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Entrepreneurship in Frontier Regions: Study of Four Municipalities from Beira Interior Norte

El emprendimiento en las Regiones Fronterizas: Estudio de cuatro municipios de la BIN

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RESUMEN

El objetivo de este estudio es analizar e identificar nuevas perspectivas sobre los procesos de renovación que pueden ocurrir en las zonas periféricas: las regiones fronterizas. El estudio exploratorio se centró en cuatro municipios de la Beira Interior Norte, ubicados en el interior de Portugal limita en la frontera con España. Los resultados sugieren que, a pesar de las condiciones desfavorables, existen condiciones para fomentar el espíritu empresarial en las regiones fronterizas asumidas como espacios socioeconómicos periféricos, de acuerdo con los costes de contexto y dinámicas socioeconómicas existentes. El estudio también identifica tres tipos de iniciativa de emprendimiento en las zonas fronterizas de Portugal: el emprendimiento inducido por la oportunidad; el emprendimiento motivado por la necesidad y por una mezcla de motivos.

ABSTRACT

This study analyses and identifies new perspectives on renewal processes in peripheral regions or border regions. The study contributes to the literature by analysing the influence of regional factors in the formation of entrepreneurial intentions. The exploratory study focused on four municipalities of the North Beira Interior, which is in the interior of Portugal bordering Spain. The results suggest there are conditions to encourage entrepreneurship in border regions assumed with disadvantaged peripheral areas, given the context of existing socio-economic costs and dynamics. Furthermore, the research shows that a business environment in a peripheral region can promote and encourage entrepreneurship and ensure a stable population. The study also identifies three types of entrepreneurship in Portuguese border areas: entrepreneurial activity induced by opportunity; entrepreneurial activity motivated by necessity and mixed motives.

1. INTRODUCTION

Given their peripheral conditions and distance from major centers, border regions need to stimulate and improve local businesses, and create new businesses. These regions verify a complex development path, due to the combination of different territorial organization systems, public policies and socioeconomic functioning. These needs give rise to the demand for business research areas that are related to the renewal and development of regional businesses (Arbuthnott and von Friedrichs, 2013). The renewal of a region is associated with new local-industry breakthroughs (Amin 1999; Malecki 2004; Arbuthnott and von Friedrichs, 2013), and regional dynamics (Natário et al 2012.) if there is an entrepreneurial mindset (von Friedrichs and Boter, 2009; Arbuthnott and von Friedrichs, 2013).

The study of the creation, renewal, and development of new businesses and companies, in the peripheral regions, and border regions in particular (often low-tech) has been scarce. Thus, this study analyses and identifies new perspectives on renewal processes that can occur in peripheral regions or the border regions.

The aim of this paper is to study the phenomena associated with entrepreneurship in these regions that are fundamentally rural and peripheral and have a low population density, and with businesses and their relationships with institutions. Their real contribution is to understand whether the conditions for entrepreneurship in border regions are different from other domestic regions and find policies that help foster entrepreneurship in these regions.

Territories that are far from major urban centers suffer from a lack of enterprise resources, human capital, relational capital, population and urban dimension, finding it difficult to build partnerships (DPP, 2008). To combat the ongoing process of desertification and improve the sustainability of these regions in the short term, it is essential to develop strategies to encourage and stimulate the creation of businesses and the expansion of the labor market.

Faced with these considerations, we intend to analyze entrepreneurship in border areas of four municipalities of North Beira Interior (BIN): Almeida, Figueira Castelo Rodrigo, Guarda and Sabugal. We studied the behavior of established enterprises and their entrepreneurial activity induced by opportunity and necessity, and measure the main elements that characterize and distinguish each type of entrepreneurial activity. This region continues to present weak economic dynamics, which reflect a fragile productive structure, aggravated by penalizing demographic change and cost disparities related to taxes disarticulation, administrative and social context. This situation requires policies and initiatives that promote sustainability of these areas by generating employment and socio-professional integration of communities.

The results will identify and evaluate the characteristics of the companies located in the border counties of BIN, and identify good entrepreneurship practices that socially and economically enhance these territories and enable its sustainability.

This article is structured as follows: After a brief review of literature related to entrepreneurship, the case study is presented, and then an exploratory study on entrepreneurship in border regions will be discussed.

2. LITERATURE REVIEW

Entrepreneurship dates back to Schumpeter (1934), who is associated with the concept of the heroic entrepreneur, and directly related to the introduction of innovation. Schumpeter looked at innovation at the industry level (in its reorganization¹), with the creative entrepreneur and pioneer (heroic), who leads a process that imitators and adapters later follow (Natário, 2005). Joseph Schumpeter (1934) links entrepreneurial economic development to innovation and exploration opportunities. If we go back to the beginning of economics as a science at the turn of the eighteenth century, one can find the reference to Cantillon (1755), who studies entrepreneurship and seeks to understand the role of the entrepreneur in society and economy. Cantillon (1755) described entrepreneurs as individuals able to predict and invest in the future, capable of stimulating economic development through new and better ways of doing things.

According to Smith (2006) and Siemens (2010), entrepreneurship depends on the context and can be defined as “any attempt to create a new business or new initiative, such as self-employment, a new business organization or expansion of an existing business, by an individual, a team of individuals or established businesses” (GEM, 2012: 4).

The Global Entrepreneurship Monitor (GEM) project is an annual assessment of the entrepreneurial activity, aspirations and attitudes of individuals across a wide range of countries. The program has three main objectives: to measure differences in the level of entrepreneurial activity between countries; to uncover factors leading to appropriate levels of entrepreneurship and also to suggest policies that may enhance the national level of entrepreneurial activity (Amorós and Bosma, 2014).

GEM has sought to explore the widely accepted link between entrepreneurship and economic development and has defined a conceptual model that sets out key elements of the relationship between entrepreneurship and economic growth, and

1 Schumpeter has no interest in the company organizational changes, the radical innovation is driven by the dynamics at the level of industrial organization.

the way in which the elements interact. It had defined the general national framework conditions for established enterprise to thrive, a different set of “entrepreneurial framework conditions” (EFCs) in addition to both entrepreneurial capacity and entrepreneurial opportunities, were needed to enable new business activity (Amorós and Bosma, 2014).

