, the infrastructure, which includes all those institutions, which are part of each other, and helps to form the development of this ecosystem.

We have found that the refugee situation is influencing the entrepreneurs to build social start-ups and lifestyle start-ups, these startups have as objective to increase the quality of life of the refugees. They help the refugees to integrate into the society or just try to make their life easy. The start-ups tend to be mostly non-tech, and part of them influence by the technology who are IT start-ups and develop applications, platforms for example.

It seems a healthy development of a growing ecosystem and working for most of the entrepreneurs progressively.

The influence of the refugee situation is also leading the start-ups to develop value propositions related to convenience usability; startups are developing a way for the refugees/migrants to have access in an easier way to information like German bureaucracy, job platforms that help them to find positions easier way, and online education platforms. Another VP also preferred by the start-ups is the accessibility, providing goods or services for refugees, which weren't availed for them before. For example education, integration course, etc.

The refugee situation also has an influence on the entrepreneurs; the main activities are focused on finding the solution for some problems, which the refugees can have. Such as access to job and education, using platforms to go in crowd easily, and support participation all those startups who develop activities to integrate the refugees into the country. These are the main way that they have been influenced.

The start-ups, who came into existence because of the refugee situation, are a direct example of the degree of influence and there are others, who existed before this situation came forward and adapted their activities and even business models according to the needs. Start-ups like Betterplace.org, who are in the market for a while, and helping the smaller projects to come in focus to get financially equipped; are using the chance of refugee situation to develop new projects based on their research department, Betterplace.lab.

To be able to approach progressively, the start-ups focus in their customer segmentation. The tendency of the start-ups is to concentrate on a segmented market, where there are people included under the refugee status and then a niche market, where there are more specifically grouped for examples like Refugees with IT skill. For most of the start-ups, they need human resources as a primary source to accomplish their goals as most of their business models are designed to work in crowd funding directions. This essentially means that, until they find a sustainable business model, they cannot exist without the participations, donations and support from people outside of the start-ups. Others need the physical places to provide lectures, seminars, or to build all the platforms that they are using to get closer to the people that need them.

For the existing start-ups, the situation pushed them to adapt with the focus groups. Even though some refugee startups are less significant compared with the total number of startups in Germany. Because of the relevance and media focus for a period, the refugee startups became more active than the others and the elements of startup ecosystem like crowdfunding, training program and mentoring focused on the phenomena, which diverted the resources toward a less diverse direction.

We have found that 77 % of the start-ups in our research field can be categorised as Social or Lifestyle, that is why, in the revenue stream most of them tend to be non-profit, and the way to get found is across donation or crowdfunding campaigns.

Last but not least, the influence on the way of doing business for the elements is highly perceivable within the entrepreneurs, which is the centre of all the pillars and their factors. Social entrepreneurs with start-ups, who existed in the market for a given period already, had a second look at their business models and were positively influenced due to the refugee integration phenomena. The start-ups are playing their role of taking this refugee integration as an opportunity of innovative market entrance for them.

Therefore, it is obligatory for the game changers and Start-ups, to find a link between those two groups of people, both of whom are concerned about the future from their perspectives. As citizens of the global village, from the obligation for prosperities for the next generation, we felt responsible for working on the subject matter and hope that our findings will help certain relevant people to understand the situation and have an impact on future researchers.

To conclude the refugee situation, we can say from our results that, it has been leading one part of the start-ups to be social. They are focused on identifying the needs and finding out innovative ways to solve them. As this is a growing ecosystem in its young age, we do not have any doubt that this ecosystem will give an innovation boost in the German market.

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# Appendix A REFUGEE STARTUP ECOSYSTEM DATABASE

In this database, you can find the name of Subject to Study, the city where is located, website, the Ecosystem position as well if they were contacted for an interview, if they reply to us and if we get the interview. The full database can be found it in the link:

<https://drive.google.com/open?id=0BxhGjsaI2FX-MGxaVINIYk9MRkE>

	Startup	City	Website	Ecosystem Element	Interview	Email contact	Answer
1	AndersGründer	Frankfurt/ Main	<a href="http://andersgruender.eu/">http://andersgruender.eu/</a>	Infrastructure	No	No	No
2	Act For Impact 2017	München	<a href="https://www.stifterverband.org/pressemitteilungen/2017_02_02_act_for_impact">https://www.stifterverband.org/pressemitteilungen/2017_02_02_act_for_impact</a>	Infrastructure - Capital Resources	No	No	No
3	ADIA Erding	Hofsingelding	<a href="http://www.adia-erding.de/index.php">http://www.adia-erding.de/index.php</a>	Entrepreneurs	No	No	No
4	A Syrious Look	Berlin	<a href="http://www.asyriouslook.com/">http://www.asyriouslook.com/</a>	Entrepreneurs	No	Yes	Yes
5	Afeefa	Dresden	<a href="http://afeefa.de/#">http://afeefa.de/#</a>	Entrepreneurs	No	Yes	No
6	Deutscher Integrationspreis	Frankfurt a. M.	<a href="http://www.ghst.de/deutscher-integrationspreis/">http://www.ghst.de/deutscher-integrationspreis/</a>	Infrastructure - Capital Resources	No	No	No
7	Social Impact	Berlin	<a href="http://socialimpact.eu/EN/company">http://socialimpact.eu/EN/company</a>	Infrastructure - Capital Resources	No	Yes	No
8	Start Next		<a href="https://www.StartNext.com/">https://www.StartNext.com/</a>	Capital Resources	No	No	No
9	SINGA Deutschland	Berlin	<a href="http://singa-deutschland.com/en/">http://singa-deutschland.com/en/</a>	Infrastructure	No	Yes	No
10	Ankommen App	Nürnberg	<a href="https://www.ankommenapp.de/">https://www.ankommenapp.de/</a>	Entrepreneurs	No	No	No
11	AIDEN	Sankt Augustin	<a href="https://myaiden.co/">https://myaiden.co/</a>	Entrepreneurs	No	Yes	Yes
12	Bunt&Verbindlich	Berlin	<a href="https://www.buntundverbindlich.de/de">https://www.buntundverbindlich.de/de</a>	Capital Resources	No	Yes	No
13	ankommen.eu	Leipzig	<a href="https://ankommen.eu/de">https://ankommen.eu/de</a>	Entrepreneurs	Yes	Yes	yes
14	Mein Mikrokredit	Berlin	<a href="http://www.mein-mikrokredit.de/">http://www.mein-mikrokredit.de/</a>	Capital Resources	No	No	No
15	Arriving in Berlin	Berlin	<a href="http://arriving-in-berlin.de">http://arriving-in-berlin.de</a>	Entrepreneurs	No	Yes	No
16	AsylPlus	München	<a href="http://www.asylplus.de/">http://www.asylplus.de/</a>	Entrepreneurs	No	Yes	No
17	Bab Al-Jinan			Entrepreneurs	No	No	No
18	Avenir	Berlin	<a href="http://avenir-berlin.de">http://avenir-berlin.de</a>	Entrepreneurs	No	Yes	No
19	bayti hier	Münster	<a href="https://bayti-hier.de">https://bayti-hier.de</a>	Entrepreneurs	No	Yes	No
20	Bazaar	Berlin	<a href="https://www.shareonbazaar.eu/">https://www.shareonbazaar.eu/</a>	Entrepreneurs	No	Yes	Yes
21	AMIF- Kofinanzierung		<a href="http://www.bamf.de/DE/Infothek/Projekttraeger/AMIF-Kofinanzierung/amif-kofinanzierung-node.html">http://www.bamf.de/DE/Infothek/Projekttraeger/AMIF-Kofinanzierung/amif-kofinanzierung-node.html</a>	Capital Resources	No	No	No
22	Berlin hilft!	Berlin	<a href="http://berlin-hilft.com/">http://berlin-hilft.com/</a>	Entrepreneurs	No	Yes	No
23	Bike Bridge	Freiburg im Breisgau	<a href="https://bikebridge.org">https://bikebridge.org</a>	Entrepreneurs	No	Yes	No

	Startup	City	Website	Ecosystem Element	Inte	Em	Ans	wer
24	Zusammen für Flüchtlinge	Berlin	<a href="http://www.zusammen-fuer-fluechtlinge.de">http://www.zusammen-fuer-fluechtlinge.de</a>	Infrastructure - Capital Resources	No	No	No	
25	Social Impact	Hamburg	<a href="http://socialimpact.eu/EN/company">http://socialimpact.eu/EN/company</a>	Infrastructure - Capital Resources	No	Yes	No	
26	Bureaucrazy	Berlin	<a href="https://www.facebook.com/pg/Bureaucrazy.de/about/?ref=page_internal">https://www.facebook.com/pg/Bureaucrazy.de/about/?ref=page_internal</a>	Entrepreneurs	Yes	Yes	Yes	
27	Careers4refugees.de	Paderborn	<a href="http://www.careers4refugees.de/de/">http://www.careers4refugees.de/de/</a>	Entrepreneurs	No	Yes	No	
28	clarat refugees	Berlin	<a href="http://www.clarat.org/refugees/">http://www.clarat.org/refugees/</a>	Entrepreneurs	No	Yes	Yes	
29	Project Reconnect	Berlin	<a href="http://reconnect.nethope.org/project-reconnect-english">http://reconnect.nethope.org/project-reconnect-english</a>	Infrastructure	No	Yes	No	
30	Cucula	Berlin	<a href="https://www.cucula.org/">https://www.cucula.org/</a>	Entrepreneurs	No	Yes	No	
31	Daheim	Duisburg	<a href="https://willkommen-daheim.org/">https://willkommen-daheim.org/</a>	Entrepreneurs	No	Yes	No	
32	Eed Be Eed („Hand in Hand“)	Berlin	<a href="http://eedbeeed.de/aboutus/">http://eedbeeed.de/aboutus/</a>	Entrepreneurs	No	Yes	Yes	
33	CONFLICTFOOD	Berlin	<a href="https://conflictfood.com/">https://conflictfood.com/</a>	Entrepreneurs	No	No	No	
34	Erfolgspaten	Potsdam	<a href="http://www.erfolgspaten.de/">http://www.erfolgspaten.de/</a>	Entrepreneurs	No	Yes	No	
35	Flüchtlinge Willkommen	Berlin	<a href="http://www.fluechtlinge-willkommen.de/">http://www.fluechtlinge-willkommen.de/</a>	Entrepreneurs	No	Yes	No	
36	Foos4Friends e.V.	Berlin	<a href="http://www.foos4friends.org/">http://www.foos4friends.org/</a>	Entrepreneurs	No	Yes	No	
37	DALILI		<a href="http://dalilino.com/">http://dalilino.com/</a>	Entrepreneurs	No	No	No	
38	DEG-Where2	Deggendorf			No	No	No	
39	Alle helfen jetzt	Berlin	<a href="http://alle-helfen-jetzt.de/">http://alle-helfen-jetzt.de/</a>	Infrastructure - Capital Resources	No	No	No	
40	NEWSCOMER	Potsdam	<a href="http://ankommer.eu/">http://ankommer.eu/</a>	Infrastructure - Capital Resources	No	Yes	No	
41	Freifunk	Berlin	<a href="http://freifunk.net">http://freifunk.net</a>	Entrepreneurs	No	Yes	yes	
42	DIE PARKOUR HALLE IN HAMBURG	Hamburg	<a href="https://www.diehalle.hamburg/die-halle/unsere-projekte">https://www.diehalle.hamburg/die-halle/unsere-projekte</a>	Entrepreneurs	No	No	No	
43	Digital Refugee Labs	Berlin	<a href="http://codefor.de/en/digitalrefugeelabs/">http://codefor.de/en/digitalrefugeelabs/</a>	Gone	No	No	No	
44	Do It!	Wuppertal	<a href="http://www.do-it-transfer.de/">http://www.do-it-transfer.de/</a>	Entrepreneurs	No	No	No	
45	HelpTo	Potsdam	<a href="http://helpto.de/de">http://helpto.de/de</a>	Entrepreneurs	No	Yes	NO	
46	HELPU	Duisburg	<a href="http://helpu.solutions/Index.html">http://helpu.solutions/Index.html</a>	Entrepreneurs	No	Yes	No	
47	HiMate	Berlin	<a href="https://himate.org/de">https://himate.org/de</a>	Entrepreneurs	Yes	Yes	Yes	
48	FlüchtlingsApp Witten	Witten	<a href="http://witten.cityguide.de/de-Category/Index/18505">http://witten.cityguide.de/de-Category/Index/18505</a>	Gone	No	No	No	
49	Flüchtlingsrat	Hannover	<a href="http://www.fluechtlingsrat.de/">http://www.fluechtlingsrat.de/</a>	Entrepreneurs	No	No	No	
50	HIRE.social	Erding	<a href="http://www.hire.social/">http://www.hire.social/</a>	Entrepreneurs	No	Yes	No	
51	hr_integrate	Karlsruhe	<a href="https://hr-integrate.com/">https://hr-integrate.com/</a>	Entrepreneurs	No	Yes	yes	
52	Germanforrefugees	Berlin	<a href="http://www.germanforrefugees.com">http://www.germanforrefugees.com</a>	Entrepreneurs	No	No	No	
53	GiveNow	Berlin	<a href="http://www.giveapp.org/">http://www.giveapp.org/</a>	Entrepreneurs	No	No	No	
54	ichhelfe.jetzt	Dresden	<a href="https://ichhelfe.jetzt/">https://ichhelfe.jetzt/</a>	Entrepreneurs	No	Yes	No	

