

“Immigration – an opportunity to develop niche markets:  
Narrative of Brazilians small/medium business owners in  
Ireland and the use of alternative dispute resolution  
overcoming barriers and conflicts.”

By

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**I certify that:**

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Notes:

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## **Abstract**

The objective of the research aims to identify if small/medium Brazilian business owners have found barriers and conflicts when setting up their businesses in Ireland intending to understand how alternative dispute resolution could help them. The aim of this study is to contribute to building more cohesive literature in this field. The secondary objectives of this research are presented below:

1. Identify who are these business owners and understand their journey as an immigrant in Ireland;
2. Understand which conflicts or barriers they have faced;
3. Understand how they overcome those barriers or conflicts in order to successfully conduct their businesses;
4. Understand in which contextual factors the use of alternative dispute resolution would be beneficial for small/medium business owners;

It was conducted qualitative interviews, semi-structured with open questions in order to answer to gather all data relevant to this research. The questions were designed in accordance with the purpose of the research and ethical matters.

Through the analysis of all data collected, we could observe barriers, conflicts and emotions our participants have experienced throughout their journeys. The results helped to ground the topic of frequent conflicts than happen in a business owner's life.

In addition, the objectivity of the research is reached through critical analysis and conclusion discussed. As result, the main barrier faced by these business owners is the lack of information.

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## **1. Chapter 1 – Introduction**

Ireland has experienced a massive migratory flow over the past years. Such movement can be justified by social, political and economic reasons. As consequence of this migratory flow, new businesses arise in the scenario in order to offer products and services to this emergent demand. A whole new market demands products and services that fulfil its needs.

The immigrant community concentrated in the commercial and city center, attentive to this demand has provided services and products aimed in the immigrant public. Due to the great demand coming from the Brazilian community, entrepreneurs have started to set up their own business, generating employability within the community and turning the Irish economy.

In addition, they bring some of the culture and customs that are missing in the day by day life of those who live far from their own country. The topic of this research is focused on the Brazilian community living in Ireland and the notorious growth of the community as a whole. Not only considering the number of individuals who comes to visit, study and consume generating an economic rebound of the country but also new businesses that arose to help economically and employ those immigrants who previously needed to compete with local citizens for jobs.

In the face of notorious diversity of nationalities which have immigrated to Ireland over the years, the Brazilian community will be the subject of analysis in this research. They are those who are setting up businesses to fulfill the needs and demands of the Brazilian residents in Ireland. They have been successively expanding their services even to other nationalities, understanding their wishes and needs to successfully grow their businesses.

This research intends to analyze the narratives of Brazilian business owners in order to gather a better understanding of their journeys in Ireland. Who are they? How did they set their business in Ireland? Which barriers/conflicts do/did they find? What are the opportunities available for them to setting up a business being an immigrant? How ADR can/could help to



enhance their businesses? How to use in favor of this niche? These are a few questions that this research aims to answer.

The first research stage is a critical literature review, in order to understand social and historical context of the study object. Due to its uniqueness and specificity, there is not much academic theoretical framework that can be used to work with. That can be considered challenging throughout the research. However, the importance of the work increases for being pioneer in the academic field. It is intended with this research that Brazilian immigrants who are seeking for information or even anyone who is looking for bases on the background of immigrant business owners in Ireland; find use in this research.

Another relevant point for choosing this topic was to inform and bring important considerations to a daily growing niche market. Thus the title given is Immigration - an opportunity to develop niche markets: Narrative of Brazilians small/medium business owners in Ireland and the use of alternative dispute resolution overcoming barriers and conflicts.

It raises questions that may be new to many of you, or even peculiar, with the intention of to get to know and understand the reality lived by those people. Those who have decided to immigrate looking for a better life following their dreams. Have you ever put yourself in their shoes? Have you thought about their experiences as immigrants? What about their life improvements? Education levels?

Some of them never imagined themselves having a business, especially alone in another country. Today, these people are the ones who make Ireland their home, where they feel welcomed, secure and assisted. Each day is an opportunity to grow in every challenge and achievement.

The analysis of their narratives will help to make assumptions and conclusion upon this theme. It will bring close to your eyes a perspective of the conflicts, disputes, felling, emotions, and

resolutions of internal and external challenges that Brazilian business owners experience in order to conduct their business in Ireland.

Here begins an invitation for you to discover and understand the importance of this research.

## **2. Chapter 2 – Aim and Objectives**

The research aims to identify if small/medium Brazilian business owners have found barriers and conflicts when setting up their businesses in Ireland with the objective of understand how alternative dispute resolution helped or could have helped them to overcome these issues.

Also, this research aims to portray the reality of Brazilian entrepreneurs that are exploiting a whole new niche market in Ireland. Due to its uniqueness, this research intends to be a milestone for future academic researches. As will be seen in Chapter 3, which deals with the theoretical framework, a literature has been developed in recent years which increase the relevance and importance of the research. The aim of this study is to contribute to build more cohesive literature in this field.

In order to successfully achieve the main objective of this research, which is to understand how ADR helped or could have helped Brazilian business owners, a list of secondary objectives of the dissertation were proposed as follow:

1. Identify who are these business owners and understand their journey as an immigrant in Ireland;
2. Understand which conflicts or barriers they have faced;
3. Understand how they overcame those barriers or conflicts in order to successfully conduct their businesses;
4. Understand in which contextual factors the use of alternative dispute resolution would be beneficial for small/medium business owners;

### **3. Chapter 3 – Review of the Literature**

At the beginning of this research, we can mention that immigration issues; its benefits and problems, are not a great discovery, or novelty for our world population.

Population displacements usually follow relatively simple logic. They want life improvement. They escape war, an economic crisis, poverty, political persecution, drought, and other natural cataclysms. They migrate to get a job, to study, to be healthier, and to stay alive. We know that the improvements imagined by migrants are often not fully achieved and that new problems can become part of their daily lives.

Several sociological contexts associated with a greater understanding of the migratory power see on the other side of the coin. Countries that have a large population number of migrated to other countries feel a deficit about individuals who have earned money within their country of origin. They moved to another country and used that amount to heat another economy.

Exactly, his reason, open doors to immigrants have often been and continue to be, in a way, a call for help for countries that were on the verge of collapse. Immigrants with money in their pockets, full of dreams, willing to work, and ready to drop everything in search of "better life"; can become the lifeboat or a restart for the world's economies (Fajardo, 2019).

Professor Lant Pritchett of Harvard defends the near-absolute end of borders. Immigration controls impede the proper functioning of markets. "There are great benefits when free trade is allowed between one country and another, and this includes the question of labour" (Vinokurov, 2019).

Could you see the connection between Albert Einstein, Salvador Dalí, Sergey Brin (co-founder of the google) and Freddie Mercury? All they were immigrants, or better saying, refugees that made contributions extraordinary in their respective fields, in the countries where were

welcomed. The refugees and migrants societies the benefit of the contributions the jobs that they generate. (Fajardo, 2019)

When there is a shortage of domestic labour, immigrant workers can fill this gap, saving businesses from the need to move out of the country, which in turn benefits local professionals and businesses in various parts of the world. Technology companies find it difficult to recruit professionals. Places to perform technical functions such as software engineers, interface specialists, and product managers. Hiring experienced immigrants means they can work with local professionals and supervise trainees (Fajardo, 2019).

We can identify several countries whose exit to an improvement of their economy was the facilitation of the entry of immigrants. One success story is that of Australia, which has had uninterrupted growth for 20 years, partly due to the country's opening up to immigration. Immigration accounts in the Australian population, in the past two decades and more than a quarter of its population. A critical factor that contributed to the country's economic growth in the mining segment filled by immigrant workers hired by companies to seize the growing demand for mineral resources. For this reason, one-third of the Western Australian population is made up of migrants (Fajardo, 2019).

Another point to raise is the fear of unemployment. Because increase population, studies show that immigration generally does not affect this area, or job security or local wages. It is because the economy does not have a fixed number of jobs for which people compete. Immigration does the opposite, it increases the number of posts available, as immigrants become new customers of local business establishments. That is, these companies grow to meet the increased demand for their services.

Immigration also increases the need for housing and infrastructure. Companies must automatically renew and increase their production. After all, if the local population consisted

of fifty people, there would be minimal infrastructure and a deficient standard of living. We can exemplify branches such as construction, health, public transportation, taxis, and so on.

Finally, and of high relevance, immigrants generate jobs, also in another way, caused by the fact of starting a business. "One American study finds that immigrants are twice as likely to open businesses. 27.5% of American businesspeople are immigrants, whereas they make up only 13% of its population. Google is now a multi-billion dollar company with 72,000 employees thanks to its refugee co-founder, Sergey Brin. An Australian study indicates that almost 10% of refugees run businesses. Perhaps immigrants often possess entrepreneurial traits because immigration involves risk-taking, strategic thinking, and hard work" (Fajardo, 2019).

After this introduction of the foundation of this work, we will analyze the slopes belonging to our final intention, according to these points, reach our outcome.

### **3.1. Brazilian Immigration**

Patterns imposed by society, social inequality, global interaction via the internet where everyone is rich, beautiful, happy, and travelling. Our new era of exposure on social networks. Can be seen on two sides: The depressing side, which makes you feel depressed by the imbalance and continue in the same place where you are. Or embark on the possibilities that this interactive world has shown you, and go to seeking to achieve this. Again, sociology is mentioned in this scholarly work, to bring to a more humanistic root on the subject (CM, 2019).

Per several years desired life by Brazilians in mass was to have a stable life at the age of thirty. This vision of stability of the population consisted of: having at least a degree in higher education, and being a graduate would be something expected as well. Have savings for emergencies or diseases. Being in an engagement, married, and or married to children (especially if you are a woman). Own a car and a house. Even if is financing or paying a consortium. Be employed in a company that is in your area, with the possibility of a career

plan. It is worth mentioning that this is an extreme case, but it was the vision of many Brazilian citizens only four years ago.

The newspaper Folha de Sao Paulo which is renowned and significant importance in Brazil. Has surveyed what the new wishes of the young people in the Brazilian territory would be. Can you imagine that in the blink of an eye more than half the population would disappear ?! About 43% of Brazilian adults would live outside the country. For a while, the percentage of young people over sixteen years old living abroad would be 62%, approximately 16 million Brazilians. In addition to the double increase in visas granted to Brazilians in the US in 2017 compared to 2008 (Souza, 2019).

The request for Portuguese citizenships only in the consulate of Sao Paulo was 50,000 in the last two years. In the same period, solicitations of visa, from students, entrepreneurs, and remove wishing to settle on Portuguese soil doubled (Souza, 2019).

The life idealism at the age of thirty changed. Would be that 56% of adult graduates in higher education. Beyond, 51% of class A\B would like to live in another country. And the same ones who would like to stabilize their jobs with referred to in two previous paragraphs.