In the study developed by GEM, entrepreneurial activity is induced primarily by opportunity and/or necessity. The first, results from the desire to take advantage of one's own initiative by creating a company and establishing a business, while entrepreneurship induced by necessity arises from the absence of other opportunities for income generation (namely, dependent work) because they don't believe they have better alternative (GEM, 2012: 21). Additionally, the ratio of necessity to opportunity entrepreneurship seems to be systematically linked to a country's stage of economic development (Acs, 2006; Acs and Amorós, 2008).

As Amorós and Bosma (2014: 20) referred “it acknowledges that the contribution of entrepreneurs to an economy varies according to its phase of economic development (Wennekers et al., 2010; Gries and Naude, 2008), which to certain extent drives the institutional setting. It also reflects a nuanced distinction between phases of economic development, in line with Porter's typology of “factor-driven economies”, “efficiency-driven economies” and “innovation-driven economies” (Porter et al., 2002)”.

“Entrepreneurs in factor-driven economies tend to have more entrepreneurs by necessity. With higher economic development levels, necessity gradually falls off as a motivator, while improvement-driven opportunity motives increase. Necessity motives can be impacted by economic conditions. For example, people in early development stage economies may start businesses because there is an insufficient supply of jobs and a low level of social security entitlements, and they are pushed into creating a source of income. As economies develop, the supply of jobs generally increases, so fewer people are pushed into entrepreneurship” (Amorós and Bosma, 2014:32).

Thus, in specific factor-driven economies, it is verified an important phenomenon of entrepreneurship by necessity, as opposed to entrepreneurial opportunity, usually more prevalent in economies in advanced stages of development.

So, in the central regions characterized by more advanced stages of development, entrepreneurship initiatives are motivated by the inherent opportunities while non-central regions (where peripheral and border regions are located) with lower levels of development, the entrepreneurship initiatives fundamentally are triggered by necessity.

Indeed, there are different approaches to entrepreneurship. Entrepreneurship can be associated with the individual characteristics of successful entrepreneurs, highlighting personality traits, human capital, and ethnic origin (Storey, 1994), and entrepreneurial vision, alert to business opportunities, pro-activity, and family tradition

(Chell et al., 1991) (studies of personality in the view of Lee et al., 2004). But it can also be related to educational attainment and work experience (Evans and Leighton, 1990) (prospective studies of human capital (Lee et al., 2004).

In turn, Yoon (1997), Lee et al. (2004) suggest that new immigrants are more likely to be entrepreneurs because they do not have networks and contacts within the existing enterprises, suffer discrimination, and are not rich in communication skills. Thus, they are more likely to start new businesses and work on their own.

Given the above, it can be concluded that there are many reasons that lead a person to entrepreneurial activity, either embedded in the logic of opportunity: an idea that a business opportunity arises from the need to for more prestige with better income opportunities, a lack of attractive employment opportunities, or a desire to avoid uncertainties related to work for others (eg, become unemployed) -or lifestyle -personal independence to manage time to adapt to a work environment, possibility of personal fulfilment associated with a more interesting job, and the fact that having your own business is the most suitable option for your profession (Carvalho et al., 2013).

Under Malecki (1994) perspective, territories can either act as barriers or provide favorable conditions and trigger entrepreneurship. Also, the globalization creates exclusion processes of rural regions where local production systems are destroyed or fail to properly incorporated in the new international division of labor. Unemployment, productive and social breakdown, impoverishment and deterioration of values are also the local (rural) result of global processes (Zurbano et al., 2014).

Indeed, regional conditions such as economic development and demographic characteristics (from the demand side), and resources, capabilities, and interests (from the supply side), determine what opportunities one has and the effect of the nascent entrepreneur's behavior (Thurik et al., 2002) Thus, regional factors can affect individuals in the early stage of the business process (Mueller 2006; Acs et al., 2008; Bosma e Schutjens, 2011; Kibler, 2013).

Furthermore, Ajzen and Fishbein (2005) assume that environmental conditions can influence the formation of intentions, insofar as they shape an individual's beliefs and perceptions about certain behaviors. To Kibler (2013), individual cognition and preferences of entrepreneurial intentions are shaped by both real-world conditions, institutional as well as economic, and demographic and physical characteristics that make up the regional environment (Strauss 2008). The regional environment affects individual perceptions and beliefs about entrepreneurship, which in turn form the basis of the three cognitive antecedents: attitude, subjective norm and perceived behavioral control (Kibler, 2013).

The conditions and factors associated with entrepreneurship are different when regions are rural or peripheral, or both. Oinas and Malecki (1999: 24) argue that peripheral territories tend to present "lackluster" conditions for the creation and development of business activities. In general, the provision of local business development services

in peripheral regions is ineffective and the businesses advances are slow (Lagendijk, 2000). Remoteness and distance from the central regions are associated with low levels of business skills, and a limited level of local cooperation and competition in product markets along with narrow local market opportunities degrade the development of business and industry in peripheral regions (North and Smallbone, 2000).

Physical accessibility is also considered a key factor to development and entrepreneurship, and a lack of accessibility means peripheral regions face increased difficulties in creating dynamic business environments (Arbuthnot and von Friedrichs, 2013).

The border regions, in general, are characterized by being peripheral territories which have feeble economic dynamics, which represent a fragile productive structure, aggravated by penalizing demographic change and cost disparities respect to the taxation disarticulation, administrative and social context. Thus, the design of entrepreneurship is associated to entrepreneurship in a rural context (Siemens, 2010; Kalantaridis and Bika, 2011) and can be configured to border territories.

The issue of entrepreneurship, creation and development of enterprises, takes traditionally a small consideration in the field of rural development. However, in the last years it has stressed the need to diversify activities in rural areas beyond agriculture. The recognition of the inability of agriculture to maintain jobs and set population in the rural world, with successive reforms of agricultural policies have led the need to find jobs and income in other activities. In this context we must place the emergence of integrated rural development strategy that emphasizes the need to encourage the creation and development of productive activities alternatives to farming (Rosell et al., 2006).