	Subject to Study	City	Website	Ecosystem Element	Interview	Email contact	Answer
55	GrowInGermany	Wiesbaden	<a href="http://growingermay.de">http://growingermay.de</a>	Entrepreneurs	No	No	No
56	Grünstadtgeflüster	München	<a href="http://www.gruenstreifen-muc.de/">http://www.gruenstreifen-muc.de/</a>	Entrepreneurs	No	No	No
57	Hand in Hand	Stephanskirchen	<a href="http://www.handinhand-rosenheim.de/">http://www.handinhand-rosenheim.de/</a>	Entrepreneurs	No	No	No
58	Handbook Germany	Berlin	<a href="https://handbookgermany.de/de.html">https://handbookgermany.de/de.html</a>	Entrepreneurs	No	No	No
59	Helfer-Atlas	Verden	<a href="https://blog.campact.de/helfer-atlas-fluechtlingshilfe/">https://blog.campact.de/helfer-atlas-fluechtlingshilfe/</a>	Entrepreneurs	No	No	No
60	HelpCamp	Heidelberg	<a href="http://www.helpcamp.de/">http://www.helpcamp.de/</a>	Entrepreneurs	No	No	No
61	iconary	Bremen	<a href="http://iconary.eu/">http://iconary.eu/</a>	Entrepreneurs	No	Yes	No
62	Integreat-App	Augsburg	<a href="http://integreat-app.de">http://integreat-app.de</a>	Entrepreneurs	Yes	Yes	Yes
63	Jobs4Refugees	Berlin	<a href="http://jobs4refugees.de">jobs4refugees.de</a>	Entrepreneurs	No	Yes	No
64	JOIN (Academy Cube)	Ludwigshafen	<a href="http://www.join-now.org/de/impressum/">http://www.join-now.org/de/impressum/</a>	Entrepreneurs	No	Yes	Yes
65	Hoaxmap	Mainz	<a href="http://www.hoaxmap.org/">http://www.hoaxmap.org/</a>	Entrepreneurs	No	No	No
66	Kitchen on the Run	Berlin	<a href="http://www.kitchenontherun.org/english/">http://www.kitchenontherun.org/english/</a>	Entrepreneurs	No	Yes	No
67	I Bridge Pro Academy		<a href="https://www.ibridgepro.academy/">https://www.ibridgepro.academy/</a>	Entrepreneurs	No	No	No
68	KochKultur	Weinheim	<a href="http://kochkultur.org/">http://kochkultur.org/</a>	Entrepreneurs	No	Yes	No
69	Konfetti4Change	Berlin	<a href="https://www.konfettiapp.de/#">https://www.konfettiapp.de/#</a>	Entrepreneurs	No	Yes	No
70	ICOON for Refugees	Berlin	<a href="http://iconforrefugees.com/contact">http://iconforrefugees.com/contact</a>	Entrepreneurs	No	No	No
71	Social Impact Finance		<a href="http://socialimpactfinance.eu/EN">http://socialimpactfinance.eu/EN</a>	Capital Resources - Knowledge Resources	No	No	No
72	Ankommer.eu		<a href="http://ankommer.eu/">http://ankommer.eu/</a>	Capital Resources - Knowledge Resources	No	No	No
73	Social Entrepreneurship Akademie	München	<a href="http://www.seakademie.de/default.aspx">http://www.seakademie.de/default.aspx</a>	Knowledge Resources Infrastructure	No	No	No
74	Social Impact	Potsdam	<a href="http://socialimpact.eu/EN/company">http://socialimpact.eu/EN/company</a>	Knowledge Resources - Infrastructure	No	Yes	No
75	Lale	München	<a href="http://lale.help/">http://lale.help/</a>	Entrepreneurs	No	Yes	Yes
76	Jobartisten	München	<a href="https://www.facebook.com/Jobartisten">https://www.facebook.com/Jobartisten</a>	Entrepreneurs	No	No	No
77	Leben in Deutschland	Darmstadt	<a href="http://www.lid-integration.de/">http://www.lid-integration.de/</a>	Entrepreneurs	No	Yes	No
78	LokalWerk - zusammen.tun	Berlin	<a href="http://www.lokalwerk.net">http://www.lokalwerk.net</a>	Entrepreneurs	No	Yes	No
79	Anerkennung in Deutschland	Berlin	<a href="https://www.anerkennung-in-deutschland.de/html/de/">https://www.anerkennung-in-deutschland.de/html/de/</a>	Government	No	No	No
80	Bundesministerium des Innern		<a href="http://www.bmi.bund.de/DE/Ministerium/ministerium_node.html">http://www.bmi.bund.de/DE/Ministerium/ministerium_node.html</a>	Government	No	No	
81	MigrantHire	Berlin	<a href="http://migranthire.com/">http://migranthire.com/</a>	Entrepreneurs	No	Yes	No
82	mimycri	Berlin	<a href="http://mimycri.de/">http://mimycri.de/</a>	Entrepreneurs	No	Yes	No
83	Moin	Kiel	<a href="http://moin-refugee.de/index_de.html">http://moin-refugee.de/index_de.html</a>	Entrepreneurs	No	Yes	No
84	LAGeSoNUM	Berlin	<a href="http://www.lagesonum.de/">http://www.lagesonum.de/</a>		No	No	No

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85	MORE THAN SHELTERS	Hamburg	<a href="http://www.morethanshelters.org/eng/">http://www.morethanshelters.org/eng/</a>	Entrepreneurs	No	Yes	No
86	Place4refugees	Berlin	<a href="http://place4refugees.de/">http://place4refugees.de/</a>	Entrepreneurs	No	Yes	No
87	Life Back Home	Münster	<a href="http://lifebackhome.de/#das-projekt">http://lifebackhome.de/#das-projekt</a>	Entrepreneurs	No	No	No
88	IHK	Berlin	<a href="http://www.ihk.de/">http://www.ihk.de/</a>	Government	No	No	No
89	Puzzle <sup>3</sup> [puzzlehochdrei]	Freiburg im Breisgau	<a href="http://www.stadtpiraten-fr.de/">http://www.stadtpiraten-fr.de/</a>	Entrepreneurs	No	Yes	No
90	Der Paritätische Wohlfahrtsverband Berlin e.V.		<a href="https://www.paritaet-berlin.de/">https://www.paritaet-berlin.de/</a>	Infrastructure - Capital Resources	No	No	No
91	Ideas in Motion	Berlin	<a href="http://ideasinmotion.de/the-entrepreneurs/">http://ideasinmotion.de/the-entrepreneurs/</a>	Infrastructure	No	No	No
92	Impact Hub	Vienna, Austria	<a href="http://www.impacthub.net/">http://www.impacthub.net/</a>	Infrastructure	No	No	No
93	Refugee Canteen	Hamburg	<a href="http://refugee-canteen.com/">http://refugee-canteen.com/</a>	Entrepreneurs	No	Yes	No
94	Refugee First Response Center (RFRC)	Hamburg	<a href="http://refugeefirstresponsecenter.com/">http://refugeefirstresponsecenter.com/</a>	Entrepreneurs	Yes	Yes	Yes
95	Migration Matters	Berlin	<a href="http://migrationmatters.me/">http://migrationmatters.me/</a>	Entrepreneurs	No	No	No
96	REFUGEE OPENWARE	Berlin	<a href="http://www.row3d.org/">http://www.row3d.org/</a>	Entrepreneurs	No	Yes	No
97	Refugees Emancipation	Potsdam	<a href="http://refugeesemancipation.com/">http://refugeesemancipation.com/</a>	Entrepreneurs	No	Yes	No
98	Moin Refugees	Brunsbüttel	<a href="http://www.moin-refugees.de/konzertfilm/">http://www.moin-refugees.de/konzertfilm/</a>	Entrepreneurs	No	No	No
99	Refugees on Rails	Berlin	<a href="http://refugeesonrails.org/en/">http://refugeesonrails.org/en/</a>	Entrepreneurs	No	Yes	Yes
100	mygreatjobs	Potsdam	<a href="https://mygreatjobs.de/de/start/">https://mygreatjobs.de/de/start/</a>	Entrepreneurs	No	No	No
101	Nerds4refugees	München	<a href="http://welcomehelp.eu/nerds4refugees-n4r/">http://welcomehelp.eu/nerds4refugees-n4r/</a>	Entrepreneurs	No	No	No
102	Netzwerk Inmigra	Herne	<a href="http://netzwerk-immigra.de/ueber-uns/was-ist-netzwerk-immigra/">http://netzwerk-immigra.de/ueber-uns/was-ist-netzwerk-immigra/</a>	Entrepreneurs	No	No	No
103	Social-Bee	München	<a href="http://www.social-bee.eu/haeufige-fragen">http://www.social-bee.eu/haeufige-fragen</a>	Entrepreneurs	Yes	yes	Yes
104	NiD Neu in Deutschland	Bochum	<a href="http://nid-zeitung.de/">http://nid-zeitung.de/</a>	Entrepreneurs	No	No	No
105	Pass the Crayon	Berlin	<a href="http://www.passthecrayon.com/">http://www.passthecrayon.com/</a>	Entrepreneurs	No	No	No
106	Solidrinks - Support Refugees	Berlin	<a href="http://en.solidrinks.de/solimate/">http://en.solidrinks.de/solimate/</a>	Entrepreneurs	No	Yes	No
107	Start with a Friend	Berlin	<a href="http://www.start-with-a-friend.de/">http://www.start-with-a-friend.de/</a>	Entrepreneurs	No	Yes	No
108	Stitch by Stitch	Frankfurt	<a href="http://www.stitchbystitch.de/manufaktur/">http://www.stitchbystitch.de/manufaktur/</a>	Entrepreneurs	No	Yes	No
109	Volunteer Planner	Berlin	<a href="https://volunteer-planner.org">https://volunteer-planner.org</a>	Entrepreneurs	No	Yes	No
110	Ready for Study MOOC	Lüneburg	<a href="http://digital.leuphana.com/courses/ready-for-study/">http://digital.leuphana.com/courses/ready-for-study/</a>	Gone	No	No	No
111	WeConnect	Berlin	<a href="http://www.weconnect.berlin">http://www.weconnect.berlin</a>	Entrepreneurs	No	Yes	No
112	ref.connect	Potsdam	<a href="http://www.refconnect.de/de/">http://www.refconnect.de/de/</a>	Entrepreneurs	No	No	No