These same ones are dropping jobs, selling cars, losing their "stabilities" to live a challenge in another country. The reality of many of this group would be still living in Brazil. They appeal to be the new autonomous modality, as a Uber driver or selling sweets, which are no more than honest jobs, but not according to what these individuals planted. It is worrying that the more schooled do not feel part of the solution. They automatically feel victims of the system and cease to feel citizens either in the duties or in the rights.

It is not today that we have news about the growing Brazilian immigration but since the middle of 2014. That is four years earlier, and this number has been increasing mainly due to political,

social and economic factors. Let us look at a survey pointing out essential reasons for this unbridled growth of Brazilians abroad (Resp, 2019).

The incessant search for this quality of life. When we speak of the quality of life, we are referring to the general well-being of a population, which can be measured daily by several factors, which may be harmful or positive. We are talking about issues such as security, health, education, job opportunities, freedom of expression, etc. "According to the OECD Better Life Index, Brazil has a good score on" subjective well-being, "but it is below average on issues such as income, jobs and wages, housing, quality of the environment, health and education. Is as the quality of life of a region is measured. As for Canada, it is above average in all these respects" (Resp, 2019).

The lack of security in the green, yellow and blue country, becomes sad, violence happens daily, with short spaces, anywhere, against all Brazilians, regardless of age, gender, sexual orientation, religious choice, etc. ., are subject every day to assaults, robberies, kidnappings and among others. When meeting countries from different continents, the lack of railings, gates, electric fences, barbed wire, seems to be something far from reality, but only from the current situation (Resp, 2019).

In diverse opinions and studies, education is paramount for the proper development of the individual and society. Education is the highest good we can provide and earn from someone. According to the Legatum Prosperity Index, Brazil is in 84th place in education level. Having a society that is not self-critical facilitates the circus that is in power (Resp, 2019).

The historical-cultural wealth of this island makes time travel and perceive the world differently. Various castles, museums, medieval buildings, and libraries carry a lot of history on their walls (Junior, 2019).



Ireland makes it possible for the student to work, one of the few destinations where it is possible to work with a student visa. According to the current rules, the Stamp 2 aims can work part-time 20 hours per week, already in the summer months, can work full-time 40 hours weekly. The amount received can guarantee the payment of primary accounts and depends on the amount received per hour, until you can save a lot, but generally, for students, the amount received is the minimum (Junior, 2019).

The Irishman is known for his hospitality. Many people even compare the Irish with the Brazilians in this regard. They also greatly value the willpower of Brazilians, especially when it comes to working (Junior, 2019).

The natural beauty of the interior of the country has breathtaking landscapes. They are valleys, hills, and plains with a plethora of shades of green. Among the most famous attractions is the Ring of Kerry, in the south of the country. It is a ring-shaped path, where you will find several castles, small villages lost in time, sheep and cinematographic landscapes. As well as the Cliffs of Moher cliffs located in County Clare, which attracts more than 1 million visitors each year (Junior, 2019).

Dublin attracts not only exchange students, immigrants, but tourists from all over the world. If you are walking the streets of the city centre, do not be surprised to hear the most varied languages and cultures. For being extremely cosmopolitan. During your time in the country, you will undoubtedly make friends not only Irish but also other Brazilians, Koreans, Colombians, Mexicans, Americans, Poles, Nigerians, and many other places.

To conclude, one of the best advantages is the ease of travelling. As Ireland is part of the European Union, it is elementary to travel to the most varied destinations on the continent. That way will be no problem entering and leaving the country to have seen. It is also home to one of the leading low-cost airlines, Irish RyanAir. That means flights with impressive prices. In

this topic, it may include the ease that Ireland provides in maintaining itself as a student. So it is one of the destinations sought by people of European descent. Who is waiting or looking for their documentation to become European citizens? Many of these on getting the European passport return to the country, behind the great opportunities and now with the greater facility of being European.

Because of these various facilities, many of these immigrants, and refugees feel at home. Ireland gains a large part see hearts and as the place that has contributed so much to their growth. Many of these people, who have some will or entrepreneurial spirit begin to, seek a possibility to put some possible business into practice. In many cases services aimed at the own community of the country of origin, aiming to meet this new audience, which is increasing every day and that needs to be met, whether it is following a common routine for any individual or to fill the lack of something from the homeland.

### **3.2. Immigration in Ireland**

Before we focus on Irish business law, we will go through the little bit of history found on immigration in Ireland. Ireland's historical demographic and migration profile can reasonably describe as unique, at least in European terms. From the Famine of the late 1840s, the population of Ireland, especially in the part of the country which subsequently became an independent state in 1922, declined continuously for more than a century, until the late 1950s. Changes in economic, social and cultural norms after the Famine led to delayed marriages and high rates of non-marriage. Importantly the highest. Most sustained per capita rates of emigration in Europe ensured that the modest natural increase in the population, which even this rate of reproduction would have provided was constantly outpaced by new departures (Mac Eirini, 2019).

High rates of emigration consistently outstripped natural growth over the first half of the twentieth century. Over this period, immigration into Ireland was close to non-existent. Apart from small numbers of labour migrants and a limited number of cases of family reunification for foreign nationals, the other possible source of migrants in the decades after the Second World War was through refugee resettlement schemes" (Mac Eirini, 2019).

In the more economically open and optimistic 1960s and 1970s, increased job creation and an improved economic climate, resulting in Ireland's entry into the European Economic Community in 1973 produced a steady decline in emigration, resulting in net in-migration for the first time in the state's. Over the course of the 1980s, economic recession and the resultant rise in unemployment saw the resumption of high emigration rates (Mac Eirini, 2019).

The beginning of a modern period of net immigration was with 1996. Census can take as marking. In that time it was resulting that Ireland was still largely ethnically homogenous. In the 1990s multinational investment, albeit concentrated primarily in the IT and pharmaceutical sectors, the result was growth in employment and the economy. Therefore immigration turned into a steady stream is essential. A significant proportion of in-migrants were returning Irish migrants, Of course, over this same time flows of other migrants have also increased.

According to the Population and Migration Estimates, CSO, April 2005, a significant proportion of in-migrants were returning Irish emigrants. The intercensal period data for 2000–2005 shows that returning Irish migrants comprised approximately 40% of the total number of immigrants. In 2005, for example, 27% of those counted as in-migrants were not foreign migrants. In this way also at the same period flows of other migrants have increased in Ireland (Mac Eirini, 2019).

During the mid to late 1990s, the number of people claiming asylum in Ireland grew from a handful to over 7000 per annum in 1999. Although people had sought refuge in Ireland before

the 1990s, Small numbers of refugees (from Hungary, Chile, Vietnam) admitted into Ireland in the 1950s, 1970s, and 1980s. However, for most of the late 1990s, the majority of these asylum seekers came from Africa and, until 1999, 54% of the asylum seeker's population came from three countries: Nigeria, the Democratic Republic of Congo and Algeria. In 1999 the balance shifted when the largest group of asylum applicants came from Romania (in 1999 Ireland was receiving one-quarter of all asylum applications by Romanians in Europe). In 2002, 35 % of all applicants were Nigerian with 14.4 % Romanian nationals. From 2000 to the end of 2005, the largest communities were again Nigerian and Romanian. This concentration of asylum seekers from one or two countries is a typical pattern in new host countries like Ireland (Mac Eirini, 2019).

Before the 1990s, few immigrants came to Ireland who was of neither Irish nor British background. This rise in immigration was partly from other EU countries but there was a significant increase in non-EU immigrants, including workers on short-term work permits, asylum seekers (as in the previous paragraph) and students. The result has been that in the period 1995 to 2004, 486,300 people moved to Ireland whilst 263,800 people emigrated, resulting in net immigration of 222,500 (Mac Eirini, 2019).

An online article, Overview of Mass-Immigration in Ireland since the 1990s, published in September 2018 probably should help contextualize this background and tell how the following years of immigration to Ireland worked. The focus on presenting a general chronology of events between the 1990s to 2000s, and a presentation of the demographic effects. Writing in 2009, Ruhs and Quinn characterize immigration into Ireland in five broad phases (Byrne, 2019):

1. “Generally net emigration prior to the early 1990s.
2. Increasing immigration from the mid-1990s to early 2000s, driven by returning Irish nationals. There were also dramatic increases in the number of asylum applicants.

3. New peaks in non-EU immigration flows and in numbers of asylum applications from 2001 to 2004.
4. A shift from non-EU immigration flows to EU flows after EU enlargement (2004 to 2007). The high levels of immigration from the new EU Member States brought immigration to unprecedented levels.
5. Reduced but still significant net immigration in 2007-2009, the fall largely resulting from decreased flows from the new EU Member States” (Byrne, 2019).

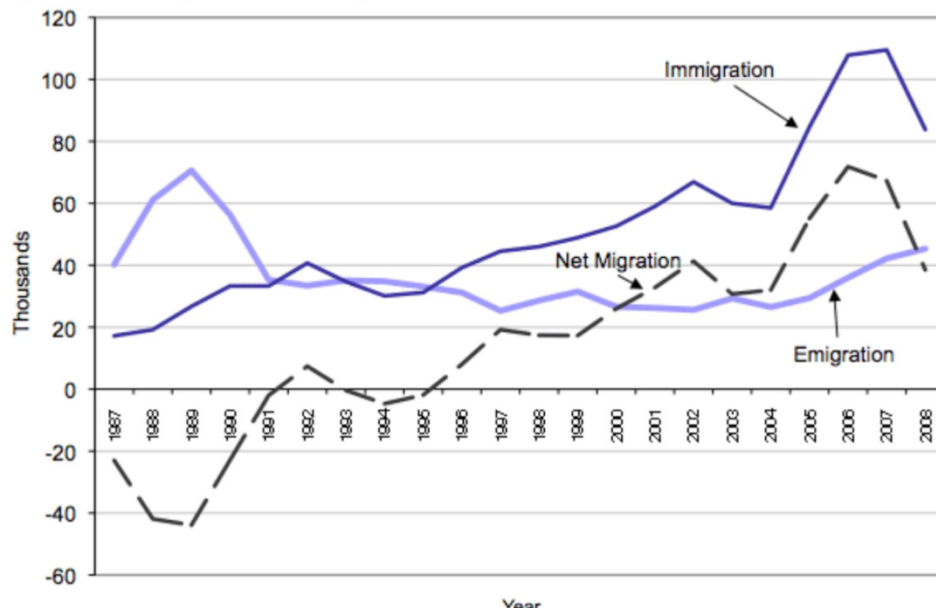
As reported by this illustration, above, they can exemplify how the net immigration rate - is the difference between the number of immigrants (people coming into an area) and the number of emigrants (people leaving an area) throughout the year. Overcome the net emigration rate - is the opposite of the net immigration rate.

Numbers of immigrants over time - this figure illustrates inward migration flows peaked in 2006 and 2007 after the accession of the NMS (New Member State) migrants (Byrne, 2019).

#### *Numbers of immigrants over time*

The change from net emigration to net immigration occurred during the 1990s, as Figure 1 illustrates, and inward migration flows peaked in 2006 and 2007 after the accession of the NMS.