Looking at Kalantaridis and Bika's study (2011), one can conclude that the rural territories have many limitations in terms of the innovative activities of entrepreneurs: the relatively small size of the local market, infrastructure, available resources, reduced networks dynamics, insufficient availability of resources, and the critical mass of businesses and services to support or leverage these activities. Despite these limitations, the creation of enterprises in rural areas also has some advantages: the entrepreneur can shape his own opportunities and constraints and adapt to the available resources and possible solutions (Aldrich and Martinez, 2001; Meccheri and Pelloni, 2006; Siemens, 2010).

Business entrepreneurs in rural areas, according to Siemens (2010), create their businesses to generate employment (Tervo, 2004), to be their own boss (Walker and Brown, 2004) and to on capitalize an opportunity (Mankelow and Merrilees, 2001). But entrepreneurial activity in this context is also often induced by the search for a new lifestyle (Siemens, 2010), mainly by immigrants who return to their origins.

Kalantaridis and Bika (2011) refer to how, and although there is evidence on the impact of new arrivals on entrepreneurship in rural areas, there are few studies

on their contribution to innovation and to the configuration of innovation systems (Lundvall, 1992; Edquist, 1997). However it should be noted that Nijkamp and Poot (2012) concluded there is a positive relationship between the number of immigrants and innovation (measured in terms of patents).

Thereby, immigration promotes and encourages entrepreneurship in peripheral regions, particularly border areas, which are generally rural areas in order to ensure and encourage the people to remain in the region and to renew the region.

Within a peripheral region, an entrepreneurial environment can be stimulated and through the advancement of local networks, improving internationalization and local infrastructures related to an industry based in regional services (Arbuthnott e von Friedrichs, 2013). The territories are the result of a process of social construction, as they emerge through the cooperation and consensus of local actors (Ramos and Garrido, 2014).

According to Blackburn and Ram (2006) and Jayawarna et al. (2011), emerging entrepreneurs in socially disadvantaged areas face particular challenges. In these areas it is necessary to improve the capacity and skills of human capital, encourage social skills and promote network relations, and significantly contribute to under-capitalized companies to provide entrepreneurs with access to these resources (Jayawarna et al., 2011).

3. STUDY OF FOUR MUNICIPALITIES FROM BEIRA INTERIOR NORTE

This paper explores the entrepreneurship and the types of entrepreneurship in the peripheral regions and border regions in particular. The aim is to identify success factors / failure of entrepreneurship, and to do this was important the collaboration of business associations of the Portugal and Spain border, for the recognition and identification of companies that presented, in 2013, a superior survival rate at two years and were considered successes. The database built was made up of 80 companies, divided by sectors prevailing in the territory and by four municipalities of Portuguese border.

To evaluate the type of entrepreneurship in border areas we used a questionnaire which was given to companies identified in the BIN four municipalities: Almeida, Figueira Castelo Rodrigo, Guarda, and Sabugal. The questionnaire was sent in November 2013 by mail for the 80 companies previously identified and then, given the low response rate was conducted in person in January 2014. There was obtained 31 questionnaire surveys that allowed analyze the realities of business activities in the border region and the associated local costs, as well as the strategies and positions in terms of entrepreneurship in companies whose profile and dynamics reveal ability to face the difficulties of market and adapt solutions and work strategies.

In the analysis of entrepreneurial activity in countries participating in GEM (2012), the distinction between entrepreneurial activity induced by opportunity and entrepreneurial activity induced by the need is particularly relevant. In general, entrepreneurship induced by opportunity results from the desire to take advantage of a business opportunity on one's own initiative. On the other hand, entrepreneurship induced by necessity arises from the absence of other opportunities for income generation (including dependent work), which leads individuals to establish a business because they believe they do not have a better alternative. (GEM, 2012: 21). The GEM (2012) also notes a third category which consists of one explanatory mixing of motives to start the business (opportunity and no opportunity).

Based on this definition of the GEM, the methodology used for the analysis is based on the application of multivariate statistics, a *cluster* analysis, so as to group companies according to their entrepreneurial activity induced by opportunity and necessity. We used a hierarchical clusters analysis employing the within group linkage method and the Euclidean distance as measure. To identify the appropriate number of clusters (validation) we analysed the dendrogram (Pestana and Gageiro, 2008), using a distance between 18 and 20.

The variables considered in this analysis are based on the profile of the entrepreneur in these territories and according GEM and Carvalho et al. (2013), namely: personal independence to manage time; an idea that a business opportunity arises; something perfectly normal; it was not necessary the adaptation to a work environment; a more interesting and prestigious job; personal fulfilment; best future prospects for remuneration; lack of attractive opportunities of employment and avoided some uncertainties related to the salaried work (ex: becoming unemployed); the most suitable option for their profession. It should be noted that these variables have been applied in studies of these territories which highlights the PITAE - Plan Transfronterizo de Apoyo al Emprendimiento en BIN/SAL: El Emprendimiento en la BIN/SAL (PITAE BIN-SAL) (Macías et al., 2014).

Subsequently, we used multiple mean comparison tests to distinguish the unique characteristics of each *cluster* and measure the main elements that characterize and distinguish each type of entrepreneurial activity.

The aim is to identify success factors / failure of entrepreneurship and which types of entrepreneurship that exist in the border regions. The purposes is to know which factors of the border territory that are associated with each type of entrepreneurship, to help design specific policies to encourage the creation of business. Among these factors the following stand out the characteristics of the companies related to age, legal form, number of employees, turnover, location, relation of ownership where the activity was developed and category to which the company could belong; the cross-border relations and exchanges/transactions border; the company's target market in the current context, or the medium and long-term context;

the most relevant characteristics of human resources at the time of hiring or when deciding whether to keep a worked and distribution and communication channels.

The *cluster* analysis was adequate and the variables of achievement of objectives used to classify businesses were all significant to the solution, as can be seen by the results of the ANOVA², shown in Table 1. Regarding ANOVA it is possible conclude that all the variables chosen have high values of F, strongly contributing to the definition of the groups.