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113	Refoodgee	Berlin	<a href="https://play.google.com/store/apps/details?id=com.memorado.refoodgee&amp;hl=en">https://play.google.com/store/apps/details?id=com.memorado.refoodgee&amp;hl=en</a>	Entrepreneurs	No	No	No
114	Refuchat	Berlin	<a href="http://www.refuchat.com/">http://www.refuchat.com/</a>	Entrepreneurs	No	No	No
115	REFUEAT	Berlin	<a href="http://refueat.de/">http://refueat.de/</a>	Entrepreneurs	No	No	No
116	Refugee Board	Berlin	<a href="http://refugee-board.de/">http://refugee-board.de/</a>	Entrepreneurs	No	No	No
117	Wefugees	Berlin	<a href="http://www.wefugee.org/k">http://www.wefugee.org/k</a>	Entrepreneurs	Yes	Yes	yes
118	Refugee Compass	Berlin	<a href="http://www.refugeecompass.com/">http://www.refugeecompass.com/</a>	Gone	No	No	No
119	Refugee Favors	Karlsruhe	<a href="http://www.refugee-favorz.de/">http://www.refugee-favorz.de/</a>	Gone	No	No	No
120	Welcome App	Dresden	<a href="http://welcome-app-concept.de/">http://welcome-app-concept.de/</a>	Entrepreneurs	No	Yes	Yes
121	Refugee Guide	Hamburg	<a href="http://www.refugeeguide.de">http://www.refugeeguide.de</a>	Entrepreneurs	No	No	No
122	Welcome to NRW (Germany Says Welcome)	Köln	<a href="http://germany-says-welcome.de/">http://germany-says-welcome.de/</a>	Entrepreneurs	No	Yes	No
123	Refugee Phrasebook	Berlin	<a href="http://www.refugeephasebook.de/refugee_phrasebook/#more-55">http://www.refugeephasebook.de/refugee_phrasebook/#more-55</a>	Entrepreneurs	No	No	No
124	Refugee Text	Berlin	<a href="http://www.refugeetext.org/">http://www.refugeetext.org/</a>	Entrepreneurs	No	No	No
125	welcome2work	Karlsruhe	<a href="http://www.welcome2work.de/">http://www.welcome2work.de/</a>	Entrepreneurs	No	Yes	No
126	Welcomeride	München	<a href="http://welcomeride.eu/">http://welcomeride.eu/</a>	Entrepreneurs	No	Yes	No
127	Refugees Online	Gilching	<a href="http://refugees-online.de/">http://refugees-online.de/</a>	Entrepreneurs	No	No	No
128	Refugees Welcome Information	Berlin	<a href="https://refugeeswelcomepad.wordpress.com">https://refugeeswelcomepad.wordpress.com</a>	Entrepreneurs	No	No	No
129	Refugees Welcome Map	Duisburg	<a href="http://refugeeswelcomemap.de/">http://refugeeswelcomemap.de/</a>	Entrepreneurs	No	No	No
130	RefugeesHome	Berlin	<a href="http://www.refugeeshome.de">http://www.refugeeshome.de</a>		No	No	No
131	Refugermany	Berlin	<a href="https://play.google.com/store/apps/details?id=com.memorado.welcomeGuide">https://play.google.com/store/apps/details?id=com.memorado.welcomeGuide</a>	Entrepreneurs	No	No	No
132	SAP-Projekt (nicht gelauncht)	Berlin	<a href="http://www.public-security.de/NL_2015_06/NL_2015_06_04.html">http://www.public-security.de/NL_2015_06/NL_2015_06_04.html</a>		No	No	No
133	Schnell Helfen	Berlin	<a href="https://www.schnell-helfen.de">https://www.schnell-helfen.de</a>	Entrepreneurs	No	No	No
134	Wohindamit	München	<a href="http://www.wohindamit.org">http://www.wohindamit.org</a>	Entrepreneurs	No	Yes	No
135	Impact Hub Munich	München	<a href="http://munich.impacthub.net/">http://munich.impacthub.net/</a>	Infrastructure	No	No	No
136	Work For Refugees	Berlin	<a href="https://www.work-for-refugees.de/">https://www.work-for-refugees.de/</a>	Entrepreneurs	No	Yes	No
137	Workeer	Berlin	<a href="http://www.workeer.de/">http://www.workeer.de/</a>	Entrepreneurs	No	Yes	No
138	MEnt		<a href="http://www.mentproject.eu/#ment">http://www.mentproject.eu/#ment</a>	Infrastructure	No	No	No
139	Migration Hub Network	Berlin	<a href="http://migrationhub.network/">http://migrationhub.network/</a>	Infrastructure	No	Yes	Yes
140	Techfugees		<a href="https://techfugees.com/">https://techfugees.com/</a>	Knowledge Resources - Infrastructure	No	No	NO
141	Social Impact	Duisburg	<a href="http://socialimpact.eu/EN/company">http://socialimpact.eu/EN/company</a>	Infrastructure - Capital Resources	No	Yes	No
142	Social Impact	Leipzig	<a href="http://socialimpact.eu/EN/company">http://socialimpact.eu/EN/company</a>	Infrastructure - Capital Resources	No	Yes	No

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143	Social Impact	Stuttgart	<a href="http://socialimpact.eu/EN/company">http://socialimpact.eu/EN/company</a>	Infrastructure - Capital Resources	No	Yes	No
144	StartSocial	München	<a href="https://startsocial.de/">https://startsocial.de/</a>	Knowledge Resources - Infrastructure	No	No	No
145	Startup Incubator Berlin	Berlin	<a href="http://www.startup-incubator.berlin/">http://www.startup-incubator.berlin/</a>	Infrastructure	No	No	No
146	StartupBoat	Berlin	<a href="http://startupboat.eu/">http://startupboat.eu/</a>	Infrastructure	No	Yes	No
147	Speakfree	Berlin	<a href="http://getspeakfree.com">http://getspeakfree.com</a>	Entrepreneurs	No	No	No
148	ASHOKA DEUTSCHLAND		<a href="http://germany.ashoka.org/">http://germany.ashoka.org/</a>	Capital Resources	No	No	No
149	KfW Bankengruppe	Frankfurt am Main	<a href="https://www.kfw.de/kfw.de.html">https://www.kfw.de/kfw.de.html</a>	Capital Resources	No	No	No
150	STARTINGTIME	Münster	<a href="http://www.startingtime.de/de">http://www.startingtime.de/de</a>	Entrepreneurs	No	No	No
151	Academy Cube		<a href="http://www.academy-cube.com/">http://www.academy-cube.com/</a>	Entrepreneurs-Knowledge Resources	Yes	Yes	Yes
152	RE: Start	Berlin	<a href="http://projectrestart.de/">http://projectrestart.de/</a>	Entrepreneurs-Infrastructure	No	Yes	Yes
153	GoVolunteer e.V.	Berlin	<a href="https://govolunteer.com/">https://govolunteer.com/</a>	Entrepreneurs-Knowledge Resources	No	Yes	No
154	Social Impact	Frankfurt	<a href="http://socialimpact.eu/EN/company">http://socialimpact.eu/EN/company</a>	Infrastructure - Capital Resources	No	Yes	No
155	T&M Moon			Entrepreneurs	No	No	No
156	Taqanu	Berlin	<a href="http://www.taqanu.com/#overview">http://www.taqanu.com/#overview</a>	Entrepreneurs	No	No	No
157	Tatenkrake	Kiel	<a href="http://www.tatenkrake.de/">http://www.tatenkrake.de/</a>		No	No	No
158	ReDI: School of Digital Integration	Berlin	<a href="http://redi-school.org/">http://redi-school.org/</a>	Entrepreneurs-Knowledge Resources	No	Yes	Yes
159	Better Place	Berlin	<a href="https://www.betterplace.org/de">https://www.betterplace.org/de</a>	Infrastructure	Yes	Yes	Yes
160	The Architectural Post			Entrepreneurs	No	No	No
161	Yalla Deutschland	Berlin	<a href="http://de.yallahdeutschland.de/">http://de.yallahdeutschland.de/</a>	Entrepreneurs-Knowledge Resources	No	No	No
162	Urban fashion label			Entrepreneurs	No	No	No
163	Metacollect	Berlin	<a href="http://metacollect.de">http://metacollect.de</a>	Entrepreneurs-Infrastructure	No	No	No
164	Vostel	Berlin	<a href="http://www.vostel.de/en/">http://www.vostel.de/en/</a>	Entrepreneurs	No	No	No
165	Code Door	Gießen	<a href="http://codedoor.org/">http://codedoor.org/</a>	Entrepreneurs-Infrastructure	No	Yes	No
166	Tengelmann Social Ventures GmbH		<a href="http://www.tev-social.de">www.tev-social.de</a>	Capital Resources	No	No	No
167	Kiron Open Higher Education Open Higher Education Open Higher Education	Berlin	<a href="https://Kiron-Open-Higher-Education-Open-Higher-Education.ngo/">https://Kiron-Open-Higher-Education-Open-Higher-Education.ngo/</a>	Knowledge Resources	No	No	No

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168	Welcome Dinner Berlin	Berlin	<a href="http://welcomedinnerberlin.de/">http://welcomedinnerberlin.de/</a>	Entrepreneurs	No	No	No
169	Berlin School of Economic and Law		<a href="http://www.hwr-berlin.de/en/home/">http://www.hwr-berlin.de/en/home/</a>	Knowledge Resources	No	No	No
170	Catholic University of Eichstätt-Ingolstadt	Eichstätt	<a href="http://www.ku.de/en/home/">http://www.ku.de/en/home/</a>	Knowledge Resources	No	No	No
171	Welcomegrooves	Düsseldorf	<a href="http://www.welcomegrooves.de/">http://www.welcomegrooves.de/</a>	Entrepreneurs	No	No	No
172	Devugees	Berlin	<a href="https://www.devugees.org/">https://www.devugees.org/</a>	Entrepreneurs-Infrastructure	No	Yes	No
173	WhatsGerman	Augsburg	<a href="http://www.whatsgerman.de/">http://www.whatsgerman.de/</a>	Entrepreneurs	No	No	No
174	Willkommensatlas	Koblenz	" <a href="http://www.kvmyk.de/kv_myk/Themen/Ausl%C3%A4nder%20&amp;%20Integration/Willkommensatlas/">http://www.kvmyk.de/kv_myk/Themen/Ausl%C3%A4nder%20&amp;%20Integration/Willkommensatlas/</a>				
"	Entrepreneurs	No	No	No			
175	Willkommensnetz	Verden	<a href="http://www.willkommensnetz.campact.de">http://www.willkommensnetz.campact.de</a>	Entrepreneurs	No	No	No
176	Wir Zusammen	Düsseldorf	<a href="http://www.wir-zusammen.de/home">http://www.wir-zusammen.de/home</a>	Entrepreneurs-Infrastructure	No	No	No
177	Bundesministerium		<a href="http://www.bmi.bund.de/DE/Home/startseite_node.html">http://www.bmi.bund.de/DE/Home/startseite_node.html</a>	Infrastructure	No	No	No
178	Wohnzimmer	Fulda	<a href="https://www.wohnzimmer-fulda.de/en/galerie">https://www.wohnzimmer-fulda.de/en/galerie</a>	Entrepreneurs	No	No	No
179	WOMEN'S WELCOME BRIDGE	Berlin	<a href="https://www.womens-welcome-bridge.de/en/contact/">https://www.womens-welcome-bridge.de/en/contact/</a>	Entrepreneurs	No	No	No
180	Social Startups		<a href="http://www.social-startups.de/">http://www.social-startups.de/</a>	Infrastructure	No	No	No
181	Charitree	Berlin	<a href="https://charitree-berlin.jimdo.com/">https://charitree-berlin.jimdo.com/</a>		No	Yes	No

## Appendix B THE INTERVIEWS

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These interviews were carried out by Skype and telephone. In a period of 1st March 2017 to 15th May 2017.

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<b>Interviews</b>		
<b>Name</b>	<b>Ecosystem Position</b>	<b>Date of Interview</b>
<b>Bureaucrazy</b>	Start-up	March 1st. 17
<b>Better Place</b>	Support Organization	March 6th. 17
<b>Refugee First Response Center (RFRC)</b>	Start-up	March 6th. 17
<b>HiMate</b>	Start-up	March 16th. 17
<b>Integreat-App</b>	Start-up	March 16th. 17
<b>Cube academy</b>	Start-up	April 28th. 17
<b>Social-Bee</b>	Start-up	May 5th. 17
<b>Wefugees</b>	Start-up	May 12th. 17
<b>Ankommen.eu</b>	Start-up	May 15th. 17

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## Appendix B.1 BUREAUCRAZY INTERVIEW

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Startup Name: **Bureaucrazy**

Interview Name: **Confidential**

Date: March 1<sup>st</sup>, 2017

Media: **Skype**

**Description:** Bureaucrazy is an App that Helps to understand the paperwork and the Bureaucracy in Germany. <https://www.facebook.com/Bureaucrazy.de/>

**Janet:** Is it ok to record the interview?

**BC:** Yes.

**Janet:** Could you please tell us about the background and your startup, please?

**BC:** The aim of our company is to help the refugees, immigrants and displaced people by creating an application, which would assist them to navigate through the German offices. There are lots of difficulties with the language and the complexity of the process. We started last year. The idea came around April, and the development was done by September or October. Since then, we tried to get people onboard, find those, who can help develop the app.