**Figure 1 – Immigration and emigration in Ireland**



**Figure 1 - Immigration and Emigration in Ireland**

The Celtic Tiger, the known period of referring to the economy of the Republic of Ireland from 1998 to 2008, a stage of rapid real economic growth fuelled by foreign direct investment (Byrne, 2019). The boom was dampened by a subsequent property bubble, which resulted in a severe economic downturn.

The considering start of the initial is 1996, the year in which Ireland became the last EU country to experience net immigration. The rapid economic growth created an unprecedented demand for labour across a wide range of sectors. Unemployment declined from 15.9% in 1993 to a historic low of 3.6% in 2001 (Byrne, 2019).

Highlighting this part, from the beginning of this chapter, the economic development of the 1990s led to a surge of immigration, much of it driven by returning Irish nationals. The period from 2000 to 2004 saw a significant rise in immigrants from outside the European Union. The shift in Ireland's demographic trajectory is nothing if not extreme. The poverty that devastated

Ireland from may well have exacerbated the need in Irish public life to justify prosperity at any cost (Byrne, 2019).

The following diagram published by the Economic and Social Research Institute (ESRI) in 2008 demonstrates the extraordinary transition which occurred in those twenty years.

Table 2.1 Gross and Net Migration Flows, 1987-2007<sup>5</sup>

Year (ending April)	Outward	Inward ( <i>'000s</i> )	Net
1987	40.2	17.2	-23.0
1988	61.1	19.2	-41.9
1989	70.6	26.7	-43.9
1990	56.3	33.3	-22.9
1991	35.3	33.3	-2.0
1992	33.4	40.7	7.4
1993	35.1	34.7	-0.4
1994	34.8	30.1	-4.7
1995	33.1	31.2	-1.9
1996	31.2	39.2	8.0
1997	25.3	44.5	19.2
1998	28.6	46.0	17.4
1999	31.5	48.9	17.3
2000	26.6	52.6	26.0
2001	26.2	59.0	32.8
2002	25.6	66.9	41.3
2003	29.3	60.0	30.7
2004	26.5	58.5	32.0
2005	29.4	84.6	55.1
2006	36.0	107.8	71.8
2007	42.2	109.5	67.3

*Sources: 1987-2002: Population and Migration Estimates (various releases); 2003-2007: CSO, 2007, Population and Migration Estimates April 2007*

## Figure 2 - Population and Migration Estimates

An alarming result about the above situation is that Ireland in a decade. Had the experience one of the most extreme demographic transformations in history, transitioning from a “homogeneous catholic society to an ethnically, racially and religiously diverse community (Byrne, 2019).

The 2006 census recorded 419,733 persons of a nationality other than Irish, or just over 10% of the population. Forecasts (CSO 2004 central statistics office (CSO), 2004 ) suggested that Ireland had to continue to need substantial ongoing immigration for at least another decade

(until 2016) if rates of economic growth remained sustainable (Mac Eirini, 2019). Therefore, if we come back two years before this data, it shows, immigration was still a great option about the economy. We will see if the projection matched expectations during the development of the effects of immigration growing in Ireland.

### **3.3. Immigration Growing In Ireland**

As already known, Irish society in the 1950s was very uniform. Most of the population came from a very similar background, had a relatively low level of education and little experience of life outside Ireland. This reflects in the poor economic performance, which, in turn, encouraged ambitious young people to emigrate. For more than a century, a high proportion of the young population had migrated (FitzGerald, 2018).

In the 1960s, the economy started to improve, investment in education increased, and emigration declined, but Ireland still suffered because many of those who left were the most educated of the young population. However, from 1970, some of the emigrants of the 1950s returned, bringing with them new skills and experiences. So has begun a transformation in both the economy and the wider society (FitzGerald, 2018).

The 1980s recession saw a return to emigration, peaking in 1989. Fortunately, with the recovery of the 1990s, most of these emigrants returned to their homeland and contributed to the growth of the economy and wider society (FitzGerald, 2018).

However, even with the return of many emigrants and the growth of the economy, a developing shortage of well-educated labour, the continued growth in the late 1990s. The educational gap determined for than immigration success of highly skilled professionals, not only from the European Union but increasingly from other countries (FitzGerald, 2018).



We synthesized the chronological order of historical events in Ireland in the previous chapter, from the earliest immigration reports to the significant changes experienced in the 2000s. We will see the progress of immigration after the late 2000s, see the integrity of the projections made at that time, the changes in the flow of the years and their effects (pros and cons) on the new Irish immigration scenario.

We know the trajectory of Irish immigration until the 2000s, as reported by figure 3, where shows the spatial distribution of immigrants in Ireland (based upon the Small Area Population Statistics [SAPS] published by the CSO). This map reveals some interesting patterns and distributions; Parts of inner-city Dublin, Cork, Galway, and Limerick show stable concentrations of migrants and their families (SAPS, Census 2006). It is corresponding to classic settlement patterns in other countries and at different times. Traditionally migration to and from Europe has tended to be from rural and less developed regions to core areas. It should point out that migrants also went to rural parts of more developed countries (Mac Eirini, 2019).

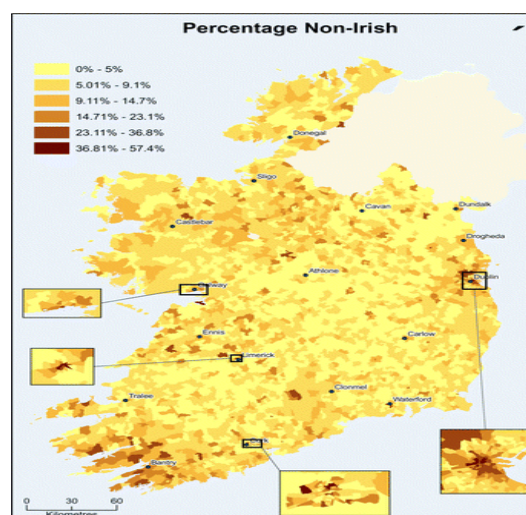


Figure 3 - Percentage Non-Irish

The economic crash which occurred in 2007/ 2008, brought an end to the period of massive growth. In the years that followed, one more chapter of Irish emigration was writing as yet another generation of Irish young people travelled abroad in search of employment. Since the foundation of the Free State, the failure to provide an economic model that could support the Irish population led to one exodus after another (Keenan, 2015).

Between 2007 and 2011, emigration to Ireland decreased utterly. In April 2007 the number stood at 110,000. This fell to 31,000 for the year up to April 2010 and then increased slightly to 42,300 for the year up to April 2011. By contrast, outward migration increased dramatically. In the year up to April 2011, it had risen to 76,400 - 40,000 of those individuals were Irish nationals (Keenan, 2015).

Therefore, from the beginning, most of the immigrants coming to Ireland had a high level of education and, until Ireland's graduate numbers began to move up, immigrants were much better educated than the Irish population (FitzGerald, 2018).

"Deirdre Cullen of the CSO said on Newstalk in September of 2016 that Ireland had lost 125,000 native Irish people during the five years since the previous Census. That was "the difference between the immigrants and the emigrants." Whereas in the 1950s and the 1980s we lost our young people to immigration, in the most recent downturn, we replaced them faster than they could leave" (Keenan, 2015).

Research shows that this influx of skills improved Ireland's competitiveness by putting downward pressure on wage rates for the best paid. Allowed the economy to grow faster, solving the unemployment problem. Nowadays immigrants continue to be well-educated, though the educational profile of the young Irish population has now caught up (FitzGerald, 2018).

Apart from that, having a big talent pool to fish in is vital for employers. Ireland has become ever more globalized; it has extracted in talent from even the most remote parts of the planet with little historical connection to this country (O'Brien, 2017).

In April 2016, Census showed that Ireland was home to 187 different nationalities and had a foreign-born population (including a quarter of a million Irish nationals born abroad) of 17.3pc, one of the highest rates in the EU (O'Brien, 2017).

The Irish labour market is not only very open, but those in it are also very unstable. Many foreign companies opening a facility want to bring in at least some of their people from abroad, as work permit figures affirm (O'Brien, 2017).

There are benefits on the part of immigrants to Irish owned companies as well. They become consumers, helping to boost domestic need, and workers, who can fill skill gaps (O'Brien, 2017). Mark Fielding, formerly of the business lobby group ISME, has remarked that "without immigration, many SMEs would be unable to survive" (O'Brien, 2017).

Thus, important role immigration continues to develop and expand the growth potential of the economy. As in the late 1990s, this influx of talent helps raise the standard of living for everyone in Ireland (FitzGerald, 2018).

Immigration was particularly strong among non-EU nationals. Irish nationals are still emigrating than returning home, though the difference was down. More detail on the characteristics of Ireland's immigrant population provided when the CSO released Census 2016 data on 'Migration and Diversity'. One point that comes off is that non-nationals tend to be more educated than Irish nationals - 33% hold third-level or above qualifications, compared with 28% of citizens (O'Brien, 2017).

Research by the OECD, which previously mentioned at length, showed that Ireland's immigrants are among the most highly educated and skilled of mostly rich countries. Foreigners represent almost a fifth of people holding diplomas in this Island (O'Brien, 2017).

Non-nationals has a stronger possibility to work or be looking for work than nationals. On the other hand, their unemployment rate is three percentage points higher than Irish nationals according to the census (since it was carried out in April 2016 these rates have fallen) (O'Brien, 2017).

As any big social event, there is no doubt that Ireland's open and flexible labour market has been good for business, but migration usually doesn't come without costs and disadvantages for societies. Potentially the most relevant in Ireland concerns housing (O'Brien, 2017).

Considering the housing crisis is most grave, the additional resident's demand for a stock of homes is just making the problem even worse. Another point to mention is also the salary reduction effects of increased supply of workers and increased pressure on public services of more people needs basic sanitation. In conclusion, by a group of economists is that immigration does bring an overall benefit to economies (O'Brien, 2017).