By applying the methodology described above for *cluster* analysis, regarding the dendrogram and using a distance between 18 and 20 (attachment 1), we identified three groups: the first, consisting of 14 companies, is classified by *early – stage* entrepreneurs who were motivated by opportunity (entrepreneurial activity induced by opportunity); a second consists of 3 companies, is classified as entrepreneurs motivated by need (entrepreneurial activity induced by necessity); a third group, consisting of 14 companies, was rated by a mixture of motives, as we can see from Table 2.

TABLE 1
ANALYSIS OF VARIANCE - ANOVA

	Cluster		Error		F	Sig.
	Mean Square	df	Mean Square	df		
19. Personal independence to manage time	20,785	2	,992	28	20,945	,000
19. I had an idea that it was a business opportunity	6,307	2	,789	28	7,993	,002
19. It is something perfectly normal	8,323	2	1,325	28	6,283	,006
19. It was not necessary the adaptation to a work environment	14,204	2	1,207	28	11,772	,000
19. Is a more interesting job	2,328	2	,615	28	3,787	,035
19. Possibility of personal fulfilment	7,193	2	,516	28	13,936	,000
19. Is more prestigious	9,291	2	1,253	28	7,413	,003
19. Best future prospects for remuneration	12,459	2	,709	28	17,567	,000
19. Lack of attractive opportunities of employment	10,526	2	1,635	28	6,437	,005
19. Are avoided some uncertainties related to the salaried work	30,980	2	,769	28	40,301	,000
19. Have my own business is the most appropriate option for my profession	7,141	2	1,158	28	6,165	,006

Source: Our Elaboration.

TABLE 2
CLUSTER CONSTITUTION

	Cluster		
	1	2	3
	N=14	N=3	N=14
19. Personal independence to manage time	4,71	1,00	3,07
19. I had an idea that it was a business opportunity	4,57	2,33	4,00
19.It is something perfectly normal	3,93	1,33	3,50
19. It was not necessary the adaptation to a work environment	4,07	1,00	2,71
19.Is a more interesting job	4,29	3,00	3,79
19. Possibility of personal fulfilment	4,71	2,33	4,07
19. Is more prestigious	4,07	1,33	3,50
19. Best future prospects for remuneration	4,07	1,00	3,07
19. Lack of attractive opportunities of employment	3,93	4,00	2,29
19. Are avoided some uncertainties related to the salaried work	4,43	1,67	1,57
19. Have my own business is the most appropriate option for my profession	4,64	3,00	3,36

Source: Our Elaboration.

TABLE 3
RESULTS OF THE CHI-SQUARE TEST

Chi-square	X ²	df	Sig.	Comments
1. Age	2,292	6	,891	X
2. Legal Form	6,395	4	,172	X
3. Sector	11,974	16	,746	X
4. No of employees	7,213	8	,514	X
5. Turnover	10,037	12	,613	X
6. Location of domicile for tax purposes	11,389	6	,063	Y
8. Relation of ownership where is developed the activity	5,265	4	,261	X
9. Category to which the company could belong	1,652	6	,949	X

Source: Our Elaboration.

The results of this test allow us to conclude that all aspects related to the general data of the company showed no influence on the results obtained in the reason for

the entrepreneurial activity except the location of domicile for tax purposes, which was relevant for the classification achieved. The majority of the companies in Almeida and Figueira de Castelo Rodrigo belong to *cluster* 1; the majority of companies in Guarda belong to *cluster* 3. Companies with headquarters in the fiscal municipality of Sabugal were divided equally between *clusters* 1 and 3 (50% each).

We also checked whether the cross-border relations and exchanges/transactions border trade had an influence on the profile of entrepreneurs in the border region. We appealed to the analysis of differences in group means to identify and interpret how they established the relationship between the explanatory variables and the dependent variable, entrepreneurial profile.

It may be noted from Table 4 that, in relation to Exchanges/Border transactions, Trade group 2 stands out apart from group 1 and as it has a higher percentage of sales in Spain; group 1 stands out apart group 2 and group 3 because it has a higher percentage of sales to the neighboring region, the province of Salamanca.

TABLE 4
DIFFERENCES OF AVERAGES BETWEEN GROUPS
EXCHANGE/TRANSACTIONS BORDER TRADE

	Cluster 1	Cluster 2	Cluster 3	Medium differences
10.% Shopping at Spain - What percentage of your exchanges/commercial transactions are cross-border?	2,08	60,00	22,50	
10.% Purchases Prov. Salam - What percentage of your exchanges/commercial transactions are cross-border?	5,67	2,00	11,33	
10.% Sales Spain - What percentage of your exchanges/commercial transactions are cross-border?	23,00	37,50	10,27	2>1>3
10.% Sales Prov. Salam - What percentage of your exchanges/commercial transactions are cross-border?	25,38	20,25	3,00	1>2>3

Source: Our Elaboration.

The relationship between the explanatory variables and the dependent variable can be found by checking the differences of the group means. In this sense, we also identified the variables associated with the development of business to explain the profile of the entrepreneur in the border region - In particular the target market; means of payment of customers; the characteristics of human resources relevant to incorporate or keep a worker; channels of Internet normally used in the operation of the company and the languages used; distribution channels and distinguishing products factors. The most important factors were the company's ability to increase production or improve sales, exports, hiring of employees, and innovate, and public policies (Table 5).