**Niir:** If you do not mind answering, how long have you been in Germany?

**BC:** One year and a couple of months.

**Niir:** That is impressive, it has been such short time, and you are doing so much already. I've been here for more than five years, and it is always a consideration only, to open an own business due to the complicity.

**BC:** I think, this is where it becomes different between refugees and migrants. Because, for a migrant, when he comes to a new country, they only have so little to lose and try to make the best out of what they have left, which is not the case for the refugees. When the refugees come to any country, they have lost everything already and had nothing to lose anymore. They do not care about, what happens and take bigger chances. Which is not always good though. Sometimes, it has consequences, but some of the times, they try to do everything at a time as they can. Moreover, that is why the biggest number of startups are migrants and now some refugees with startups starting to show up gradually (in the ratio for migrants and refugees). For six months, I was taking 5 hours of German courses, attending coding classes and as well as working on Bureocrazy. Moreover, then, when I had any time left, I was doing interviews and my health started to get bad.

**Niir:** Well, ‘Wir drucken die Daumen’

**BC:** According to the new law, I am bound to learn the German language till C1 level. However, everything I do in my work and career is in English and there is no way, that I am learning the language for that long. Whenever you learn a language, doesn't matter German or French, it takes 4 hours a day, and all your energy get drained.

**Janet:** I wanted to ask a question, how many people are involved?

**BC:** We have started with seven people, and now we are left with 3.

**Janet:** Why did you decide to develop this idea?

**BC:** The idea came up from necessity. We were gathered in ReDi school of digital integration. They had three coding lessons, and we were all attending courses. We, seven people, were together, 6 of the students and one mentor. We were questioning ourselves, what is it, that we need right now? Moreover, the idea came into existence.

**Janet:** What are the main problem, which you faced or facing?

**BC:** Specifically, what we are doing is to digitalise the German bureaucratic system. So, we thought that the Government would be helping us or take the advice! Meaning, they do not have to work with us; but they could work with someone, who is making the same thing. So, we tried to contact one of the German officials and were able to meet him. He was not interested! Alternatively, maybe our presentation was bad. For some reason, he was not paying much attention. First: We are not Germans, and secondly, we do not speak German fluently. Then we went to tell the German officials about their system; so, that is not how thing work! Not only in Germany, but also in other countries we guess.

**Niir:** Many of the people are pushed toward smaller cities, even though they have their bachelor and masters'. These people will eventually join us and work together to improve many of the sectors. However, still are mistreated some of the times, because of their refugee status. What are your thoughts about it?

**BC:** I have a little piece of advice for the one, who came across of these types of situations, should try to get their higher degrees, scholarship and jobs online. From where I come from, online stuff does not work, but here it works. If they see something online, they should just go for it. There is nothing to lose here, and no one is going to remember your name if you say something stupid. However, it could give the life a chance. One of my friends was able to find internship and job online. The new rule in Germany is, if you can get a job or university, you can move state to state.

**Niir:** What can you tell us about the sustainability of the startups as a whole? Moreover, what is your business model?

**BC:** In my opinion, more research on the subject matter has to be done. And not to mention that the first public reactions are still to be monitor and analysed. Moreover, for ourselves, we are planning to stay non-profitable, meaning, whatever is earned, spent on the expansion of the firm. Another thing is that, the people, who interact with the startups, made by refugees, as if they are only refugees. They are also business people and more than just a name tag! It set them back and their ideas back. It also depends on the field we are working on. It is hard to say, how sustainable it would be in future? However, we are planning to expand to other cities and also other countries.

**Niir:** Lastly, I would like to ask you, which other initiatives did you encounter along the way of establishing your firm?

**BC:** I can only tell you, which I remember. Some of them are Blogs, Newspapers and Magazine made by the refugees. I met a band, which I am not sure if considered as a startup. I would say, there are 3 or 4 types of startups for the refugees, excluding the one from migrants. In my humble opinion, there are startups, who try to help refugees in general. There are startups as a regular business, who seek to integrate into the German market. There are startups, who seek to start a new kind of business with the new idea, which the refugees had back in their homeland. Moreover, there is a part of startups, which I do not think is a good idea, which is startups from refugees only for refugees.

**Niir and Janet:** Can we use your name in the thesis?

**BC:** We would prefer if you make me anonymous.

**Janet and Niir:** Thank you for your time.

## Appendix B.2 BETTER PLACE INTERVIEW

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Startup Name: **Better Place**

Interview Name: **Ben Mason**

Date: March 6th, 2017

Media: **Skype**

**Description:** is an online donation platform in Germany and build practical tools for online fundraising. Also they have the better place lab research department that analyses digital social trends and Ideas for businesses help, businesses increase their social engagement.

**Website:** <https://www.betterplace.org/en>

**BP:** I am interested in your research and will be happy to answer your questions.

**Janet:** Thank you, can you please tell us about your startup, better place?

**BP:** Yes, that is not a problem. I guess we are a startup. We are a non-profit organisation, so, charitable organisation. The organisation is now ten years old. It began as a crowdfunding platform for social and non-profit projects to gather money/donations. The platform, betterplace.org is the biggest crowdfunding platform in Germany. The department, where I work, is called the better place lab, which is six years old, and we are the research department with somewhat 30 people. We do studies in the area of socio-tech. Our main focus would be, how could be the technologies used to address social questions and social problems. We have different researches, and at the moment, I am leading one of the research projects. The subject of the research is refugee integration. So, the question we are asking the question: **How digital technology can contribute to the integration of the refugees in Germany?**

**Janet and Niir:** That is a good point and connected to our topic. We want to know, what are the projects, are you developing to address the situation? Moreover, also, how these ideas came into existence? Do you identify this situation as a crisis or opportunity?

**BP:** Well, to begin with, this organisation did not have a direct connection with the refugees. For the original motivation, I would say, there are two different motivations within the team, who at first created. One of them was to allow the small projects more reach and visibility. In the past, when people wanted to donate money, they only heard about the big organisations like Red Cross or Save the Children. The initiative of giving visibility to the small projects was to create transparency in the social sector. Moreover, as you described, the refugee situation came in, in 2015; and the betterplace.org already

existed and asked itself: what could be done to address this situation? In 2015, we began a cooperation with the German Government, Creating a new platform, using the technologies, we already have developed, to create a new website, particularly to raise money for the refugee projects. Moreover, to the question of, what is drafted right now, right now, the main focus of the platform, I am talking from, is to research the current and oncoming needs of the refugees. We are also analysing the projects, which other people are doing.

**Niir:** What can you tell us about the sustainability of yours and other's as well?

**BP:** We are at a better place than others due to the diversity of inputs of donations. Till now, we are successful every year, financing our work. So, I am optimistic about better place. Nevertheless, it is never easy, and we have to work hard to improve. For the other projects, there is a mix; I think that, for many of them, it is not sustainable right now. There is a question of the continuous support from the big organisations.

**Niir:** Can you enlighten us a bit about your business model?

**BP:** Our Business model is to work with partners, and we have different services to them. So, because of the refugee situation, we had to change our business model a bit. For example, we have created new platform together with Sparkasse, which is a bank; with our existing technology. The kinds of financing are different in a way that, when we work with the companies, we provide service and charge them for the service. When we did it for the refugee, we got financed from government agencies.

**Niir:** Would you mind answering? What are the obstacles, did you come across along with what you are doing? Moreover, how do you deal with them?

**BP:** I think, there are always obstacles. However, the challenges are different now than they were 18 months ago. In 2015 and at the beginning of 2016, one of the main difficulties was the uncertainty for lots of people, and they were not really talking with one another. Now the main challenge is financing. Another problem is language. People need to create services in a different language. Thirdly, the technology using the ability of the refugees.

**Janet:** What are the key features for the success of the startups?

**BP:** One important factor is 'Legal', which indicates, that most of the refugees are not allowed to work at the first stage. When they have residence permits, then also some of the questions remain unknown. Financing is already mentioned. Networking is not to be forgotten.

**Niir:** Does this situation influence largely in the startup ecosystem?

**BP:** I think, it does not create such a fundamental change as a number of social startups regarding refugees due to the existence of the huge amount of different startups in German Market. If it will have a real long term effect on the startups? We do not know yet.

**Janet:** Does it improve innovation within the startups?

**BP:** Yes, it is. There are many people thinking about solutions for things, which was not there. It improves quality as well.

**Janet and Niir:** We thank you so much for your time.

**BP:** I wish you luck with everything.

## Appendix B.3 REFUGEE FIRST RESPONSE CENTER (RFRC)

### INTERVIEW

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Startup Name: Refugee First Response Center (RFRC)

Interview Name: Harald Neidhardt

Date: March 6th, 2017

Media: **Skype**

**Description:** This is a worldwide first: the Refugee First Response Center (RFRC) is a medical emergency station with live translation services.

**Website:** <http://refugeefirstresponsecenter.com/>

**Niir:** Could you please tell us the background of your company, to begin with, it?

**MUH:** It is a medical Clinic for any cases, but in this case, we develop the core for the refugee crisis in Hamburg. The initiative was taken by Cisco and our company, Emla; and after we had started, we invited others like the Red Cross, Medical health centre and the University of Hamburg and other technology partners. Local partners like Budak and also our most important supporter of the services is actually from Vienna. The key components are the translation service we find in 50 languages and as well as more than 750 key networking components. Our first pilot project was in November 2015, together with the medical department from their in the city. After the first instalment, we have got a sponsor for another ten from the OTTO family, which we did throughout 2016. Moreover, since the end of 2016, we are installing another 2 in the refugee centre in Samos, and also in Lebanon, where, there are more than a million refugees are in camp. We hope that we will scale this to hundred in other crisis regions in different parts of the world.

**Niir:** Great emphasises! Could you please tell us something about the type of your business model?

**MUH:** We are traditional Innovation Agency, and we have container space and event space in Hamburg. We also started as an NGO for the future projects. We raised funds, but the first donation went to Red Cross, as we could not handle that big amount at that time. Moreover, now that we want to be independent of other organisations, we are setting up our own.

**Janet:** Do you think that the refugee crisis is improving the innovation process in German startups?

**MUH:** I believe that the refugee crisis was a call for innovation, yes. So, many people came up with innovative ideas and business models in Berlin and Hamburg.

**Niir:** Could you please tell us about the difficulties you have encountered?

**MUH:** It is hard to find buyers, as our products are big budget products. Moreover, as we are an innovation company, who comes up with unknown goods and ideas, it is not easy to convince people until they can see the outputs. Among the other challenges, it is hard to manage projects in different directions like Language, Medical personnel crisis and AI services with the scarcity of remote Doctors.

**Niir:** Could you please tell us about the sustainability of your company?

**MUH:** Well it relies heavily on donations. We are research and innovation company, and it was never the case, that you would earn enough to be able to sustain at the initial stage. Otherwise, we highly depend on the sales of the container solution, which is tricky, while, there is less business during no disaster.

**Janet and Niir:** Thank you so much for your time. Will it be all right for you, if we want to keep the recording of the interview, and also; if we are allowed to quote you?

**MUH:** I will be happy if you send us beforehand and check and double check the things. Best of Luck for the thesis.

Janet and Niir: Thank you.

## Appendix B.4 HiMATE INTERVIEW

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Startup Name: **HiMate**

Interview Name: **Thomas Noppen**

Date: March 16th, 2017

Website: <https://himate.org/de>

Because of technical difficulties, we have lost the audio-visual access to the interview. We still want to give you an abstract and overview of the interview with HiMate as following: HiMate is a volunteer initiative, where they have established an online platform to make sure that the refugees, immigrants and as well as the people with less fortune can get integrated within the society by having a chance to take part in local events. The main idea came from the observation that many of the people in the society are left alone for some of the local and social activities due to their monetary problems. HiMate tries to make their life easier by enabling them participating those events.

HiMate established and maintained an online platform, where they provide tickets, vouchers, and in some cases, a small amount of money to those, who are left alone in the society because of their less fortunate. The main initiative was started and done by the influences of the refugee situation, where the initiators had a good look on the people from minority and came to a conclusion that; there is a possibility to help them integrating within the society for a better social balance.