### **3.4. Migratory Population**

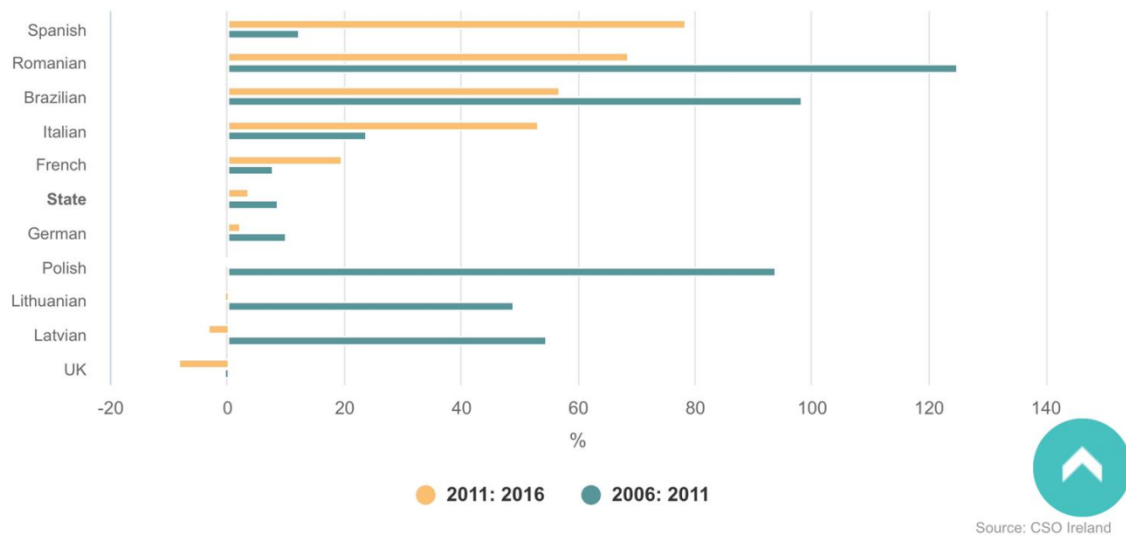
For the purpose of illustrate the migratory growth to Ireland, began to arise statistics about the new socioeconomic demographic characteristics. In April 2016, there were 535,475 non-Irish nationals usually resident in Ireland, a less than 2% decrease compared with the 2011 figure (544,357 non-Irish citizens). The top 10 nationalities reported for almost 70% of all non-Irish nationals. This report highlights some of the main facts about these nationalities The top ten non-Irish nationalities by number were:

**Table 1 - Non-Irish Nationalities living in Ireland**

Polish - 122,515 persons
UK - 103,113 persons
Lithuanian - 36,552 persons
Romanian - 29,186 persons
Latvian - 19,933 persons
Brazilian - 13,640 persons
Spanish - 12,112 persons
Italian - 11,732 persons
French - 11,661 persons
German - 11,531 persons.

Since 2011, there were four new additions to the top 10 non-Irish nationalities list in 2016, being them Brazilian, Spanish, Italian, and French nationals. While German dropped one position to tenth since 2011 but remained in the top 10 list. While most populations increased between 2011 and 2016, the number of UK, Polish, Lithuanian, and Latvian nationals fell. The most substantial increases saw in the Spanish, Romanian and Brazilian populations, between 2011 and 2016 (CSO, 2016).

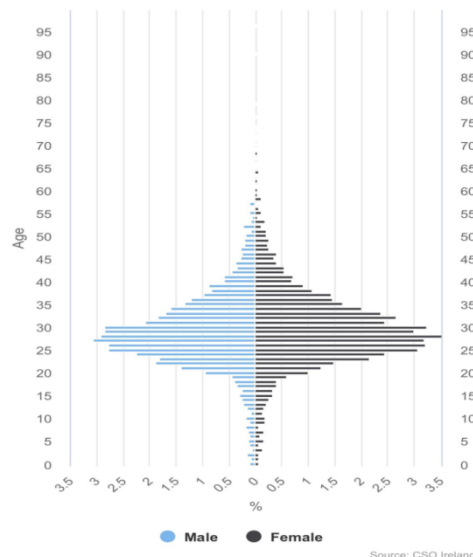
Figure 4, represent Percentage Change in Usually Resident Population Size by Nationality and Census Year (CSO, 2016).



**Figure 4 - Resident Population by Nationality**

According to Census of Population 2016 – Profile 7 Migration and Diversity, Non-Irish citizens were almost evenly split by gender in April 2016 with 267,088 males and 268,387 females. Continues a pattern first seen in 2011 and reflects a change since 2006 when there were more males than females among the non-Irish population (CSO, 2016).

The age and sex breakdown of the ten largest non-Irish citizens populations introduce in the figure below. The age profile differs considerably depending on the nationality. For example, the UK population has a much lower profile than other nationalities, while the Brazilian community is the most concentrated, with over 80 % of the population falling between the ages 20 to 39 (CSO, 2016).



**Figure 5 - Brazilian Gender Distribution**

Thus, as the depth study, the same census 2016, found that about 13.640 Brazilian nationals were usually resident in Ireland. In 2006 it was 4,388, already in 2011, the number had increased to 8,704. It means, within a decade, the Brazilian population living in Ireland has more than trebled in size (CSO, 2016).

Given these historical numbers and facts, our observation group know. Consequently, we will continue with the development of the bases so that we can reach the interviews, data analysis, and conclusions.

### **3.5. Irish business Law**

In the case of Brazilians who have moved to Dublin and have the residence Stamp 4, the design of a business can become a reality. For the students of Stamp 2, entrepreneurship is not a reality, since this category of visa does not allow the registration of a company (E-Dublin, 2017).

On the website of the Justice and Equity Department. They have the program that facilitates the implementation of projects, with the Immigrant Investor Program. Which offers several

investment options for immigrants, as well as granting the visa right to the entrepreneur and then dependents (INIS, 2019).

Another incentive program for entrepreneurs in Ireland would be a STEP - Start-up – Entrepreneur Programme. “The purpose of the Start-up Entrepreneur Programme is to enable non-EEA nationals and their families who commit to a high potential start-up business in Ireland to acquire secure residency status in Ireland. The Programme was established by the Irish Government in 2012 to stimulate productive investment in Ireland and to offer residency in Ireland with its associated advantages to dynamic business professionals with a proven record of success” (INIS, 2019). Even with these incentive programs, the requirements for participation are almost impossible to fulfil.

With the development of this dissertation, more detail will give about them, in the view of immigrants seeking an opportunity to realize a dream, on Irish soil. Whether they are young students, immigrants with stamp 4, permission or European descent - with EU passport. Field of study research had contact with these three types of entrepreneurs, from different age groups, sectors and business opening moments.

### **3.6. Alternative Dispute Resolution**

This dissertation, in progress, is the result of my master in Dispute Resolution. For this reason, the chosen theme will relate to the knowledge already acquired during the course and from experiences. Relate all the content presented here, to ADR. We will give a brief and enlightening introduction to the learning area (Denny, 2013).

Any dispute involves two or more parties. When parties need to find a solution to the dispute. They may often turn not only to trial before courts. Also, to alternative dispute resolution - ADR is the collective name given to several methods of dealing with disputes without going to



court. Those techniques such as mediation, negotiation, arbitration, conciliation, and adjudication.

The most often used in ADR is mediation, that procedure involves the use of a neutral third party to encourage and facilitate (not decide) them to reach an agreement (Denny, 2013).

Engage in mediation is an important step to solve the parties' dispute. is a voluntary process.

Which means that any party may leave from the mediation at any time for any reason and just being in a mediation already makes it clear that the parties intend to make a deal (Denny, 2013).

In a private pre-mediation meeting with the mediator, both parties have to present their reasons.

Sign the contract, the agreement to mediate governed by the laws of Ireland, and it made under section 7 of the Mediation Act of 2017. Also, the process is confidential, which means everything said in the session stays there and cannot be brought to the court. During the session, the mediator can make notes to help understand the issue, but it will destroy by the end of the process as well as all the statements given in writing (Denny, 2013).

Each party will give the same amount of time to talk, and they have to respect each other and do not interrupt when the other person is talking. As the mediator role is being impartial, which means, can not take any sides, his/her shall not champion the interests of any party over another in the mediation or any court or other proceedings (Denny, 2013).

By the end of the mediation, if the parties reach an agreement, the agreement will be write down, which can be binding or not, according to the parties. In case when there is no agreement is possible to arrange the date to the next session, with clearest ideas and points of your opponent known. Basic these are the main conditions in a mediation (Denny, 2013).

As the mediation process is known, how are the circumstances than ADR can be useful? In overall conditions, alternative dispute resolution is likely to be both cheaper and quicker than application to the courts. Under the Civil Procedure Rules, judges now generally expect the parties to try the use of ADR, before commencing court proceedings. ADR cannot be a good

option, in the circumstances if one party disagrees, or if one is claiming an unreasonably large sum. It is unlikely to accept much less. Beyond the matter of time. If you were about to run out of time to file a complaint, the ADR would not be adequate as you could end up missing the deadline for filing procedural appeals (Stuart, 2014).

When the alternative dispute resolution use can be faster, which means less cost, time and stress than would be involved in the court. Also, the parties make the decisions and do not have to transfer control to a judge or arbitrator. When successful, mediation can achieve results which, overall, are more satisfactory to the parties than those that could have reached through the courts. These results may include outcomes that are not available from litigation - for example, an apology, or a new means of co-operation (Stuart, 2014).

Other methods, such as arbitration and adjudication, are also classed as ADR methods. However, they are equal to the court process in the sense that they involve the imposition of a solution by a third party, rather than the facilitated negotiation of the agreement (Stuart, 2014). It is worth mentioning that all types of dispute, have a very relevant emotional factor. Examples as: the manufacturer is angry because he feels his supplier has cheated him. On the inauguration day of your store be sabotaged by the next door opponent. A seller humiliated because his supervisor regularly yells at him in front of his peers. The accounting manager is frightened. She will lose her job when she pursues a gender discrimination complaint. A family business with a divorce; In all these cases where mediation can be applied have a significant emotional component (Denny, 2013).

That is why, overlooking, ignoring or minimizing the emotional factor in mediation can lead to an impasse. By framing the issue only as a substantive dispute, mediators may limit options for resolution. On the other hand, exploring possible emotional factors may provide real clues for preventing or working through an impasse (Denny, 2013).

In conclusion of the literature review. We can point out that now with the knowledge of the historical factors about Brazilian and Irish immigration. Antecedents of the current lived reality, explanation of the positive and negative effects of this growing immigration in Ireland. The Irish law rules to opening the non-Irish nationalities business have been presented ADR that it will be related to the interviews and collaborate with the purpose of this dissertation.

#### **4. Chapter 4 – Research Methodology and Methods**

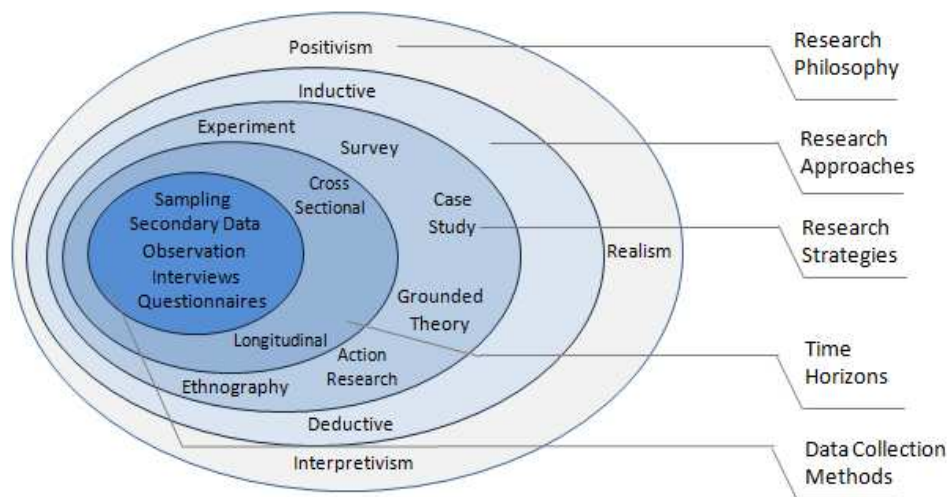
For a better understanding of the topic of this research, small/medium Brazilian business owners in Ireland, a few questions must be responded such as who are those business owners?;

Which barriers/conflicts they faced?; How they overcame these issues?; How ADR could be beneficial for these businesses?. These few questions will be analyzed regarding all literature discussed in the previous chapter.