TABLE 5
DIFFERENCES OF AVERAGES BETWEEN GROUPS
TARGET COMPANY MARKET CURRENTLY AND IN A HORIZON FROM 3
TO 5 YEARS

	Sum of Squares	df	Mean Square	F	Sig.	Obs.
20. Local (<100 km), without specific mention of border activity. Current time	,368	2	,184	,705	,503	
20. Local (<100 km), with particular inclusion of cross-border activity. Current time	1,062	2	,531	3,413	,047	1>3>2
20. Supralocal (>100 km), without special mention of border activity. Current time	,205	2	,103	,551	,583	
20. Supralocal (>100 Km), with special mention of cross activity with Beira Interior Norte / Salamanca Province. Current time	,221	2	,111	,542	,588	
20. Supralocal (>100 km), with special mention of border activity (Portugal / Spain) in general. Current time	,893	2	,447	2,126	,138	
20. Global (international, in general). Current time	,038	2	,019	,100	,905	
20. Local (<100 km), without specific mention of border activity. Medium term prospects	,149	2	,075	,334	,719	
20. Local (<100 km), with particular inclusion of cross-border activity. Medium term prospects	,122	2	,061	,420	,661	
20. Supralocal (>100 km), without special mention of border activity. Medium term prospects	,267	2	,134	,819	,451	
20. Supralocal (>100 Km), with special mention of cross activity with Beira Interior Norte / Province Salamanca . Medium term prospects	,267	2	,134	,819	,451	
20. Supralocal (>100 km), with special mention of border activity (Portugal / Spain) in general. Medium term prospects	,006	2	,003	,013	,987	
20. Global (international, in general). Medium term prospects	,368	2	,184	,705	,503	

Source: Our Elaboration.

The company's target market in the current context, or the medium and long-term context (3 to 5 years), had a statistical significance only in the current context at Local level (<100 km), with particular inclusion of cross-border activity, with the group 1 firms (entrepreneurs motivated by opportunity) the highlight of groups 2 and 3 have a higher local cross-border market share.

In terms of influence, the means of payment identified on the profile of the entrepreneur, showed that the results are significant at the level of prompt payment of final consumers, with group 2 (entrepreneurs motivated by necessity) to make higher levels of this means of payment, compared to groups 1 and 3 (Table 6).

TABLE 6
DIFFERENCES IN MEANS BETWEEN GROUPS
MAIN MEANS OF PAYMENT USED BY CUSTOMERS

	Sum of Squares	df	Mean Square	F	Sig.	Obs
23. Ready payment Final consumers	8300,476	2	4150,238	3,878	,050	2>1>3
23. Debit / Credit card Final consumers	153,409	1	153,409	,345	,572	
23. Credit Sales Final consumers	145,076	2	72,538	,081	,923	
23. Bank Transfer Final consumers	0,000	1	0,000	0,000	1,000	
23. Ready payment. Customers entrepreneurs	1642,500	2	821,250	2,764	,130	
23. Debit / Credit Card Customers entrepreneurs	66,667	1	66,667	,400	,561	
23. Credit Sales. Customers entrepreneurs	1230,000	2	615,000	1,082	,390	
23. Bank Transfer. Customers entrepreneurs	630,000	2	315,000	,275	,770	
23. Ready payment. Final consumers	,316	2	,158	,728	,492	

Source: Our Elaboration.

In relation to the impacts, the most relevant characteristics of human resources at the time of hiring or when deciding whether to keep a worker, the results are more significant, in general, in group 2, which is those that are focused on academic qualifications and specific professional qualifications. Group 1 businesses valued professional references and previous work when hiring (Table 7).

TABLE 7
DIFFERENCES IN MEANS BETWEEN GROUPS
MORE RELEVANT CHARACTERISTICS OF HUMAN RESOURCES AT THE
TIME TO INCORPORATE/MAINTAIN A WORKER

	Sum of Squares	df	Mean Square	F	Sig.	Obs
24. Age and sex	1,249	2	,624	,455	,639	
24. Academic Qualifications	6,154	2	3,077	3,375	,049	2>1>3
24. Specific Courses of vocational qualification	12,530	2	6,265	4,191	,026	2>1>3
24. Industry Knowledge	1,538	2	,769	,600	,556	
24. Language Skills	4,884	2	2,442	1,333	,280	
24. Previous direct Knowledge of the candidate	5,944	2	2,972	2,248	,124	
24. Professional References and previous work	11,241	2	5,621	5,084	,013	1>3>2
24. Motivation and willingness to work	1,456	2	,728	,915	,412	

Source: Our Elaboration.

It can be observed that, in relation to aspects of the importance of different distribution channels, the group 1 stands out from groups 3 and 2 because it holds higher levels of store use or branch with a view to promote the company (Table 8).

TABLE 8
DIFFERENCES IN MEANS BETWEEN GROUPS
MAIN DISTRIBUTION CHANNELS

	Sum of Squares	df	Mean Square	F	Sig.	Obs
27. Sector or Branch	15,517	2	7,758	3,556	,047	1>3>2
27. Distributor	,303	2	,152	,086	,918	
27. Commercial Agent / representative / seller	1,178	2	,589	,241	,789	
27. Direct Sale in the store	2,407	2	1,204	,463	,635	
27. Telephone Contact	2,924	2	1,462	,655	,530	
27. Electronic mail/ <i>online</i> sales	,304	2	,152	,093	,912	

Source: Our Elaboration.

With respect to the use of Internet tools, in terms of communication, group 3 stands out from the rest, which made greater use of these resources and had their own web pages and domains. The group also shows a greater advertising effort in general terms with web pages in English. Group 2 presents higher levels of the use of booklets or *dossiers* in French (Table 9).

The most important factors (such as: Better training and greater knowledge of the market, Less bureaucracy and corporate tax, Better transport infrastructure, Better Information and communication technologies, Ease of access to credit, more favorable demographic factors, Greater permeability commercial and cultural permeability with Spain, Best distribution channels) in increasing production, improving sales, recruitment of employees, and innovating, were the levels of bureaucracy and corporate tax rates, with the group 3 appreciating these more than groups 1 and 2.

There were no differences between the groups in the highlighted factors by the companies, nor a difference in increased production and improved sales and exports, or to improve the recruitment of workers (Attachment 2).

The main distinguishing factors and advantages of products produced on the profile of the business entrepreneur, were most influential for group 1 and are centered at the location (Table 10).