The initiators attend seminars and events, where other refugee startups gather for various reasons and convey their message to potential donors. First of all, they have created an online platform, where it is possible for the donors to provide their products and services for the one in need. The goods and services can be from different varieties. Many of the donors provide free vouchers for concerts, theatres and so on to the platform, from where, the people in need of those, can register and collect them. The personnel from HiMate also stated that there are many German families in the society as well, who are having trouble with money, and their children can not attend some of the social events, which make them feel left alone from the society, and HiMate tends to help to solve these problems.

HiMate is a non-profitable organisation, who mainly runs with the donations from their corporate partners and provide services in the social service area. Partners like BMW Stiftung Herbert Quandt, Welcome ride, Good jobs, BKB Charity are differentiated from the offerors, as they provide the main monetary help to make HiMate run financially.

Moreover, the offerors like ask Kino, Kino times and ArtNight provide vouchers for the people in need of aid through HiMate's platform.

As the personnel from HiMate stated in the interview, that they are confident, that these problems will not be away within a couple of years or so. The need of integration has just started after the refugees came to Germany. Once the people have learned the language and way of life in Germany, there will be more or greater need to integrate them into the society. HiMate has a greater view of the target market by including the immigrants and the locals with less fortune, and they hope to sustain in the market for a longer time.

We should also have a better look at the other features of HiMate like anyone can decide to be a donor and create their voucher for the same purpose. They also tend to expand their business model by providing the chance of internships for three months in three different branches as followed: Operations, Social Entrepreneurship, and Partner Management.

HiMate provides their services in four different languages and the translation in initial stages was a bit of trouble for them. We had a chance to have an interview with one of the founders and overall management personnel; Thomas Noppen and got this insight information to compare with the other startups.

## Appendix B.5 INTEGRATE-APP INTERVIEW

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Startup Name: Tür an Tür - Digital Factory gGmbH

Interview Name: **Daniel Kehne**

Date: March 16th, 2017

Media: **Skype**

**Description:** application to provide all relevant information for incoming asylum seekers, communal and multilingual.

Website: <http://integreat-app.de/#start>

**Niir:** We are two of the students from Hochschule Anhalt, doing our Masters' Thesis on Analysing the refugee startup ecosystem, with the primary focus on 'How the refugee situation thrives startup ecosystem in Germany?'

**Daniel:** That is great. I also am working on my Masters, and I am writing my thesis on the job market integration of refugees. So, how can I help you?

**Janet:** We are interested in the idea, the background and so on. First of all, are we allowed to record and quote you? Moreover, the first question from us will be; could you tell us some background on your company?

**Daniel:** Yes sure, you can record and quote. Well, you have found us on the name of Integreat, I guess. It is a platform for the refugees. We have concluded that there is much potential in digitalization in the fields of integration of the refugees in Germany. We spot cities to bring information to the refugees. The main idea came from the voluntary basis. We have started with Cafe Tür a Tür. We did many projects but never founded a company before. Then we have come across the idea of doing this because these works are usually done by two types of people. One is; Students like ourselves. Moreover, the other one is the elder persons. We have seen that the more elderly people did not do something as digitalization of the current situation like pulling off with the Facebook sites and so on are to be done by the students. That is how our startup came into existence. As you see in the brochure I am holding; it is from 1997, which is not updated since then. There is local information in this as the refugee at that time came in from Augsburg. It is not digitised as well. The 'Diakonie' asked us to do this. We started to evaluate and came up with the best solution; which is to do an application and website due to the convenience of updating. It was easy for 'Augsburg' because no iPhones were used by refugees. So, we just worked for the Androids at that time.

However, later on, it changed, and now we do both for the iPhone and androids. It started as a voluntary association, and we only did it in Augsburg. Later on, some other cities came to us and asked, if we can do it for them as well, along with a brochure. We became more serious and started as a company. Currently, we already have 19 cities and preparing the start with another 25 cities.

**Diana:** Which process and variation did you find to develop the startup?

**Daniel:** The first thing was to find developers, but the cool thing was; it came from friend's business, which made it easier for us. In the early stage, we did much stuff with the help of friends, and due to the media coverage, many people wanted to help. Especially, the IT people did not want to teach language and helped us instead. In the beginning, we started to partner up with as many companies as we could with the concept of finding someone, who does it already with better quality; so that we could leave the work to them and not have to found a company ourselves. However, it was not the case. Moreover, we were able to partner up with big institutions, who gave us the money.

**Niir:** Maybe, you could tell us something about the business model of yours.

**Daniel:** sure. The first thing was, we excluded the things, we did not want to do such as Advertising. We did not want the refugees to pay for it. So, we contacted the e-government and wanted to make the cities to pay for it. However, the cities, in many of the cases, did not have the funding for this subjects matter. So, we came up with another idea, which is, making an agreement with them. In this model, they can pay less or more than 250 euros per month, but is it not mandatory. What we found on the way is; this works splendidly because the people can not believe something for free. We approach like, 'we have done it in 20 cities. They helped like this, and you can figure out, how to help us. Many of them can not donate. Only half of the towns give. There are four fundamentals of our works and agreements. First of all, they get a contract from us to make it official. Secondly, it is open source. Everybody has the right to get access from us. The third one is the type of agreement, meaning, it is possible to have a variety of arrangements with us. Fourth and finally, we have Information Input System, where cities have to put information themselves with our advice. There is a Databank, where the information is stored, which is crucial. The main cost is to translate in different languages. Because we have an accessible data bank, it is saving the costs, as the cities do not have to pay for the whole translation. The part, which is already done, they can just take it and pay less for fewer works. You have to understand that the big cities pay

between 5 to 10 thousand, but the smaller cities have the advantage later on; because, in our data bank, most of the work is already done. Moreover, the smaller cities only have to pay a small amount. These all come with the service agreement, and the business concept is based on a subscription model.

**Janet:** Can you please share your business model canvas with us, and we will also draw it in English for you.

**Daniel:** That is great. I will share the Business model canvas from our company.

Niir: We also wanted to know the sustainability of your firm on your point of view!

Daniel: We are currently developing new things and expanding target market along with the changes of the needs of the refugees. We have a good population of refugees, who are also doing internships in our company. The next thing for next five years is evaluated by us, and we came up with four oncoming needs. They are The Job Market, Learning the Language, Housing, Participation in the community. We are trying to find and partner up with digitalized firms in all these four fields to sustain in the market in future. One of the best examples of e-government is Estonia. In Germany, we have a big problem with digital media, as all the cities have only a website as their digital contribution. However, most of the people tend to go one step back, and just google it! This is where we see our scope. Currently, we cannot say, which direction we definitely will take. The reason, we did not name our company as Integreat GmbH officially is; we are working in the social department, and other departments in the cities like school office from the cities can come to us, and we are allowed to do specific projects with them, as we do not cost a lot. Integrate was a door opener.

**Niir:** What are the major obstacles till now for you, and how do you plan to overcome?

**Daniel:** Especially, evaluating the needs of different refugees would I say. If you talk to a limited number of refugees, they will always tell you something else. So, you always have to evaluate, where exactly are we needed. To develop anything for the refugees, you have to be able to come up with a forecast of minimum one year to make it feasible. Currently, we made them write diaries for daily life, whereby, we can monitor the burning needs, and we give them Amazon vouchers for it. Moreover, we do the same for our employees, who in fact are not refugees, and by doing so, we have a broader overview of the facts and figures. However, we are still not that good at it, I would say. Moreover, the other thing is the IT section as the developers have better options in the normal market than non-profits. Last but not least, there are volunteers and paid employees within the same projects. It is hard to make it fair and put justice in

it. Currently, I am responsible for this matter. I have to give reasoning on the matter that, the people, who get paid, the works they bring in; and the volunteers should also have interested to be in the company. Moreover, also, we are in Augsburg and have to fly to Berlin every two months or so. However, it is good to be here due to the access of bigger market in a sense that most of the startups are concentrating on the big cities.

**Niir:** Well, maybe, it is a good time to close the interview, and you can feel free to ask any question about us.

**Daniel:** I am looking forward to seeing the outcome of your theses and wish all the best for you.

**Janet and Niir:** Thank you so much

## Appendix B.6 ACADEMY CUBE INTERVIEW

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Startup Name: **Academy Cube**

Interview Name: Mr Bernd Boeckenhoff

Date: April 28th, 2017

Media: **Skype**

**Description:** Education, technology area, helping the Industry people to upgrade, links to jobs and employers, plus quick courses that contribute to getting the qualifications to obtain a Job.

**Website:** <http://www.academy-cube.com/>

**Janet:** Good morning

Cube: Hey

**Niir:** Is it ok, if we record the conversation for our thesis purpose?

**Cube:** Yes, Sure

**Niir:** First of all, how are you?

**Cube:** Fine, thanks. You know? We are looking forward, what we learnt from your side. About your Thesis and then we have data from our experience added. Maybe, you can tell us about your Thesis at first; and then we will update our information.

**Niir:** Me, myself, Md. Golam Ishaque and my partner are Dianna Vargas. We are from Hochschule Anhalt, and we did our Masters' in International Trade; and right now, we are trying to write our thesis with the main focus on the Analysis of the refugee crisis or situation, and its impact on innovation In Germany. Moreover, also, how the Refugee situation affecting the ecosystem as we have talked with some other startups as well, and some of them are even run by the refugees; the small one obviously. It has an impact! And how far it goes. We want to find out, how far it goes and what is the sustainability for them. We are trying to figure out all the impacts and also the durability and all other things come along with it.

**Cube:** What is the main idea for you how did you end up with this Thesis?

**Janet:** We wanted to do our thesis on innovation and startups. Moreover, our professor was interested in integration for the Refugee, and we try to join this to topic together because of it's phenomenal relevance at this point in time, and that is how it came into existence.

**Cube:** Is the main idea to look on the startup as a whole? Or only the German start-up you are trying to come across, who are making a change with the integration of the Refugee.

**Janet:** it is to understand the elements and directions of the ecosystem and also the ways they are taking in future. We also look on the business models so that we can analyse how they operate and from where the idea came to get involved in this movement.

**Cube:** How should we start? Should we tell you about ourselves?

**Niir:** Maybe, you can give us a bit of insight of your company; how you got involved in this situation.

**Cube:** So, our idea is on the side of the Education! And the cube is focusing on education in the technology area. Like I said, mathematics and around that originally we are focusing on helping the unemployed and professionals of technology and also to help them make a change to get better jobs. Doing so, we also started last year to work with refugees, and the idea came from the government activities, which is called the IT summit. Which is a high-level conference of government officials and others where they look on the process and the situations in and within Germany? There are a lot of working groups, and as one of the working groups on the topic of the Refugee, we have started our platform for the refugees to give them the opportunity and the main project is named join! Which is a platform to get integrated? The main idea of what we are doing is to give refugees the opportunities to start and Internship. Because, from our experience, and also as we talked with some other companies; most of the Refugee get refused to get involved with many of the companies. They also want to help, but they cannot afford to give them a job directly without any previous experiences. So, they provide them with an internship, where they also can learn more about the refugees and refugees can learn more about the job and working contracts. Of that idea or initiate many of the companies within the internships.

**Maybe,** additionally, I have to say that, we have to differentiate within the Refugee to come to Germany there is a small amount; maybe for 5% to 8% of them, it is very easy to get integrated in German labour market. Because their occupation is highly requested. Fields like information technology areas, the people are highly applied for and there are some with German speaking and also some with English speaking skills, which are highly requested. On the other hand, we have a big number of refugees, and my estimation is, there is more than 50% of the refugees, who cannot be integrated.

One; they are still too young they need to be educated, and they are not counted for the labour market. Moreover, there are some of the people from a language perspective, today cannot be integrated. Either German or English is needed, and some of them cannot pull with the flow. Some of them are also old and are not compatible with the job market or labour market, and they only speak Arabic or something. So, I say, it is tough for them to get integrated. It is a long-term approach. So, we are concentrating on the portion and the target market for whom it is easy to get integrated, rather than, who does not speak any English, German or any experience. We expect that about 20% to 30% of the refugees are in between this high or low. They bring in some knowledge, some opportunities to get integrated. Especially, sees The Internship in different companies as a chance and we try to manage it, and that is the explanation of our existence.