Furthermore a brief explanation will be given of how the research was designed and performed, which methodology was used and how data was collected, analyzed and discussed.

#### 4.1. Research Design

Research design can be defined as a kind of guide to the process collection, analysis and interpretation of data, and should therefore be defined as the generalization to different situations of the results obtained with the research (Nachmisa and Nachmias, 1999). According to Saunders et al. (2003, p.83-84) before we get to the central point of the research there are important layers of what they called “the onion” that need to be peeled away in order to design the research methodology. Below there is a figure of the research process ‘onion’ proposed by Saunders et al.



**Figure 6 - The 'Onion'**

At this point, a reflection is made on the research design and all issues related to the selection, collection and data. Each paragraph below will focus on the philosophy, approaches, strategies, time horizons and data collection methods chosen to conduct this research.

#### 4.2. Research Philosophy

There are three possible views on research philosophy that may guide the development of knowledge. They are positivism, realism and interpretivism. According to Saunders et al. (2003, p.85) “would be easy to fall into the trap of thinking that one research approach is ‘better’ than another. This would miss the point. They are ‘better’ at doing different things. As always, which is ‘better’ depends on the research question(s) you are seeking to answer”.

The approach used for this research will be interpretivism. According to Remenyi et al. (apud Saunders et al. 2003) “the object of analysis, has as one of its basic principles the interconnection between the subjective and intersubjective experience of the researcher's life and its object, considering that an impartial social analysis is not possible”. The author also states that this approach “sees reality as an intentional social construction based on their lived interactions and experiences. Therefore, it is understood that this approach has some relation to constructivism, but it appears as a means of challenging pure positivism”(Saunders et al. 2003, pg. 85)

The research aims to understand the participants’ reality through their narratives in order to be able to conclude upon their experiences being business owners; this philosophy approach seems to be the most suitable one.

#### **4.3. Research Approaches**

According to Saunders et al. (2003, p.85-86) present two different approaches that may be taken when performing a research. They are the deductive approach or inductive approach. According to the authors deductive approach is when you develop a theory and hypothesis and design a research strategy to test the hypothesis. Whereas inductive approach would collect data and develop theory as result of data analysis.

For this research the approach chosen is the inductive with regard to the topic in the interest of answering the research questions.

#### **4.4. Research Strategies**

Different strategies can be used and mixed in order to help the development of this research. Strategies such as experiments, surveys, case study, grounded theory, ethnography, action research may be employed in the interest of answering research questions (Saunders et al. 2003, p.91).

The strategies chosen are grounded theory and ethnography for being the ones most suitable for this research. Both strategies are firmly rooted in the inductive approach. Grounded approach is referred to as the nature of the theory or explanation that emerges as a result of the research process (Saunders et al. 2003, p.389). As part of the uniqueness of this research interviews were conducted in a way that has able to gather sufficient information for a final conclusion.

Also an ethnography approach will be exploited as a group of people from the same nationality will be interviewed and analyzed. According to Saunders et al. (2003, p.93) “the purpose is to interpret the social world the research subjects inhabit in the way in which they interpret it”.

#### **4.5. Time Horizons**

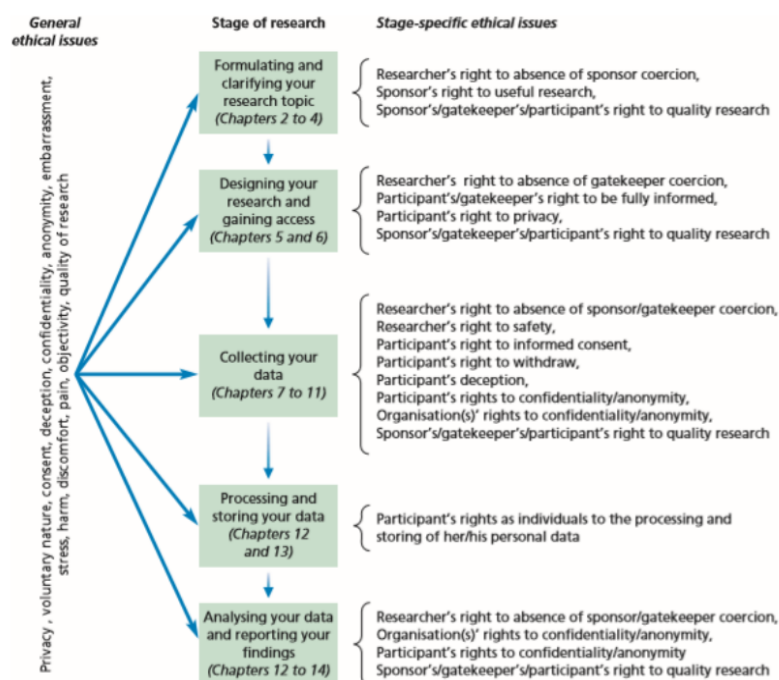
A research can be analyzed by two different time horizons. It may be cross-sectional, the study of a particular phenomenon at a particular time, or it may be longitudinal, a ‘dairy’ perspective of events (Saunders et al. 2003, p.95-96). Because of time restrictions and specificities of the topic this research has been carried out on a cross-sectional approach. This approach has able participants to share a picture of their journeys as immigrants’ business owners.

#### **4.6. Ethical Research**

Scientific research is one of the safest tools to stay informed and generate knowledge. The research is started from information sources that can bring the desired content. With this

content one can reach conclusions, following the standard and scientific rigor, and then certain knowledge can be established in the academic environment. So far it seems simple. However, in order to support this knowledge, it is crucial to gather information gathered from reliable sources, to plan the research process and, above all, to observe and respect ethical principles. According to Saunders et al. (2009, pg.183-184) “ethical concerns will emerge as you plan your research, seek access to organizations and to individuals, collect, analyze and report your data”. The authors also explain that ethics refers to the “appropriateness of your behavior in relation to the rights of those who become the subject of your work, or are affected by it”. On that premise, research ethics relates to how questions are formulated and clarified since research topic, design research and gain access, collect data, process and store data, analyze data and write up research findings in a moral and responsible way. Ethical issues might arise in different stages of the research process as shown below.

**Figure 7 - Ethical Issues**



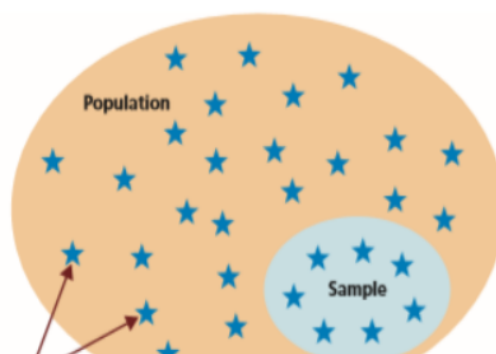
Saunders et al. (2009, pg. 162) states that the “general ethical issue here is that the research design should not subject those you are researching (the research population) to embarrassment, harm or any other material disadvantage”. In accordance to that all data collected and used on this research respected copyrights and intellectual property. A special attention was given to referencing in order to avoid plagiarism.

Interviews were conducted following ethical procedures where participants were fully informed about the nature of the research, objectivity, confidentiality, safety and use of their personal data; also the right of not taking part of the research was mentioned and it was up to them to decide it or not. One of the interviewee previously selected refused to participate at the last minute and was replaced by another business owner.

All questions made were elaborated in a way that would not cause any embarrassment, harm or material disadvantage as mentioned above. The participants were comfortable and gave a good feedback regarding interview’s approach.

#### **4.7.Sample**

The use of sampling is necessary to answer research questions and objectives. According to Saunders et al. (2009, pg. 210) “it may be possible to collect and analyze data from every possible case or group member; this is termed a census. However, for many research questions and objectives, it will be impossible to collect or to analyze all the data available owing to



**Figure 8 - Sample**



restrictions of time, money and often access”. For this reason the researcher collect and analyze data from what they called as sub-group instead of all possible cases or elements available as shown in the figure below.

In order to meet research questions and objectives and gaining a better understanding of the subject of this research a couple of Brazilian business owners were selected. That is a sub-group in the Brazilian community living in Ireland. They represent a sample of whole Brazilian business owners population living in Ireland on the premises that they have been successful conducting their business. For that reason they may have valuable ideas and know-how to share which will be useful for the purposes of this research.

Firstly, it was necessary to meet the objective of the study, which has its focus on the barriers and conflicts found by the Brazilian business owners. There was a selection of professionals from different markets/sector, such as dentist, physiotherapist, nutritionist, restaurant owner among others in order to give more diversity to the research.

The number of participants, their age, business area, its sector, as well as the year they opened their business are shown in Table 1 below.

<b><i>Table 1 - Participants Profile</i></b>					
	<b><i>Name</i></b>	<b><i>Age</i></b>	<b><i>Business</i></b>	<b><i>Sector</i></b>	<b><i>Business Opening</i></b>
<b><i>1</i></b>	Professional 1	38	Cakes and Sweeties	Food	Ago/2016
<b><i>2</i></b>	Professional 2	35	English School	Education	2009
<b><i>3</i></b>	Professional 3	32	Churros	Food	2015
<b><i>4</i></b>	Professional 4	27	Nutritionist	Health Care	2019
<b><i>5</i></b>	Professional 5	42	Finger food	Food	2018
<b><i>6</i></b>	Professional 6	33	Physiotherapist	Health Care	2018
<b><i>7</i></b>	Professional 7	27	Fast Food	Food	2019
<b><i>8</i></b>	Professional 8	37	Restaurant	Food	2016
<b><i>9</i></b>	Professional 9	27	Beauty Salon & Barber Shop	Beauty	Dez/2016

10	Professional 10	42	Dental Clinic	Health	Fev/2016
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Table 2 - interview Participants

The number of participants was not previously defined, due to the need to obtain quality data. An initial target of 10 people was set, due to the short time and aiming at an analysis that did not exclude important elements, as it is an interview with open-ended questions, broad and varied answers. There were also substitutions and additions to enrich the content and analysis of the object under study. One of the participants previously selected gave up at the last minute being replaced by professional 10.

#### 4.8. Data collection methods

Through biographical interviews, Brazilian business owners living in Ireland spoke about their journey as immigrants and achievements made so far. The interviews were analyzed based on the theoretical framework built from the literature review. A comparison was made between the narratives produced during the interviews, with the objective of evaluating which barriers were common between the ones interviewed and more relevant information coming from the interviews.