TABLE 9
DIFFERENCES IN MEANS BETWEEN GROUPS
INTERNET CHANNELS AND LANGUAGES USED IN COMMUNICATIONAL
MEANS

	Sum of Squares	df	Mean Square	F	Sig.	Obs
25. a. Web Page with own domain	1,545	2	,773	3,724	,037	3>1>2
25 b Web Page hosted under field of an association or external company	,241	2	,121	,854	,436	
25. c. Online Store with payment electronic or by card	,039	2	,020	,591	,561	
25. d. E-mail	,386	2	,193	1,215	,312	
25. e Social Networks	,205	2	,103	,551	,583	
26. Web Page - Portuguese	,181	2	,091	,484	,621	
26. Web Page - English	1,324	2	,662	4,527	,020	3>2>1
26. Web Page - French	,329	2	,164	1,933	,164	
26. Web Page - Spanish	,174	2	,087	,738	,487	
26. Web Page - German	0,000	2	0,000			
26. Labels and instructions of their products- Portuguese	,368	2	,184	,705	,503	
26. Labels and instructions of their products- English	,174	2	,087	,738	,487	
26. Labels and instructions of their products- French	,276	2	,138	2,420	,107	
26. Labels and instructions of their products-Spanish	,174	2	,087	,738	,487	
26. Labels and instructions of their products- German	0,000	2	0,000			
26. Their booklets or company files - Portuguese	,036	2	,018	,075	,928	
26. Their booklets or company files - English	,098	2	,049	,336	,717	
26. Their booklets or company files - French	,960	2	,480	5,326	,011	2>3>1
26. Their booklets or company files - Spanish	,101	2	,050	,297	,745	
26. Their booklets or company files - German	0,000	2	0,000			

Source: Our Elaboration.

TABLE 10
DIFFERENCES IN MEANS BETWEEN GROUPS
MAIN DISTINGUISHING FACTORS/ADVANTAGES OF PRODUCTS

	Sum of Squares	df	Mean Square	F	Sig.	Obs
28. Quality of own brand	5,218	2	2,609	1,007	,378	
28. Prestige	4,825	2	2,412	1,683	,204	
28. Location	12,829	2	6,414	3,333	,050	1>3>2
28. Demand Knowledge	3,053	2	1,526	1,131	,337	
28. Packaging and presentation	5,886	2	2,943	1,231	,307	
28. Price	5,244	2	2,622	1,876	,172	
28. Participation in Trade Fairs	,322	2	,161	,086	,918	
28. Promotion	,239	2	,119	,051	,950	
28.Post sale service	2,324	2	1,162	,374	,692	

Source: Our Elaboration.

There are fewer differences between the groups in regard to the levels of public support. In fact, it is clear that the firms in group 3 are those that have more public support and were more decisive when they increased their investment (Table 11). This situation can be interpreted in two distinct ways: first, it was a result of their lower level of preparation and their resulting need to spend more money and effort to create companies; second, it was a result of a false perception of a lack of commitment to invest.

TABLE 11
DIFFERENCES IN MEANS BETWEEN GROUPS
INFLUENCE OF PUBLIC POLICIES

	F	Sig.	Obs
30. Belongs to any network or association of entrepreneurs?	,046	,955	
33. In your economic activity, has already benefited from public support directly related to the geographic location	,420	,661	
34. Decide on the location of your business?	,600	,495	
34 b Hire workers?	2,400	,219	
34.c Hire local workers?	,086	,789	
34.d. Increase your investment?	16,200	,028	3>1
34.e . Adapt the activity to new technologies?	,948	,402	

Source: Our Elaboration.

4. DISCUSSION AND CONCLUSIONS

This study shows how important it is that local decision-makers understand the process of creation, renewal, and development of new business and companies in the peripheral areas. In border areas (characterized often as low-tech) it is important to understand the motivations that move entrepreneurship in border areas. It is also important for local cross-border policy-makers to know and take advantage of future opportunities and successfully face challenges, in particular, to combat the ongoing process of desertification and improve the sustainability of these regions and develop strategies to encourage and stimulate the creation of companies and expansion of the labor market.

These regions continue to have feeble economic dynamics, based on a fragile productive structure, aggravated by demographic change and penalizes local costs, respect to the taxation disarticulation, administrative and social context. This situation requires policies and initiatives that promote employment opportunities and socio-professional integration of communities.

Thus, the study also shows local actors that they need to take make a concerted effort to identify, use, and promote local resources in order to create and develop new businesses and new economic and social activities, and to improve local competitiveness.

The peripheral and border position of BIN municipalities and the deficiencies in internal connectivity restricted returns from human capital and discouraged the investment in physical and human capital. The improvements of entrepreneurs were expected to increase market potential and, consequently, stimulate efforts to improve competitiveness, as we can see in Andalusia (Romero and Fernández-Serrano, 2013).

Thus these study provides ideas and insights on entrepreneurship in border regions. The entrepreneurs of Almeida and Figueira de Castelo Rodrigo are motivated by opportunity (entrepreneurial activity induced by chance), while the entrepreneurs of Guarda are motivated by a variety of reasons or in search of a different lifestyle. The municipality of Sabugal the entrepreneurship appears similarly induced by chance-taking and the possibility of a new lifestyle.

The entrepreneurs motivated by opportunity present greater Exchanges/Border Trade transactions by making a higher percentage of sales to the neighboring region, the province of Salamanca. Their target market in the current context is at the local level (<100 km), with particular inclusion of cross-border activity, introducing greater local cross-border market share. The professional references and previous work are the characteristics most relevant at the time of hiring and retaining human resources. With regard to the importance of different distribution channels, the highest levels of use of store or branch with a view to promote the sales of the company. This type of entrepreneur focuses on the benefits of the products and location.

The entrepreneurs motivated by need, in the Exchanges/Commercial Transactions have a higher percentage of sales to Spain and exhibit the highest levels of use of prompt payment of final consumers as the primary means of payment. The academic qualifications and the specific courses of professional qualifications are the most relevant factors/characteristics human resources consider when deciding whether to hire or retain a worker. The use Internet tools to communicate booklets in French.

The entrepreneurs motivated by a mixture of reasons use the Internet to communicate more often and have webpages and domains in English. They also value less bureaucracy and corporate tax to increase to improve the innovation of the company, evidencing a greater benefit of public support when it is time to increase investment.