**Niir:** You mentioned about long-term, and how long is it as a long-term for you?

**Cube:** For most of the people are coming in, it is also integration, but not in the labour market integration. From our point of view, we are mainly talking about this 20% to 30% of the Refugee. In my point of view, it is also integration for the hardest, but not the labour market integration. Moreover, there is a part of this, where I have to ask, if they actually can be integrated or if they are only a part of the social system! So, for most of us, we are talking about the integration in about 1 to 10 years. In some cases, It can be more tricky. There are the factors of integration, which play vital roles. Secondly, I think we have to ask, how to integrate! Because there are big differentiations and there are different the factors between the people who try to learn and who does not. It depends on the social environment, which we live in; it is a private connection if we chose to integrate. So, we try to better prepare for the labour market.

**Niir:** Could you please tell us something about your business model? Like, how do you operate and if this refugee situation makes you re-think the business models? How did you operate it before and now? Until the integration process is over.

**Cube:** First of all, I'm not sure; if the situation is going to be ok within a couple of years in Syria and Afghanistan. The number of refugees is likely to go up again. Just to understand the whole situation. We are funded by different institutions, different industries and the government: Ministry of Integration. To sustain, we need a commitment from them, which we are not finding the commitments we were expecting.

**Niir:** Could you tell us something about the difficulties during the whole process?

**Cube:** Of course, yes. We have to handle the things by the partners demanded, the opportunities of the Internship and also the Refugees. If I mention that many companies are willing to help refugees, but it is not the case with everybody. Moreover, there are things which have to be managed, and we are talking about the industry, the regular activities from the government are taking too long in to get into effect. So, even if somebody is willing to help, it 's hard because of the paperwork, but there are factors, who are operators, who are responsible for labour market for the refugees. It 's hard for them who does not know the language, does not know how to behave in the country.

**Niir:** Lastly, we wanted to ask you about the ecosystem. In the German ecosystem, we see that it is moved away with this situation. So, one of our part of the topic was the integration other one was; how it moves the ecosystem! So, from your point of view could you tell us what do you think? How much does it push the innovation for the German startups?

**Cube:** Generally, we mentioned that the information technology in the area where we are focusing on there are two aspects. One is; they are looking for the people with additional knowledge. So, we are part of some of them, one is Cisco, which is highly international. People with different knowledge is required. There are more people in Germany in the technological area coming from other cultures and coming from other countries. Moreover, of course, they are people, so-called millennials can inspire and can help to be more innovative. However, in a way to say that refugees coming from Syria bringing more innovative ideas and more innovation; I do not think so. However, the thing is; there are more people coming in, and many of them are educated and will be educated.

**Niir:** Thank you so much for your time and I had to say sorry about my college, because of technical difficulties she is listening to us but she could not talk. Last thing I would like to ask, if-if we can use your name.

**Cube:** Yes, and please send us a copy of your Thesis.

**Niir:** Obviously, we will send you a copy and if it is ok to quote to you somewhere if it is ok for you but we will be sending you beforehand so that you can check.

**Cube:** Yes, of course, you can forward, but everything we said about German government should not be so clear. So, we will be happy if you send us beforehand and check and double check the things.

**Niir.** Sure, thank you, thank you so much and have a good day.

## Appendix B.7 SOCIAL-BEE INTERVIEW

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Startup Name: **Social-Bee**

Interview Name: Mr Felsner-Founder

Date: May 5th, 2017

Media: Phonecall

**Description:** Provide social workers, and enable companies to integrate the fugitives sustainably, providing jobs for refugees and act as and intermediary in the paperwork that businesses usually want to avoid.

**Website:** <http://www.social-bee.eu/>

**Niir:** (Starts in Deutsch) Schon guten Morgen herr. Felsner.

**Mr Felsner:** Felsner, Hallo?

**Niir:** Guten Morgen Herr. Felsner, Wir Sind as Hochschule Anhalt...

**Mr Felsner:** Ah ya, I remember. Do you prefer English? Or German?

**Niir:** Maybe English...

**Mr Felsner:** Ya, don't worry, no problems. We can do that. Am.. I'm actually on my way to work, and I usually do these kinds of the interview. So, there might be some noise in the background.

**Niir:** It is all right, it is all right.

**Mr Felsner:** Ok, so, I saw your questions, but to be honest, I forgot them already !!!

**Niir:** it's alright, no problem. About our background, maybe, you already have some idea! Me and Diana, both of us are students of Hochschule Anhalt. We are done with our subjects of Masters', and right now, we are doing our Masters' Thesis. The title of the Thesis is 'Analysis of the refugee startup ecosystem'. The main question would be: 'How the Refugee crisis or integration Thrives innovation in Startup Ecosystem in Germany?'

**Mr Felsner:** What? What again?

**Niir:** How the Refugee crisis or integration Thrives innovation in Startup Ecosystem in Germany?'

Mr Felsner: Ah.. ok.

**Niir:** So, We would like to ask, if it is ok to tell us about your background: how did you get started?

**Mr Felsner:** How we got started. Well, maybe it will be better to understand if you know, what we do! What we do is, we hire Refugees for ourselves and give them to the companies. By doing so, we prevent the companies to deal with the bureaucratic paperwork. We cover all the roots. Because the people are employed at our place and we use our profitability, to offer language courses and so on for them. We convince them to do something in their spare time. We help them to integrate them into the local community. So we provide that kinds of things. The money comes from our customers, the companies, who pays us for the time the refugee work at their place. So, they apparently pay us more than we pay to the refugees. Because we pay our internal staff with that.

**Niir:** if I understood you good! You employ the refugees to your company and deliver the workforce which different organisations need and you take care of the bureaucracy and the paperwork: deal with the refugee! The companies pay you for the work the refugees do at their place, and with that money, you pay the refugees, who are employed at your business and as well as the money covers the costs of the internal staff. Is that right?

**Mr Felsner:** Exactly!

**Niir:** was; that is something new that we came across so far. Interesting!

**Mr Felsner:** That is why I am telling you, these, because; many people think that we just connect the refugees to the companies. We also do that, but more intense. We are a kind of bridge; but we support the refugees 6 to 9 months before we supply them to the companies, who hire the refugees. Obviously, it is easier for somebody to hire someone, who are working for six months to know their capabilities, and it is easier for the refugees to work there. Well, that is why I introduced us like that! Because many of the people do not understand parts of our concept, it is also quite a German business model. It is not that common, and usually, the Germans hate it! However, don't understand it!

**Niir:** I do not blame you. So, one of the components of our thesis is the ecosystem itself. We want to understand the current trends of the German startups within the ecosystem. In your point of view, how much impact the refugee situation has in Startup ecosystem?

**Mr Felsner:** Obviously huge impact. I work with refugee startup, So; without the refugee crisis/ situation, we would not exist! We would not have come up with ideas of how to integrate refugees. It is crucial; as otherwise we would be doing something else.

Man be in the context of entrepreneurial, but probably not in the context of social work. So, it has an enormous impact on the Startup scene in General, if you look at the startup scene as a whole, I see, there is many movements, so much so that things came to live! For actions, lots of institutes try to support that as well as social startups get problems, where successful and conventional startups, at least to seek out the needs, I feel some solidarity with the regular startup community. Moreover, obviously there is a social need to do something, and everyone is doing so. I hope, I have answered your question.

**Niir:** Yes, sure, and which leads to the next question; automatically, as you are sad about the sustainability, you said that without the crisis, you would have been doing something else as many of the other startups we talked to. That seeks the answer; what will you do, once this situation is over? What will you do about your sustainability?

**Mr Felsner:** Am....., I think, there's more than these, it is not like, we will not have anything to do within a couple of years time. You should look at the data. In next six years, there will be more than million of people at our target group. Moreover, that does not mean refugee as a whole! Only our target group: People between 25 to 55 without any qualification. There will still be people in 6 years time. So, there is a huge need to integrate these people. So I'm not afraid that our business model will not work anymore. On the other side, what we do, also works for the other groups. For example, we can expand our target group for the people from developing countries, who are struggling to get integrate in Germany. We will introduce our concept to those marginalised groups. There are Single Mothers, who try to enter the work world. So, we are thinking to expand our target group one day, not at this moment for sure, maybe in one or two years from now and even if the world goes in peace! What I doubt, there is still much work to do. Some people rely on our concept. In a sense, Politicians try to make us think that; ya, in a couple of years the war will be over and everything will go to normal! That is what they say to the right wing voters. They think that they are stupid enough. However, in the past, it has never happened like that. People usually stayed. So, even if the crisis is over, there are way too many people in Germany, who are in need of being integrated.

**Niir:** Well; If I may ask; what are the main difficulties you have come across along the way? I believe there would be at least two kinds; one is from the host country another from the refugees themselves, as many of them are not qualified.

**Mr.Felsner:** Yah, in a sense, that's exactly what we are solving! Our value is to deal with exactly these issues. So, Our value for the companies is to take care of this part.

So, we look for the refugees, who fits our customers. So, of course, we focus on the jobs with little or no qualifications. But even though, if you offer jobs, which requires little or no skills, it was difficult to find one as different people have the different cultural mindset. Cultural understanding is a hard part. Even though, we understand the German system. We know who to call when to call, we are aware, what to do. And that's where we offer our service because we are faster than regular companies. So, that is the problem!!! and those are the problems, we are trying to solve. If those problems were not there, there would be no use of our service. We build up the know-hows, we create the concept, the service. Obviously, we also face them time to time, but we take care of it. So, Our struggles are in a sense, a little bit different. We are fighting with the political situation. We vary on government changes and conditions, which changes time to time and the German Government changes rules for how to do things and how to not! So, keeping up with them is the real challenge here. This is costly and makes the whole Market nervous, customer, service and everything else was nervous. So, these political uncertainty makes it hard to operate. Because, every time, when the framework changes in 3 to 6 months, and often with very very hard consequences. We should look at the situation of the refugees, who come from Afghanistan, That is critical issues because it prevents companies from hiring them. Many businesses don't want to have to anything with particular country people, while they don't want to invest on someone when they don't know if they can use them in a year time. So, they usually don't do that as they think, if they have employee whereby German regional government changes things, and it is hard to convince then not to do so for certain people.

Niir: So, in a sense, you solve the difficulties, where many of the others, and that's how you have bigger problems to solve! Last but not least, could you please tell us something about the topic that; this situation of the refugees, does it push the startups to become more innovative?

**Mr Felsner:** in a sense, at least. But it depends on how you define innovation itself! As you see our business model is new and doesn't exist in Germany. We were forced to innovate/ to create something, that is sustainable. It's solving the issue. On the other hand, if you think about innovation in a sense that without the refugee crisis, would we be less innovative? I do n't believe. I believe that we would be equally innovative, but in different aspects, people will focus on something else to do. So, me and Sarah, the founder of social bee, we would not have sat down. Instead, we would have done something else like textile industry. That may be limited thinking of mine, but, I don't

believe we would be any less innovative. The Refugee situation apparently pushed innovation in a particular direction. You can use for your product if you look at the political ideologies which are bought back. In the long run, it will be very helpful Only if we go hand in hand with solidarity. If we listen to the haters, who preach and divide people, there would be significant problems.

Ok to state name?; yes

Ok to quote; yes,

Check the quote before submitting: no need

## Appendix B.8 WEFUGEES INTERVIEW

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Startup Name: **Wefugees**

Interview Name: **Ben Mason**

Date: May 12th, 2017

Media: **Skype**

**Description:** Q&A platform accompanies refugees from the beginning of their stay to the following years in Germany by providing answers to their questions. Is tool that self-support and simplifies the work of those helping out.

**Website:** <https://www.wefugees.de/k>

**Niir:** Hello, how are you? So, before we start, we have a question. Is it OK to record the session with you for our research purpose?

**W:** Yes sure.

**N:** So, just to introduce once again, we are two of the students from Hochschule Anhalt. We did our masters in international trade, and right now, we are doing our thesis on the analysis of refugee start-up ecosystem; whereby our most important question would be, How the Refugee integration drives innovation for the starters in Germany?

**W:** From where are you calling? You are not from Germany!

**N:** No, I am from Bangladesh. And my colleague is from Mexico. But currently, we live in Germany. As our research topic already stated that we are concentrating on the ecosystem itself; and also the ingredients, which are the influencer or the factors. From our side, first of all, we wanted to know, how did you get involved or started with this refugee situation?

**Wefugees:** I guess it all got started when I studied social science. We talked about minorities and how the process in society in our country is, and even further. I wrote my cases of bachelor thesis about the presentation of refugees In Germany and France and analysed the language and the two asylum systems in the two countries. Now we want to empower refugees, to change the situation. After one year working in this field, and connecting to the refugees, my partner and me, we worked on the networking, and everything got started as partner corporation networking.