The type of interview selected was semi-structured interview which according to Saunders et al. (2009, pg. 324) “provide you with the opportunity to ‘probe’ answers, where you want your interviewees to explain, or build on, their responses”. In this sense, this type of interview links with interpretivism approach used for analyzing data in this research and content mentioned on the research methodology (Section, 4.3.).

The purpose of the research can be classified as descripto-explanatory. It is descriptive for portraying accurate “profile of people, events and situations but also an extension for explanatory research in terms of establishing casual relationships between variables” (Saunders et al. 2009, pg.140). It is important to highlight that data issues from qualitative research such

as reliability, forms of bias, validity and generalisability were taken into consideration when interview questionnaire were elaborated as well as interviews were performed.

The participants were selected due to their experience as immigrant business owner which is the subject of the study. They were also perceived to be a valuable source for data collection due to their professionalism and business success. While in the interview, all participants were informed about the research aims and objectives, confidentiality and data protection regarding ethical concerns discussed in Ethical Research (Section 4.7.). The intention was to promote a safe and quiet environment for them to feel comfortable sharing their narratives.

Concerning the interview questions, they needed to be related to the aim and objectives regarding literary review discussed before. Aiming at the type of interview open, a priori, the script of the questions was tested, to evaluate the comprehension of the questions and the expected range of the subjects to be addressed in the answers. The questions were developed considering all relevant aspects identified in the literature review. In an attempt to better structure the questionnaire so that it reached the expected answers and be consistent with the theoretical framework. A table was prepared for the questionnaire containing: the questions and the objectives. The contents of this table are transcribed as follows:

Question 1: Briefly introduce yourself responding the following questions:

Age;

Education level;

Year you arrived in Ireland;

Intention (study/work/live);

Business;

Objective: Build up an understanding of who this business owner is and what is their business.

Question 2: Have you thought about having your own business before? How have you decided to have one?

Objective: Investigate their journeys as entrepreneurs.

Question 3: In terms of information to set up a business, how did you get it? Did someone help you? How did you feel about it?

Objective 1: Identify possible conflicts/barriers they might have faced.

Objective 2: Identify emotional response to these situations.

Question 4: At the beginning, did you experience legal barriers or conflicts? If yes, which ones and how did you solve them?

Objective 1: Identify possible conflicts/barriers they might have faced.

Objective 2: Identify how they overcame these situations.

Question 5: Did you experience cultural barriers or conflicts? If yes, which ones and how did you solve them?

Objective 1: Identify possible conflicts/barriers they might have faced.

Objective 2: Identify how they overcame these situations.

Question 6: Have you ever had an internal (employees, suppliers or clients) conflict? If yes, can you tell us a situation and did you manage?

Objective 1: Identify possible conflicts/barriers they might have faced.

Objective 2: Identify how they overcame these situations.

Question 7: Have you ever had any external (competitor) conflict? If yes, can you tell us a situation and did you manage?

Objective 1: Identify possible conflicts/barriers they might have faced.

Objective 2: Identify how they overcame these situations.

Question 8: Have you thought about selling/giving up your business? If yes, Why?

Objective 1: Identify possible conflicts/barriers they might have faced.

Objective 2: Identify emotional response to these situations.

Question 9: Now that you have a settled business, what the main difficulties/barriers do you encounter?

Objective: Identify possible conflicts/barriers they are currently facing.

Question 10: Have you heard about Alternative Dispute Resolution?

Objective: Identify what their knowledge about ADR.

The interviews lasted 20 to 30 minutes and were conducted between June and July 2019.

#### **4.9. Data Analysis Procedures**

All data collected from the interviews and information gathered from literature review were analyzed and discussed in order to answer the research questions. There are two kinds of data, quantitative and qualitative. Quantitative data is based on meanings derived from numbers. It is a collection of results in numerical and standardized data. Its analysis is conducted through the use of diagrams and statistics. While qualitative data is based on meanings expressed through words. It is a collection of results in non-standardized data requiring classification into categories. Its analysis is conducted through the use of conceptualization (Saunders 2003, p.378).

Initially the interviews were transcribed. Subsequently a pre-analysis was made. This pre-analysis consisted of gathering the answers of all participants on a specific question, including comments and pointing out similarities with data from the theoretical framework. Comments and notes of similarities with data from the theoretical framework were made individually about each interviewee.

Finally, after analyzing the content of the answers to each question or category, a cross-analysis was performed between the questions. The intention was to look for contradictions and reported data in response to one question that concerned the other question. As a result of this analysis, some response contents were associated with different themes.

#### **4.10. Limitations of Methodology**

The method being qualitative has its limitations, but do not invalidate the study or its relevance scientifically.

Due to the fact that the literature used was predominantly foreign, some meanings may have been distorted during translation, also distorting the interpretation of the subject, even with all the care taken in this process.

Due to the limited time, resources and accessibility participants represent a small sample of this population that could be contemplated. It is possible that the individuals selected for the interviews may not be the most representative of the studied universe. The selected sample may also contain cultural, social, and other influences on the outcome of the study.

The conclusion is not free from the personal influences during the analysis and interpretation of the data, even trying to be impartial. The inexperience of the researcher may also be a factor limiting the best understandings and extractions of relevant subjects in the interviews, as well as the link between the various data collected the theory and the purpose of the study. The interview script, because it contains open questions, may be another factor because the

depth and variability of the answers depend largely on the willingness and ability of the interviewees.

The data collected itself already contains a number of limitations, as they are not the absolute truth about the characteristics of trading, but rather the perception of each one about these characteristics.

## **5. Chapter 5 – Presentation of the data**

In this section, presentation of data, it will be presented all data collected from qualitative research performed with Brazilian business owners living in Ireland through semi-structured interviews. All interview questions were based on literature review discussed in the previous sections which enhanced diversity of questions and answers. The research's participants have been able to respond all questions in order to achieve the aims and objectives of the study.

The interviews are semi-structured with open questions. It was decided this model of interview with the aim of giving some freedom of response to the interviewer, in order to avoid the loss of any additional and relevant information that the participant could bring to the investigation. The intention was to obtain the largest amount of information, given the lack of time.

For the qualitative interviews, Brazilian business owners from different markets and different responsibilities were selected. The objective of these selection criteria was to increase the

probability of obtaining data containing the contexts addressed in the theoretical framework. With very different professionals also increased the chances of collecting different ways of approaching the subject, adverse circumstances, different attitudes for different scenarios; improving the quality of analysis and conclusions due to data diversity.

Before proceeding to the actual interview, there was always a brief introduction of the research. On the course of the interviews, all individuals interviewed were fully advised about ethical and moral data protection. All interviews has been recorded and transcribed. It should also be noted that all the interviews were carried out in a quiet environment where the individuals could focus on their answers without being disturbed.

In the first part of the questionnaire, there are a series of generic questions scope, in order to introduce the interviewee and get to know them better. It was also necessary that the subjects were approached in more depth, so that in the analysis it was possible to identify the barriers and conflicts found and how they overcame that situation in that specific context, what is the interviewee's experience dealing with such issues; how their response to this events, among other minute data. These interviews were recorded and accompanied by relevant notes. Finally, the interviews were transcribed for later analysis.

In accordance to previous chapters, several ADR techniques will be related to the material gathered from the qualitative interviews presented. These points will be divided into two major conflicts groups, which will be commercial conflicts and workplace conflicts, where mediation could be applied to their resolutions.

Conflicts in the workplace take many types. It might be an individual with an objection, an issue between an employee and a manager or conflict between two co-workers, a marital problem of a couple that is business partners, poor work environment, and ineffective or insufficiently trained management. Any conflict of those or other reasons can disturb the workplace and make a business less productive. These conflicts have an internal origin, being



even more exposed to the emotional factor, also identified earlier in our Literature Review (Anderson, 2012).

In addition, commercial conflicts usually are external but recognize internal causes as well. At the sphere Businesses lean to experience commercial disputes of nearly all types at some point in their lifetime (Garret, 2013) These disputes are usually attributable to conflicting interests among those involved in a business relationship, civil fraud, professional negligence, legislation, commercial and banking transactions, even be it an unhappy staff member, partner, supplier, customer, or a competitor (Garret, 2013).

It should be noted that all these types of problems addressed could be solved through ADR by methods including negotiation, arbitration, litigation, and especially mediation that is our focus.

### **5.1. Interviews**

The following subsections will present each participant in order to respond to main and secondary objectives of this research. All data collected from the interviews helped to portray a profile of who are these business owners indentifying barriers and conflicts they have faced throughout their journeys. In the next chapter, Data Analysis/Findings, this data will be analyzed and discussed supported by literature review.

#### **5.1.1. Professional 1**

The first participant is 38 years old. She moved to Ireland in 2014 to study English looking for developing her language skills. Her intention was to get fluency in the language in order to apply for a better position in a desired multinational back home.

Even with a degree in business, she never thought about having her own business. After some financial family issues she had to give her family support. For that reason she started selling sweeties and cakes to complement her income and be able to help them.

She reports that it was difficult at the beginning until she got a solid customer base. She needed to stand out from competitors in terms of quality and product presentation.

After 2 years struggling with two jobs, she finally quit her job as a sales assistant in an exchange agency to dedicate herself full time for what became her business.

By the end of 2018, she contracted an accountant and officially registered her business after more than a year not registered. She reports that she did not have much information about how she could set up a business by the time. Also, she said that she asked for help but she did not have enough support from the already existing Brazilian business owners. She got frustrated with the lack of cordiality within her own community.

The participant also states that she thought about giving up many times because of barriers faced such as low sales, do all the job herself, better opportunity to work in another place, among others. But now her business is growing and she is happy with the results.

Finding suppliers that suit her needs is a barrier at the moment for her. She has to customize all boxes herself. She also mentioned a situation where she had an issue with a client but she did not take any action against him.

Most of her customers are Brazilians, and she stated that it is difficult to get in the Irish market, especially in the wedding and corporate markets, because they do not know her job. In order to expand her business she needs to work on branding and strengthen more business partnerships.

She never heard about Alternative Dispute Resolution.

### **5.1.2. Professional 2**

The second participant is a 35 years old man graduated in finances. He moved to Ireland in 2006 with the intention of developing his English.

He always wanted to have his own business and an opportunity appeared in 2009. A friend proposed a partnership for opening an English school. A friend helped him with all legal issues.

His business expanded considerably that in 2 years that they had to move to a bigger building. By the time they had more than 500 students.

He states that he thought about giving up many times for different reasons. He also faced barriers for not being European in terms of reputation and trust by third parties. Among other barriers and conflicts he points out time and work force the main difficult he faces nowadays. He says that is difficult to find trustworthy work force or commitment in those who came here for determinate period.

The importance of communication is determinant for him when negotiating with clients and suppliers. He never heard about Alternative Dispute Resolution.