Thus in border and peripheral regions the entrepreneurship conditions are different of central regions. Accord Acs (2006), Acs and Amorós (2008) the ratio of necessity to opportunity entrepreneurship seems to be systematically linked to a country's stage of economic development. In advanced stages of development (or central regions) prevails entrepreneurial opportunity as opposed the phenomenon of entrepreneurship by necessity usually more prevalent in regions with lower development like peripheral and border regions.

We see the Central Denmark Region that have "a very high proportion opportunity entrepreneurs – entrepreneurs who are motivated by desire rather than need – which contribute to characterize Denmark as a highly entrepreneurial country"(Kastrup et al., 2012: 11) or an *Innovation-driven economies*, considering the Porter's typology (Porter et al., 2002). And on the other hand we have the *Factor-driven economies*, like Angola, Bolivia with a lower economic development level where stands entrepreneurship motivated by the need.

Furthermore in Portugal, 58.3% of early-stage entrepreneurs create a business motivated by opportunity, 26.2% motivated by the necessity and 15.6% claim that the mixture of motives is the original source of business creation (GEM, 2012). As opposed in peripheral and border regions of Portugal / Spain only 45% of entrepreneurs create business motivated by the opportunity, 6.6% motivated by the necessity and 45% claim that the mixture of motives is the original source of business creation.

Also in central regions like Central Illinois region (where opportunity are significantly more likely to create jobs at greater levels than those started due to necessity) the results of report developed by Millikin University (2005), suggesting that education can play a greater role in generating job makers as opposed to just job takers. This result are also verified in border regions where the entrepreneurship are fundamentally motivated by necessity.

As can be seen, in terms of motives for entrepreneurship border regions move away from the trends of the most developed economies, like Denmark Region or Central Illinois region, requiring specific policies to encourage the creation of business.

The development of regions with high levels of growth and jobs is only possible with more entrepreneurs. The “entrepreneurship is a powerful driver of economic growth and job creation: it creates new companies and jobs, opens up new markets, and nurtures new skills and capabilities” (EU, 2013).

The reasons that lead and enthusiasm to entrepreneurship are different because different are the realities (size, field of activity, legal form,..) and the environments where they live, work and compete. Is this sense that is required an appropriately adapted attention of policymakers, and a thorough cultural change, with balanced support measures for SME's, considering the specific characteristics of small and micro-businesses and recognize the successful entrepreneurship.

To foster entrepreneurship it is important to develop a set of measures and actions, in particular: improve the marketing channels of the companies of the border region; improve the process of companies marketing in the frontier region; make the conditions more attractive; and boost productive sectors with greater predominance in the border region, summarized in Table 12.

TABLE 12
**MEASURES AND ACTIONS TO FOSTER ENTREPRENEURSHIP IN THE
BORDER REGIONS**

Measures	Actions
Improve the marketing channels of the companies from the border region	Promote the provision of services and support the creation of web sites for the companies. Develop structures to support the marketing and sell of products. Establish networks of cooperation and sharing of resources between producers and build a presence in international exhibitions.
Improve the enterprises marketing in the border region process	Attract young entrepreneurs in international business. Promote training in the areas of languages and international trade. Promote training in the areas of electronic commerce. Establish international partnerships and foster a presence in Portuguese-speaking markets, in particular Africa and America.
Improve attractiveness conditions for productive activities in the border region	Reward companies of BIN with toll reductions (e.g. by invoices). Reward companies for creating of jobs with tax incentives or Social Security. Break down the tax burden and social benefits.
Boost the productive sectors with greater predominance in the border region.	Mobilize <i>workshops</i> with <i>stakeholders</i> and local entrepreneurs to implement activities of benchmarking, focusing on the most productive sectors in the region. Encourage entrepreneurs to connect with the institutions of Education and Research and promote the development of products by innovation and new applications. Make business attractive by promoting the qualification of industrial buildings turned off and the incorporation of information and communication technologies. Disseminate good practices of entrepreneurship, cooperation, and development of products, stimulating social actors to develop initiatives and similar actions.

Source: Our Elaboration.

Thus, there is an urgent need to implement strategies for multidimensional entrepreneurship, which combine needs and wants of entrepreneurs and investors. There must be public policies that reduce the costs associated with these regions.

It is relevant to enhance the capacity of attraction and development of resources, recognition of territorial specificity. The appreciation of innovation in local products and the tax credit for investors who want to install in this region, as well as the reduction of bureaucratic processes associated with the development of the activity

There is need to expand distribution channels, valued cooperative relations, formal and informal networks, technological structures and the Lusophone and Hispanic markets (in particular Africa and America).

It is considered very important connection to teaching and R&D institutions, able to promote training of human resources, will enhance knowledge transfer for companies and generate innovation.

The dynamics of involvement between basic and higher education with business associations and administrative entities are valued for the sake of promoting entrepreneurial initiatives strategies, the availability of creating spaces and installation companies with controlled costs, supports the monitoring initiatives and promotion in the markets.

As referred Gómez (2013) also it should create favorable conditions for the commercialization and economic use of scientific and technological knowledge, because the relationship between universities, businesses and governments, is not homogeneous in the territory, a fact that leaves implicit the possibility that technological progress is not neutral between regions, as indeed happens. Thus the sources of knowledge largely determine the development conditions of each region.

The development of a country depends on the development of all its regions (be they central or border) and is directly influenced by its entrepreneurial capacity. The measures proposed for the border regions will meet the proposals Action plan "Entrepreneurship 2020 -Reigniting the entrepreneurial spirit in Europe" (COM (2012) 795 final). In recent years, Europe has seen a decrease in the share of people preferring self-employment to being an employee, the European support measures for SMEs remain unbalanced and still neglecting the characteristics of small and micro-businesses, and there is a culture that does not recognize or reward entrepreneurial endeavors enough. "To make entrepreneurship the growth engine of our economy Europe needs a thorough, far-reaching cultural change" (EU, 2013).