**Niir:** Could you say something about your business model please?

**Wefugees:** I don't know how far you got into the details of what we are doing! But our primary business is an online platform, to enable refugees to ask the questions out of

the communities. They get the answers, and the local community and experts work together on this platform. So they can get their answers about their problems, and we wanted to give them the opportunity to sustainably have access to all the information they need and how they're going to get it. We make sure of it. We are a social organisation. We are non-profit, but of course, to start, we needed funding's. We provide access to workshops and events we arrange. So, we had to think about, how will we exist sustainably on the market. We are helping the refugees to write a CV, joining the informative seminars and further education. It's all about gathering information and make them accessible for the Refugees through social media, like Facebook and others. In the German culture, it is always Face to Face interactions, which is beneficial. At present, the business model behind it is complicated. We organise the events with the companies together, inviting the experts, the refugees and the locals. But then, it is to get involved in the social activities, and there are a group of companies and employers to give their money to run these. Normally, it is the social duty which we do, and some of the times, you too get help from the government agencies. Because we are doing the things, which the government should do. And you know? There are follower channels like FAQs from where we are collecting information for the government. The questions you get from the platform and the information we come across; we can see that it is the process of giving the information more efficiently! The idea is; we try to solve the problems, and if the problems are solved, then we do not exist anymore. So, it is a very different approach than typical business approach. So far, it is not about us being there for the money; it is about making the situation always one step better.

**Niir:** How sustainable is this? Because some of the startups have the same approach like you! When there is a problem, they are there. But when the problem is solved, they will not exist because they think like that. But many of them are trying to take it to the next level. They expand the target market to the immigrants and so on. So, when the problem is not anymore there, are you planning to get out of it? Where do you see yourself when this issue is over?

**Wefugees:** As we said before, it is not about we've been there always for the same target group. There are lots of people, who are newcomers in Germany. It is true that we are not dealing only with the refugee anymore. But in the future, we want to accompany people to have easier lives. Even when they're a settled year after having a job, how will they do with the Taxes? They will deal with the paper works and so on.

It is not like; we will not be able to exist anymore in a future time. Because it is a long time commitment. I think the fact about being useful is not a problem, like this time. Apart from that, you can always do something for every kind of newcomers. So, it is not happening anytime soon that, there might be no more refugees coming in the Germany!

**Niir:** Which brings us to the next topic! In your point of view, how do you see the impact of the Refugee situation on the German startup ecosystem? Maybe, change due to the new kinds of human resources, innovation or new ways of doing things because of the Refugee situation.

**Wefugees:** I think yes, it does of course. First of all, we are working in a group, migration hub, gathering Projects. From our perspective, there are a lot of startups with innovation coming in the scene. On the other hand, the company's and the Business Exchange is allowed because of the newcomers. The role of the projects, which are done by people, but it is not meeting any of the needs of those who require. So, we want to analyse and see, what they need and provide a solution for them. Many of the companies change their point of view and the way they were doing business because of the Refugees.

**Niir:** Could you enlighten us about the struggles or the difficulties you are dealing along the way with both the government, locals and also from the refugee side? Could you please tell us your experience about it?

**Wefugees:** That's true. We have a very diverse group of people to work with it. Some of them are educated, and some of them cannot read. Some of them cannot use the Internet, and it is true that the time we started, we didn't know this. It is true that our solution; for example, the business model cannot help the people, who cannot read. Our solution cannot address everybody. But I think that we should go out and make your experience. It is not that difficult. I believe that the access is not even the difficulty, struggles come with that thing; to explain the way they understand! What we experienced till now. I don't know, when people come here, they are separated in a way, that they don't have to deal with normal day to day life and ordinary things. As a result, with time, they become passive. I would say that you would expect that the people would bring everything to the table, but it is not the way it should be. They are not independent. All the rules and processes make them be in this situation, that they cannot do anything for themselves. It is a bit difficult to tell them again, how you can do these things on your own. And you can find your solutions, and you don't have to always ask

for permission for certain things. Because you are free and in a position to become independent. I think everyone is facing problem out the financial situations. When you do something social, everybody will have the problem to find themselves, how to be financed at the beginning. It is morose, because, there are lots of people, who could have opportunities to become successful, but the funding is always going to the same projects at the same institutions. The old ones are the one, who get the money. But for the new one, you have to apply for funding with a lengthy procedure, which is annoying and hard to pull off with it. I think, the one, who gets the foundings, for them the business is not for the long term, but as far the old models go. There is room to grow, but there is no money for all the people, who needs it, to be honest.

**Niir:** Where do you see yourself in the ecosystem? I mean that you are supporting organisation, but where do you see yourself? Is there something else, you would like to add?

**Wefugees:** Right now we see ourselves in the structure, where there are chances to grow bigger. Newcomers, who came here, they have social workers around them, and there are lots of initiatives dealing with them. Right now, all of the projects are ongoing, but at some point, they will move out and will live in their apartments. At that time, they will be all alone without help and any interaction with the locals. But this is a big gap. This big gap of supporting these people to be more independent, more empowered and confident in themselves. We see ourselves in that gap right now. If you see and, consider the ecosystem structure, of course, We can let you know, that only if we can interconnect refugees to experts, local to refugees, expert to locals and everybody in this platform. Where they can not only ask questions but, also can answer them if they have made their experience about the topics. So it is to be interconnected with each other. We try to make the hierarchy disappear in the system.

**Niir:** We understand; the whole integration process will take decades because of everything still needs to be done. There are children, there are old people, and there are individuals who need to be more experienced to live in the society like Germany. So, it is a long process; where there are people, who are physically able to do different works, but not a specialist. In the long run, we think you will be in the market and the startup ecosystem

**Janet:** It's not related to cor purpose of the research, but we saw that you were with the Republican and the quote you “ The Senate have misread the needs of the refugees” could you tell us a bit of it?

**Wefugees:** It is funny, what kind of quotes they pick! We always work with the civil engineers, who are building a project even without asking the people they are made for, which is stupid. But at first, many of the projects cover as our project! And make it sound like so important to them. But they never ask or talk to the people, for whom these things are made. And as a result, it doesn't work. There is a girl at one of the platforms called 'Women's welcome Bridge'. It is nice where they have an online platform; where people can get and take out from others article offerings. But it is not working because the most of the refugees don't even know how to find them and how to use it. As a result, most of the people are using their service are Germans. Every kind of ministry is giving away money to the same kind of projects, but they don't talk to each other. Everyone, who tries to come up with new projects, it is hard for them. But it is foolish. It is more like doing something for yourself because you are feeling good about doing it! But not helping other people.

**Janet:** Yeah, we also find that. There are lots of projects, which are similar, but they could Join and make something! But they're not really on the way of doing it.

**Wefugees:** That is true, and sometimes, I find out the topics like the right thing to do right now, and the government is giving a lot of money to these issues without analysing them and taking out the most important one. I don't know maybe I'm wrong, but in my point of view, this is not working for either party. Projects like empowering the refugees to help them build their company is another of them. The refugee, who came in Germany only a couple of years ago; it is hard for them to pull off establishing their company in Germany.

**Niir:** I completely understand you, because I have personal experience on this subject matter It is complicated to start of our business but it is more complex but every Thursday so just came here to open their affairs.

**Janet:** Do you have any community, any contact with the people, who are working on the same topics maybe?

**Wefugees:** There are contacts; sure I have a few contacts. If you want, I will forward them to you.

**Janet and Niir:** Thank you so much for your time. We would like to ask if we are allowed to use your name and quote you in our thesis?

**Wefugees:** Yes, and please send us a copy of your Thesis. We will be happy if you send us beforehand and I can check the quote.

**Janet and Niir:** Obviously, we will send you a copy. Thank you once again, thank you so much and have a good day.

## Appendix B.9 ANKOMMEN INTERVIEW

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Startup Name: **Ankommen**

Interview Name: **Mr and Mrs X**

Date: May 15th, 2017

Media: **Skype**

**Description:** is an online donation platform in Leipzig and Halle that help refugees to find furniture.

**Website:** <https://ankommen.eu/de>

**Ankommen 1:** We would like to know, how did you come across this topic?

**Janet:** We were looking for suitable topics since the last semester. So we discussed with our teacher and had a little look on the movements going on with the refugees in Germany.

**Ankommen 1:** What's your purpose of the thesis?

**Janet:** We are trying to understand how things are working and what are the directions that startups are taking. If they are innovating new ways for the social purpose; the startups we came across, most of them are born From This Movement.

**Ankommen 1:** Ok, let's go ahead with your questions, but we want to be anonymous

**Janet:** Could you tell us something about your company? Maybe the background and how did you get started?

**Ankommen 1:** We have created an Internet website, we came across this topic when we saw the things happening in refugee Housing. We saw that there are problems and lot of times with the furniture, like the bigger one like a bed, kitchen and so on, they have problems. So, the idea came And then when they asked for creating something or developing something like eBay, where people can help or donate, where they can communicate directly there is no need to Have any middle man, and our aim is to eliminate the Middleman.

**Ankommen 2:** It was the situation in 2014 when Leipzig didn't have any centralised concept to collect and give away big furniture to the people who like the Refugee, and that's how we came into existence.

**Niir:** It tells a lot about your business model as well so you are the portal, where people can come and donate, and as well as collect furniture. So, we would like to know how do you run financially?

**Ankommen 1:** First of all, I just described our business in brackets. We don't have any business. Because there is no money involved in it. We are just providing infrastructure! The website, so that people can go there and donate. The refugees, who need them can collect the furniture, and we're not doing anything else. We are just providing infrastructure as we said. We are trying to improve it here, and we're doing a lot of marketing for it, and we're not profitable. From ourselves, we do the finding.

**Niir:** One thing we would like to ask; difficulties you have come across! What are the challenges you came across, how does it work and how the locals react?

**Ankommen 1:** The primary challenge was the website. How they get it. So, if you go to our site, you will see that we don't have a lot of text, we do have amazing pictures, and the whole website doesn't get any new texts, and that was the main difficulty! How to set it up. Struggles to involve the refugees is the other thing we would like to add. We had to go to the Refugee housings. We had to give the information that this website exists, and for the people who are in Leipzig, within this region, we informed them that they should donate.

**Niir:** What do you think about the sustainability of the project? What do you think how sustainable will it be?

**Ankommen 1:** We want to expand in other cities. We tried in Munich. It did not work out. That's what we learned! The structure was entirely different in Munich. So, there was no need for furniture. We tried in Halle which is close to Leipzig, which also failed. Because, the team we had, wasn't involved so much they were doing the same thing which we wanted to eliminate themselves. Like, helping those people to find something on eBay for money or something. That's why it didn't work out. And for the first part of your question, about the sustainability; we are one and a half-year-old company, and it's still working! And the thing is, we have to do some marketing. Now we say that people don't need more stuff, but there are a lot of refugees, who are still waiting to get their flat. So, still, there is a need in that sense.

**Ankommen 2:** The website is based on the local team. It doesn't work without the support of the local people, who will donate.

**Ankommen 1:** Other domains like 'help to', they were quite aggressive or rolling out in different cities, but it is not working for them as well. So we think, we find ourselves in a quite advantageous position and at the best times, we were 5, setting up the website, concepts, doing the marketing stuff, etc. We are doing it in our free times, but still, we try to improve and shout it out.

**Niir:** From both of your point of views, what do you think about the impact of the Refugee situation in the ecosystem? And secondly, do you make that this situation is driving innovation? Making the German startups to be more innovative like new business models come down and everything? What do you think about the impact?

**Ankommen 1:** I think, definitely yes. Because I know a lot of people, who were imitating us and are coming out and there are a lot of similar Projects. In 2015, I came across far over 25 very cool projects, and they all have their reasonings and trying to improve the situation about the ongoing crisis. So, they are helping to go to the state offices and other things as well So that the refugees can communicate with each other and make the situation better. I will say, those aspects, which we found very inspiring. Oh, I forgot the translation startups are there as well. So, as a whole, the whole situation is improved, and they are doing it to make the situation better and not to make any money from it, and they are putting so much time in it just to get the situation better.

**Niir:** Is it ok if we use your information for our thesis purpose? We will just keep your name anonymous, and we will give the scenario. We will share the final copy of the thesis with you, and we thank you very much for your time. Maybe the next thing is to expand the market into other maths target markets like that student.