### **5.1.3. Professional 3**

The third participant is a 32 years old man who came to Ireland in 2014 to improve his English. Graduated in Business, he never thought about having his own business. However he identified a room for professional growing in the Brazilian market. He decided to start a business selling “churros” which is a fried dough pastry traditional in Spain and Portugal.

He first started by the end of 2015 when he settled this first store. He got advices from friends that had their own businesses. He states that it really helped him to conduct his business. At the beginning, it was very difficult for him to manage all tasks own his own.

The participant says that he never had issues with competitors because there are not direct competitors for his business. He also states that it was never difficult to deal with customer because they are predominant Brazilians.

He believes that Brazilians should get together in order to help each other when it comes to setting up new business.

The brand has grown and there are 2 stores and they changed address twice.

He never heard about Alternative Dispute Resolution.

### **5.1.4. Professional 4**

The fourth participant is a 27 years old woman graduated in Nutrition. In 2015, she left her hometown with the wish to improve her English to get into a master degree. She first worked as child minder but soon got her firsts clients and 3 months later she was working as nutritionist. She did entrepreneur course back in Brazil and states that she always wanted to have her own business. When she noticed that she could get a financial stability from her work she got in contact with an accountant to be in accordance with the Irish legislation. She got officially registered in 2018.

The participant states that mainly difficult found in setting up a business is legal issues and documentation. She did not presented any cultural barriers neither internal or external conflicts. She does not think language is a barrier once most of her clients are Brazilians. She also has a good English level that helps when it comes to dealing with foreign.

She never thought about giving up.

She never heard about Alternative Dispute Resolution.

#### **5.1.5. Professional 5**

The fifth participant is 37 years old woman who moved to Ireland in 2015. She had own optical shop back in Brazil. She came to Ireland to live with her son and husband. She never had intention to study English here.

She started doing a typical Brazilian finger food called “coxinha” to family and friends but it became so popular that her husband and she decided to set up a store.

Her husband dealt with all bureaucracies because the language is a barrier for her. She states that she is insecure when it comes to speak in English. She says that she never faced cultural barriers because most of her customers are Brazilians. She also states that her Brazilian finger food has a good receptivity among Irish people.

The participant believes that management cannot be left behind when conducting a business. Currently, she sold her business because she is getting divorced. She says that even with all the

business success is very difficult to share tasks when the parties have different interests. She also mentions that is difficult to carry on a business when your emotional is so affected. She never heard about Alternative Dispute Resolution.

#### **5.1.6. Professional 6**

The sixth participant is a 33 years old man. He is graduated in physiotherapy back in Brazil. He moved to Ireland in 2016 with the intention of studying and possibly gets a job in his area. He always wanted to have his own business as part of his professional goals. In 2018 he found a place where he could start his own business.

He perceives as difficult to maintain target market and prices. He never thought about selling or giving up. He was helped by friend when setting up his business.

He never had any external or internal issues or conflicts. However, he considers last minute cancelations as a difficulty not as a conflict or barrier. He considers that there is a lack of information for new entrepreneurs to invest.

He never heard about Alternative Dispute Resolution.

#### **5.1.7. Professional 7**

The seventh participant is a 27 years old man graduated in Law but never worked in the area. He moved to Ireland in 2016 looking to improve his English. He never thought about having his own business. A friend offered a partnership and he accepted it.

Recently, in June 2019, he opened a canteen that sells snacks and natural juices. He had support from friends that already have their own business. He found difficult to find work force to do a renovation of the canteen. Also he thinks is difficult to find people that he can trust to manage the canteen when he is off.

He does not consider selling it anytime soon. He sees this as a huge barrier once he is still paying for the investment. Due to his instagram page, where he post memes portraying the reality of the Brazilian immigrants living in Ireland, his business has a lot of visibility

He never heard about Alternative Dispute Resolution.

#### **5.1.8. Professional 8**

The eighth participant is a 37 years old woman. She graduated in business back in Brazil. In 2013 she decided to move to London to develop her English skills. She stayed there for a year. Then she decided to move to Ireland in 2014.

She states that she always wanted to have a pub. However, when she went to London she thought it would be impossible to have her on business.

She got a job as cashier in a Brazilian restaurant where she met her future husband. He was the owner of the place. They got married and opened another restaurant in 2017. She says that it was not difficult to her because her husband had experience with all bureaucracies. His husband has been entrepreneur for years. He has several businesses and different areas. He taught her everything about managing business.

The participant says that they moved address twice due to neighborhood issues and high levels of stress. She also considered selling it many times. She even took a break time to get treated for medical recommendation.

The restaurant used to be in the same building that Garda office is. She explains that there was always complains coming from them about smells and noises. Every complaint they had to heed. She also had conflict with competitors that accused her of ideological falsehood on Facebook. She was threatened and had to have her account verified on Facebook.

She highlights how difficult it is to find experienced chefs or floor staff able to work full time with good level of English. However, the participant believes that high turnover is an opportunity to find new talents.

She never heard about Alternative Dispute Resolution.

#### **5.1.9. Professional 9**

The ninth participant is a 27 years old woman who studied business with emphasis in foreign trade back in college. She moved to Ireland in 2015 planning to stay for just 6 months. Her intention was to improve her English then go back to Brazil to look for better job opportunities. She helped some friends who had a restaurant with the administrative part of the business. After that experience she realized that she could open her own business. She decided to invest in a beauty salon because she like the sector and she perceived it to be a profitable area to work with.

She always wanted to have her own business but she never picture herself having it in Ireland. In December 2016 she opened her salon. She states that it was very difficult at the beginning because she had to work in extra two jobs in order to pay all business expenses such as renovation, rent and employees.

She describes that was though and she thought about selling the business at this initial phase because she did not have any profit. After 8 months, the business had its first profit of 300 euro. Then she quit the other two jobs and decided to dedicate herself fully to her business.

The participant faced some issues with competitors. On the Christmas week, her direct competitor broke her door with the intention of sabotage her business.

She also states legal barriers for being an immigrant business owner such as lack of information and government legal support to invest. She also finds legal barriers when it comes to her investor visa. Currently, she is trying to get a stamp 4 as entrepreneurs in Ireland but there are a lot of bureaucratic in this process.

Finding for professionals is another issue. Most of the professionals are here as students which means that they can decide to leave anytime. Or their visa might expire and they cannot renew it.

Importing products from Brazil to Ireland is another barrier for the business. As well compete with other businesses where owners have just part of their capital invested. They have more

power of negotiation and price flexibility. She says that it is difficult to compete in this sense because her income comes only from the salon.

Concerning internal conflicts she mentioned that had faced issues between manager and clients due to payment.

The participant already heard about Alternative Dispute Resolution because she did a Masters degree in this area. However, she never needed to make use of it.

#### **5.1.10. Professional 10**

The tenth, and last, participant is a 42 years old woman. She is graduated as dentist back in Brazil. She moved to Ireland in 2007 to live with her boyfriend who became her husband. At the first years she was not able to work as dentist due to diploma validation. She had to go through a hard validation process that she got prepared for a year.

According to the participant, she never thought about having her own business in Ireland. She had experience as business owner back in Brazil but she has not thought about setting up a business in Ireland. She worked in different clinics where she did not adapted due to ethical or professional issues. Also, she states that for financial reasons she decided to open her own clinic.

Limiting factors were found since the set up stage. It is secured by the Irish Law in the Disability Act 2005 that public service places must be accessible. So she had to find a place to rent that met with all requirements requested by the law in order to run her business. She also had to hire an accountant to deal with all the paper work. After opening, she had to wait 3 months to get a license that allowed running the business. It represented more financial barriers. The participant states that she thought about giving up and selling it many times. She says that there are many obstacles you have to face when you are an entrepreneur who has to manage your business but also work as an employee. It is a lot responsibility to deal with.



She points that she has not faced many barriers to be accepted by the Brazilian community. She says that there is a bigger resistance by the Irish market. She reports that she has a feeling that you have to prove to be a good professional all the time.

Most of her customer base is Brazilian and they demand Brazilian professionals because Brazil is reference in work force worldwide. She says that it is difficult to find Brazilian professionals to work at the clinic. She even has contracted Brazilian dentists who are living in Portugal. They usually come every two weeks and stay in Ireland for a week.

Problems with competitor were reported as well. She says that it is hard to compete with clinics that are not registered in the Dental Council, there are also professionals not registered which makes it hard to compete in terms of prices. They do not pay taxes so they can offer cheaper prices. It is an unfair competition, declares the dentist.

She never heard about Alternative Dispute Resolution.

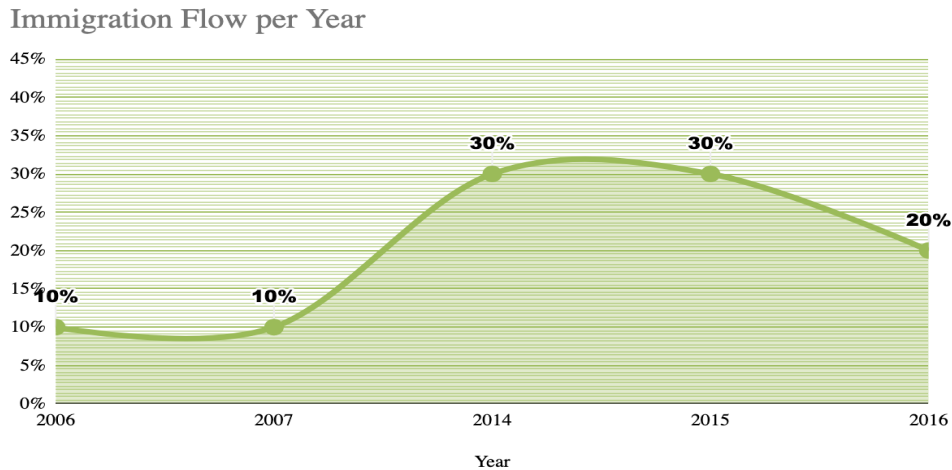
## **6. Chapter 6 – Data Analysis/Findings**

This chapter matches data analysis collected through participant's answers regarding the objective to identify who are these business owners and understand their journey as an immigrant in Ireland; which conflicts or barriers they faced; how they overcome those barriers or conflicts in order to successfully conduct their businesses and understand in which contextual factors the use of alternative dispute resolution would be beneficial for those business owners. Emotional factors are known to have direct links to conflicts, both to activate them and to use them in pro of dispute resolution. Crossing diverse answers, it was possible to analyze the situations experienced by the participants; like that it will be based here.

### **6.1. Professionals Profile**

The participants are immigrants, currently between 27 and 41 years old, all Brazilians, business owners in Ireland. In this observation group, their average age upon arrival in Ireland is 28 years. Already the current average age is 34 years.

According to the diagram below we will see the percentage of migratory flow by years:



**Figure 9 - Migratory Flow**

Regarding the arrival period, eight of our participants arrived from 2014 to 2016. 2016, the last year of arrival in our study group's timeline and the year 2006, the first participant arrived in Emerald Island. That is, the decade-long break characterizes the arrival of our participants.