In this sense, the annual Growth Survey 2013 has emphasized the need to improve the business environment to increase the competitiveness of European economies, with bold and coordinated action by all administrations at European, national and regional levels, "to unleash Europe's entrepreneurial potential, to remove existing obstacles and to revolutionize the culture of entrepreneurship in Europe... to ease the creation of new businesses and to create a much more supportive

environment for existing entrepreneurs to thrive and grow" (EU, 2013). This Action Plan proposes three areas for intervention: Entrepreneurial education and training; Strengthening framework conditions for entrepreneurs supporting them in crucial phases of the business lifecycle; and Dynamising the culture of entrepreneurship in Europe: nurturing the new generation of entrepreneurs.

Thus this paper contributes to the better understand of the conditions for entrepreneurship in border regions and of public policies that help foster entrepreneurship in these regions.

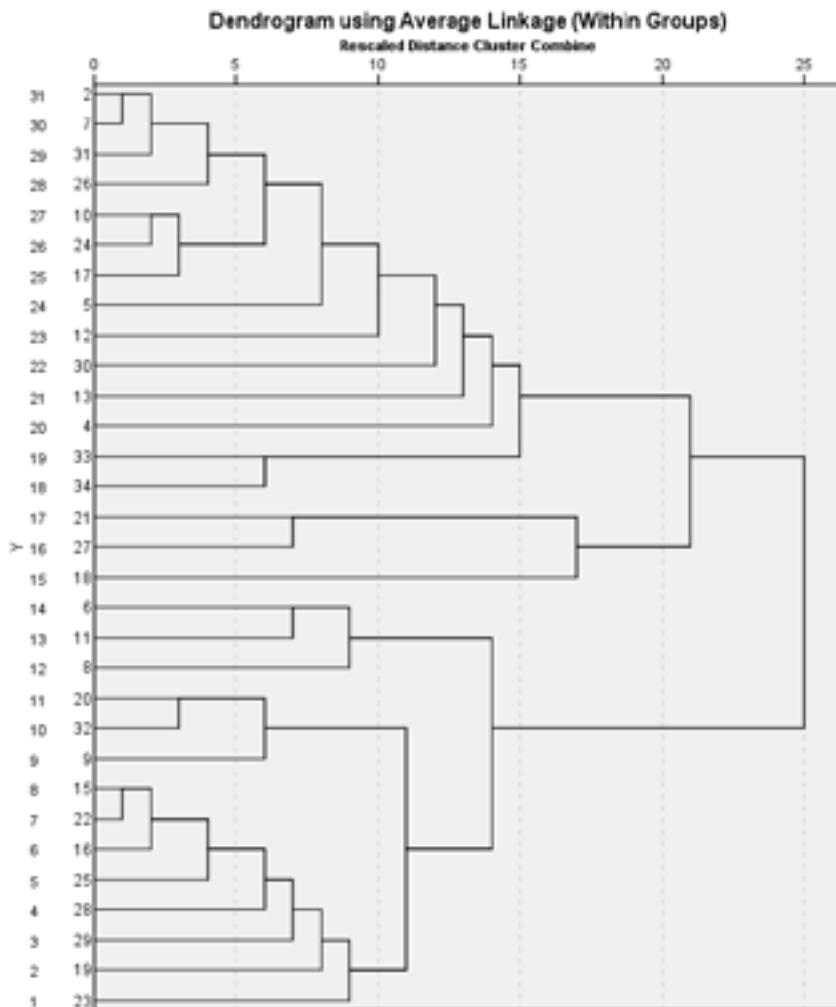
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ATTACHMENT 1: DENDROGRAM



ATTACHMENT 2:

	Sum of Squares	df	Mean Square	F	Sig.	Obs
29. Sales. Better training and greater knowledge of the market	,368	2	,184	,705	,503	
29. Sales Less bureaucracy and corporate tax	,641	2	,320	1,336	,279	
29. Sales Best transport infrastructure	,055	2	,028	,226	,799	
29. Sales Best technologies of Information and communication	,036	2	,018	,075	,928	
29.Vendas Ease of access to credit	,045	2	,023	,087	,917	
29. Sales demographic factors more favorable	,610	2	,305	1,775	,188	
29. Sales Greater permeability commercial and cultural with Spain	,149	2	,075	,334	,719	
29. Sales. Better distribution channels	1,320	2	,660	2,908	,071	
29. Export. Better training and greater knowledge of the market	,221	2	,111	,542	,588	
29. Export. Less bureaucracy and corporate tax	,122	2	,061	,420	,661	
29. Export. Best transport infrastructure	,067	2	,033	,354	,705	
29. Export.Best Information and communication technologies	,198	2	,099	,844	,441	
29. Export. Ease of access to credit	,198	2	,099	,844	,441	
29. Export. Demographic factors more favorable	,039	2	,020	,591	,561	
29. Export. Greater permeability commercial and cultural with Spain	,186	2	,093	1,031	,370	
29. Export.Best distribution channels	,601	2	,301	1,455	,250	
29. Cont. Trab. Better training and greater knowledge of the market	,364	2	,182	,915	,412	
29. Cont. Trab. Less bureaucracy and corporate tax	,036	2	,018	,075	,928	
29. Cont. Trab. Best transport infrastructure	,014	2	,007	,104	,901	
29. Cont. Trab. Best Information and communication technologies	,039	2	,020	,591	,561	
29. Cont. Trab. Ease of access to credit	,067	2	,033	,354	,705	
29. Cont. Trab. demographic factors more favorable	,124	2	,062	,370	,694	
29. Innovation. Better training and greater knowledge of the market	,221	2	,111	,542	,588	
29. Innovation. Less bureaucracy and corporate tax	1,311	2	,656	3,172	,057	3>1>2

	Sum of Squares	df	Mean Square	F	Sig.	Obs
29. Innovation. Best transport infrastructure	,157	2	,078	1,280	,294	
29. Innovation. Better Information and communication technologies	,036	2	,018	,075	,928	
29. Innovation. Ease of access to credit	,488	2	,244	1,088	,351	
29. Innovation. Demographic factors more favorable	,067	2	,033	,354	,705	
29. Innovation. Greater permeability commercial and cultural with Spain	,067	2	,033	,354	,705	
29. Innovation. Better distribution channels	,157	2	,078	1,280	,294	