Ankommen 1: Sure, we will think about that, and we are open for more interviews if you need. Just mail us, and we will be happy to help.

# Appendix C SURVEY

## Refugee Startup Ecosystem Germany \_ Entrepreneur Profile

Refugee Startup Ecosystem Germany \_ Entrepreneur Profile

1 / 1  100%

We are two of the students of Hochschule Anhalt doing our Masters' Thesis under the program "MBA International Trade". Our thesis is called "Analysis of the refugee Start-up ecosystem" and we are looking for the ways that refugee integration thrives the innovation for the Startups in Germany. We will be thankful if you can take 2 min to answer our 6 multiple choice survey. Thank you!

You are invited to participate in this research project because you are one of the elements that the refugee startup ecosystem needs to exist. Your participation in this research study is voluntary. You may choose not to participate. If you decide to participate in this research survey, you may withdraw at any time. If you decide not to participate in this study or if you withdraw from participating at any time, you will not be penalized.

Your responses will be confidential and we do not collect identifying information such as your name, email address or IP address. The results of this study will be used for scholarly purposes only and may be shared with Hochschule Anhalt representatives.

1. What is the name of your Startup, Project or Organization? (optional)

\* 2. What is your age?

- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 to 74
- 75 or older

3. What is your gender?

- Female
- Male
- Other

4. In what country do you currently reside?

- Germany
- Other (please specify)

\* 5. What is your Nationality?

6. What is the highest level of school you have completed or the highest degree you have received?

- Less than high school degree
- High school degree or equivalent (e.g., GED)
- Some college but no degree
- Associate degree
- Bachelor degree
- Graduate degree
- Other (please specify)

\* 7. How would you describe your role in the project?

- CEO
- Founder
- Co-Founder
- Volunteer
- Intern
- Other

## Appendix D      STARTUP BMC ANALYSIS FREQUENCY

BMC	Focus	Classification	Frequency
Customer Segment	Commercial	Segmented	4
Customer Segment	Commercial	Mass market	2
Customer Segment	Commercial	Niche market	2
Customer Segment	Commercial	Multi-sided platforms	1
Customer Segment	Impact	Segmented	32
Customer Segment	Impact	Niche market	31
Customer Segment	Impact	Mass market	2
Customer Segment	Impact	Diversified	1
Key Activities	Commercial	Production	7
Key Activities	Commercial	Platform/network	2
Key Activities	Commercial	Problem solving	1
Key Activities	Impact	Problem solving	24
Key Activities	Impact	Platform/network	22
Key Activities	Impact	Support and Participation Activities	18
Key Activities	Impact	Production	1
Key Resources	Commercial	Physical	5
Key Resources	Commercial	Human	3
Key Resources	Commercial	Intellectual	2
Key Resources	Commercial	Financial	1
Key Resources	Impact	Human	27
Key Resources	Impact	Physical	23
Key Resources	Impact	Intellectual	13
Key Resources	Impact	Financial	1
<b>Revenue Stream</b>	Commercial	Retail sales	8
<b>Revenue Stream</b>	Commercial	Combination - Retail- Donation/crowdfunding	6
<b>Revenue Stream</b>	Impact	Donations	33
<b>Revenue Stream</b>	Impact	Combination - Crowdfunding, Donations	16
<b>Revenue Stream</b>	Impact	Crowdfunding	6
<b>Revenue Stream</b>	Impact	Combination - Retail- Donation/crowdfunding	10
<b>Revenue Stream</b>	Impact	Self-Funding	2
Value Proposition	Commercial	Accessibility	2
Value Proposition	Commercial	Design	1
Value Proposition	Commercial	Newness	1
Value Proposition	Commercial	Performance	1
Value Proposition	Commercial	Sustainable- Accessibility	1
Value Proposition	Commercial	Sustainable- Design	1
Value Proposition	Commercial	Convenience/usability	3
Value Proposition	Impact	Convenience/usability	34
Value Proposition	Impact	Accessibility	23
Value Proposition	Impact	Newness	5
Value Proposition	Impact	Design	1
Value Proposition	Impact	Support	1
Value Proposition	Impact	Sustainable- Accessibility	1

## Appendix E      ENTREPRENEURS WITH A REFUGEE BACKGROUND

Refugee Entrepreneurs		
	Project -startup -Initiative	Description
1	<b>I Bridge Pro Academy</b>	an online educational platform that teaches professional and employability skills in a live and interactive way in Arabic.
2	<b>DALILI</b>	The services search engine that aims to unite the efforts to help newcomers to integrate in the best way and create a positive value.
3	<b>Bab Al-Jinan</b>	Oriental street food and catering service.
4	<b>The Architectural Post</b>	an online platform to revive Homs by connecting property owners, engineers, donors, and workers to collaborate and manage reconstruction projects.
5	<b>Urban fashion label</b>	using advanced techniques learned from a career in wedding couture design to make unique statement pieces accessible to the young urban fashionista.
6	<b>T&amp;M Moon</b>	Medical tourism service for VIPs.
7	<b>REFUEAT – SYRISCHES STREET FOOD IN BERLIN</b>	SYRISCHES STREET FOOD IN BERLIN
8	<b>Stitch by Stitch</b>	It is B2B Schneider workshop together with professional tailors who have escaped from their homeland to make small serial productions for local start-up fashion labels promptly and efficiently.
9	<b>A Syrious Look</b>	Syrians in Germany. A Magazine about Culture in Exile.
10	<b>Arriving in Berlin</b>	A crowdsourced map developed by refugees showing available services in Berlin, including medical and language services etc. Information is in Germany, Arabic and Farsi
11	<b>Eed Be Eed („Hand in Hand“)</b>	News in Arabic and Farsi
12	<b>Handbook Germany</b>	an information platform from communities for communities of refugees and newcomers.

## Appendix F THE INNOVATIVE STARTUPS

Startup	Website	Type of Innovation	Sub-category
bayti hier	<a href="https://bayti-hier.de">https://bayti-hier.de</a>	Non-Tech	Market
Cucula	<a href="https://www.cucula.org/">https://www.cucula.org/</a>	Non-Tech	Market
Erfolgspaten	<a href="http://www.erfolgspaten.de/">http://www.erfolgspaten.de/</a>	Non-Tech	Market
RE:Start	<a href="http://projectrestart.de/">http://projectrestart.de/</a>	Non-Tech	Market
REFUEAT	<a href="http://refueat.de/">http://refueat.de/</a>	Non-Tech	Market
Taqanu	<a href="http://www.taqanu.com/#overview">http://www.taqanu.com/#overview</a>	Non-Tech	Market
Welcomeride	<a href="http://welcomeride.eu/">http://welcomeride.eu/</a>	Non-Tech	Market
Avenir	<a href="http://avenir-berlin.de">http://avenir-berlin.de</a>	Non-Tech	Process innovation.
CONFLICTFOOD	<a href="https://conflictfood.com/">https://conflictfood.com/</a>	Non-Tech	Process innovation.
Kitchen on the Run	<a href="http://www.kitchenontherun.org/english">http://www.kitchenontherun.org/english</a>	Non-Tech	Process innovation.
KochKultur	<a href="http://kochkultur.org/">http://kochkultur.org/</a>	Non-Tech	Process innovation.
Social-Bee	<a href="http://www.social-bee.eu/haeufige-fragen">http://www.social-bee.eu/haeufige-fragen</a>	Non-Tech	Process innovation.
Wefugees	<a href="http://www.wefugee.org/k">http://www.wefugee.org/k</a>	Non-Tech	Process innovation.
AIDEN	<a href="https://myaiden.co/">https://myaiden.co/</a>	Non-Tech	Product/Service
Alle helfen jetzt	<a href="http://alle-helfen-jetzt.de/">http://alle-helfen-jetzt.de/</a>	Non-Tech	Product/Service
HiMate	<a href="https://himate.org/de">https://himate.org/de</a>	Non-Tech	Product/Service
HIRE.social	<a href="http://www.hire.social/">http://www.hire.social/</a>	Non-Tech	Product/Service
mimycri	<a href="http://mimycri.de/">http://mimycri.de/</a>	Non-Tech	Product/Service
MORE THAN SHELTERS	<a href="http://www.morethanshelters.org/eng/">http://www.morethanshelters.org/eng/</a>	Non-Tech	Product/Service
Refugee Canteen	<a href="http://refugee-canteen.com/">http://refugee-canteen.com/</a>	Non-Tech	Product/Service
Solidrinks	<a href="http://en.solidrinks.de/solimate/">http://en.solidrinks.de/solimate/</a>	Non-Tech	Product/Service
Stitch by Stitch	<a href="http://www.stitchbystitch.de/manufactur">http://www.stitchbystitch.de/manufactur</a>	Non-Tech	Product/Service
Refugee Text	<a href="http://www.refugeetext.org/">http://www.refugeetext.org/</a>	Low-Tech	Market
Bazaar	<a href="https://www.shareonbazaar.eu/">https://www.shareonbazaar.eu/</a>	Low-Tech	Process innovation.
Daheim	<a href="https://willkommen-daheim.org/">https://willkommen-daheim.org/</a>	Low-Tech	Process innovation.
Freifunk	<a href="http://freifunk.net">http://freifunk.net</a>	Low-Tech	Process innovation.
GiveNow	<a href="http://www.giveapp.org/">http://www.giveapp.org/</a>	Low-Tech	Process innovation.
HELPU	<a href="http://helpu.solutions/index.html">http://helpu.solutions/index.html</a>	Low-Tech	Process innovation.
Konfetti4Change	<a href="https://www.konfettiapp.de/#">https://www.konfettiapp.de/#</a>	Low-Tech	Process innovation.
Lale	<a href="http://lale.help/">http://lale.help/</a>	Low-Tech	Process innovation.
Refoodgee	<a href="https://play.google.com/store/apps/details?id=com.memorado.refoodgee&amp;hl=en">https://play.google.com/store/apps/details?id=com.memorado.refoodgee&amp;hl=en</a>	Low-Tech	Process innovation.
iconary	<a href="http://iconary.eu/">http://iconary.eu/</a>	Low-Tech	Product/Service
ICOON for Refugees	<a href="http://icoonforrefugees.com/contact">http://icoonforrefugees.com/contact</a>	Low-Tech	Product/Service
Integreat-App	<a href="http://integreat-app.de">http://integreat-app.de</a>	Low-Tech	Product/Service
WeConnect	<a href="http://www.weconnect.berlin">http://www.weconnect.berlin</a>	Low-Tech	Product/Service
Refugee First Response Center	<a href="http://refugeefirstresponsecenter.com/">http://refugeefirstresponsecenter.com/</a>	High	Process innovation.
REFUGEE OPEN WARE	<a href="http://www.row3d.org/">http://www.row3d.org/</a>	High	Product/Service

## Appendix G      TASK LIST AND DISTRIBUTION

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The tasks are showed in a chronological order

<b>Task</b>	<b>Task owner</b>
Initial Data Collection	Diana Janet Vargas Sanchez
Refugee Start-Up Ecosystem Database	<i>Janet Vargas/Ishaque Niir</i>
Sorting the Data/ Inclusion & Exclusion	<i>Janet Vargas/Ishaque Niir</i>
Thesis foundation and framework	Diana Janet Vargas Sanchez
Question Design and theoretical distribution	Diana Janet Vargas Sanchez
The Entrepreneur Ecosystem Framework (EEF)	Diana Janet Vargas Sanchez
The Business Model Canvas Framework	Diana Janet Vargas Sanchez
Second and third round of Data Collection	<i>Janet Vargas/Ishaque Niir</i>
Contact, and set appointments for Interviews	<i>Janet Vargas/Ishaque Niir</i>
Methodology and Research Design	<i>Janet Vargas/Ishaque Niir</i>
Data collection strategy for individual cases	<i>Janet Vargas/Ishaque Niir</i>
Methodology and Research Design	<i>Janet Vargas/Ishaque Niir</i>
Qualitative and Quantitative data extraction	<i>Janet Vargas/Ishaque Niir</i>
Data Analysis	Diana Janet Vargas Sanchez
Conducting interviews	<i>Janet Vargas/Ishaque Niir</i>
Code & decode Interviews	<i>Janet Vargas/Ishaque Niir</i>
Interview Transcripts	Md. Golam Ishaque Niir
Online Survey design	<i>Janet Vargas/Ishaque Niir</i>
Results and findings analysis	<i>Janet Vargas/Ishaque Niir</i>