In the ranking of business start-up years, The imminence of new business was in 2016 with 40% of the public, followed by 2018 with 30% of cases and the years were different, the information will not be relevant to support.

The ranking of business segments opened by our participants contains three categories, which will present from the lowest percentage to high. Only 10% that is, an enterprise aimed at the education segment; this school is for the immigrant public that comes with a student visa for general English. Second, 40% of companies are in the health and beauty segment, with more than half of them focused on health. To finish the ranking first with 50%, the food business.

Today, 60% of them have a stamp 4, 30% a European passport and 10% are still a student, in the process of stamp 4. The situation was different when they arrived, 90% of our

observation group came as a student and only 10%, has stamp 4. In this regard, the transformation was 100%, if we group stamp 4 and European passports in one single strand.

Most of the objective would be to study and return to the homeland in search of professional evolution. Even participants with professions focused on health and self-care, who always worked in the undergraduate area, came to learn to language to enter a masters or doctorate program in Brazil. Only three participants already had the idea of living.

All of them, regardless of age, were educated when they came to Ireland, becomes conniving with the immigrant's profile in Ireland, in the literature review. However, even with professional experience lived in Brazil and higher education, all our interviewees work in underemployment when they arrived, and for a slightly more extended period. To understand the proposition of the areas covered and completed by our participants divided into three parts, we have the following figure:

Graduation Areas

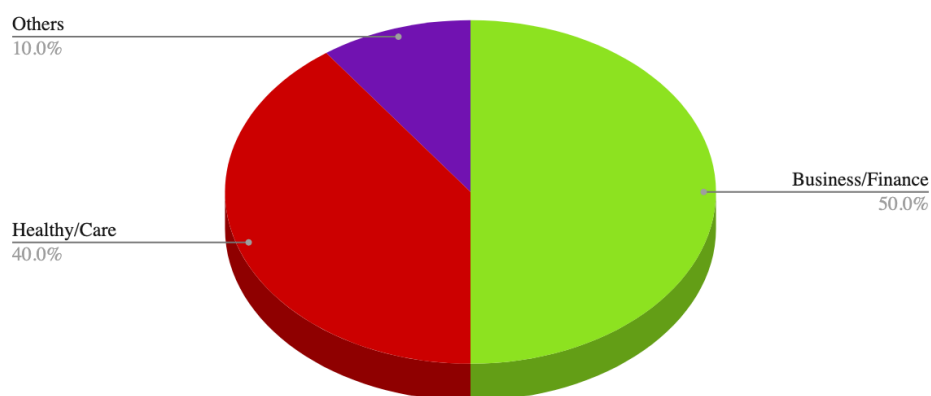


Figure 10 - Graduation Areas

About 7 participants, did not use and do not use academic knowledge in college, in their previous professional experiences and currently do not apply their knowledge of Brazilian law in their venture of Brazilian fast food.

An important observation is that they all worked in lower and unrelated jobs in Brazil. Some had two working hours in a period and at another time already reconciled the situation that gave financial stability, the start of the business itself. For example, participant 1, who gave her an answer as follows:

“ I started working with sales in August 2016, but I actually started the company. I was working for almost two years, with my job and candy. when I asked to leave the agency. at the time, and then I could focus on candy. I registered in Dec 2018.”

This sentence was not just a situation she experienced, participant 9, at the beginning of her society, had a three-day job, plus the division of tasks from the start of her business:

“ I had a job as a childminder from 9 am to 12 pm, then I was covering a friend's vacation that went to Brazil for three months from 12:30 pm to 16:30, went to the salon then and stayed there until almost 6 pm, then I would go waitressing at a pub from 6 pm to 2/3 am (three times a week), on those days off from the pub I would stay in the lounge until 9 pm and to wrap up the day, go home and the other day all over again. Was exhausting period.”

If we turn our perspective on the dreams and interests of this group, unbelievably, half of them never thought of business of their own, let alone outside their home country.

Difficulties at the beginning, such as time requirement, and trouble in finding a staff capable. The high expenses of the beginning and the low flow of clients or even your business start to work. These barriers made 60% of respondents, think of selling at some point in their timeline.

With all our research with deeper analytical characteristics, it will explain in the next three topics in advance.

## **6.2. Barriers & Conflicts**

Surveying our questionnaire, a subject that helps us to analyze the conflicts they encountered. It was divided into five possible strands of business conflicts in this group of participants: legal and bureaucratic barriers, cultural barriers, conflicts with competitors, English-generated conflicts are not the mother tongue of their internal or supplier conflicts.

Conflicts of internal causes or with suppliers, was the most eminent, in 70% of cases are the most frequent. Situations such as lack of confidence in leaving employees alone during working hours, not finding qualified people to work, an unhappy supplier and others punctuated. The second major problem encountered with 60% approval was the legal barriers. These barriers find because they do not have enough information. There are no supportive bodies for entrepreneurial immigrants or all the bureaucracy that is put in place to start businesses.

Other issues, such as conflicts with competitors, were mentioned only by 30% of respondents. But while not a topic of such relevance to most of them, two of the responses drew attention by the level of unfair competition in a professional setting. The first sentence was reported by participant 8 and the second by participant 9:

“I also had a conflict with competitors that accused me of ideological falsehood on Facebook. I was threatened and had to have her account verified on Facebook.”

“On Christmas week, my direct competitor broke my door with the intention of sabotage my business.”

In both cases, opponents from the same segment were people who were already part of the Brazilian market, who had this type of reaction or action, against the new entrepreneurs entering the market.

Even being competitive, more than half of all workers in an organization focused on standing out from the rest, from competitors. But this is a bright side. The healthy competition within the business world brings, it cannot be seen as a barrier, as seen by most of our participants, based on their experiences.

While cultural barriers and conflicts generated because English is not their mother tongue, both categories received only 20% approval. We close the subsection on data analysis on conflicts caused. The advice of the importance of language factor, how it is necessary to know how to express, to communicate, for the development of your business, our participant 2, said the following sentence:

“The importance of communication is determinant for me when negotiating with clients and suppliers.”

It is common knowledge that the purpose of the work is to focus on the lived experiences. We can clarify resolutions that the ADR could help; the present could bring different barriers. Asked about its most significant hurdles, is trusted employees, half of them put it as a new barrier.

Regarding, all the analyses made above, following the chart below:

## Causes of Conflicts

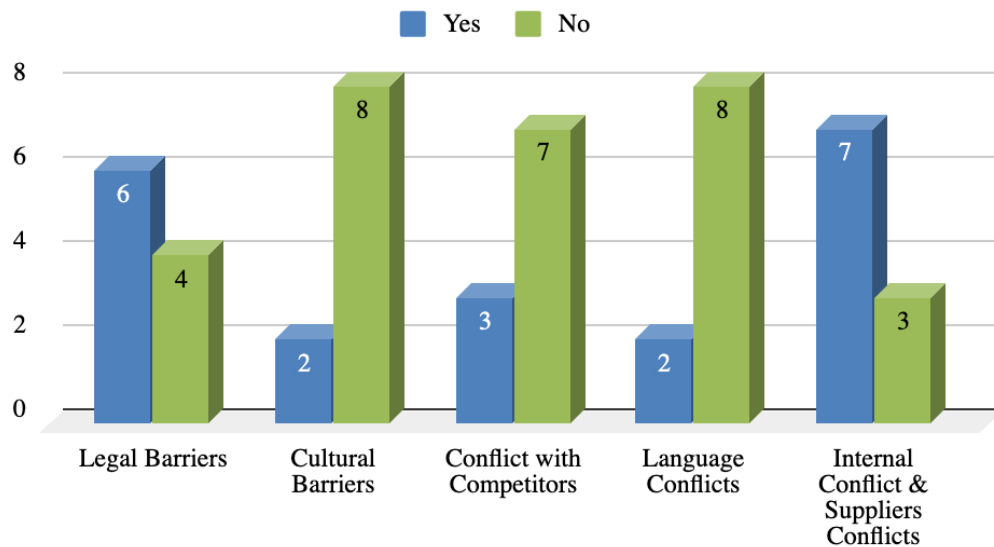


Figure 11 - Causes of Conflicts

### 6.3. Overcoming Barriers & Conflicts

In the previous session, we were able to see the most relevant conflict factors experienced from the outset by our group of participants. Now we will understand in what ways they have overcome these problems within the organization if any specific method or theory has been used to solve them.

The relevant fact was then most cases how the dispute was resolved and did not have a professional like a mediator or like any ADR process. Many of them were resolved through layoffs, switching suppliers, adapting their products, searching for help from other business owners in Ireland or even change of address.

Let's say the closest situation to an ADR was the negotiation made by our octave participant's husband. Approximately, after three years having trouble with their neighbours. The reasons were as diverse as possible; they decided to give up and look for a new place. But first, because they had a five-year lease of space, a negotiation was made between the two parties, without



specialized intervention. This negotiation lasted for more than a month and was made directly between our participant's partner/husband 8 and the office administrator.

We can add another example of a trading attempt made by our participant 1. After a few attempts of different boxes to pack their candy and supplier exchanges. Because they did not understand what she needed. Even did not care about trying to help her, the action taken was of herself to adapt boxes that would be to another purpose and use for her sweets.

The most common barrier is the lack of information on the legal basis, which was often the villain. Not having basic knowledge, much less in-depth understanding of the country's laws and objections regarding immigrant rights, made it difficult and delayed the process of opening a business. Mostly, our respondents sought help from older entrepreneurs, who in turn helped them, so they managed to overcome the first hurdle.

Situations where conflict was directly responsible for the climate of the workplace, the option found by two partners who were having a marriage crisis, was divorce. Other situations as a dismissal of a negligent professional, in the enterprise of participant 1, due to the employee's lack of commitment to the function given to him from the beginning.

So with these explanations of the ways they find to address barriers or conflicts, we will move on to understanding ADR's contextualization in these businesses.

#### **6.4. ADR Application**

Finally, we come to the part where we relate how ADR could be used to solve the conflicts found in our research. The critical information gained from ADR in our questionnaire is that 80% of participants never heard of it. By explaining and exemplifying the possible techniques. Their functions and always assuming that ADR techniques can follow a natural order of relevance, which would start with mediation and also because it is our point to emphasize.

In the presentation of data. Conflicts raised divided into two significant conflicts groups, which will be commercial conflicts and workplace conflicts, where ADR could apply to the outcome.

The situations experienced by our participants that ADR could be a decisive factor are the most diverse. Conflicts in the workplace can contribute to a massive or demotivating environment. Regarding the situation experienced by participant 5, that the marriage problems bring to the workplace, because they are partners, selling the business was the only way out, even before the divorce. In this situation, mediation could be a relevant factor in the contribution of the alternatives not being so extreme. Mediation can be a possibility for both business and pending separation.

Another straightforward relationship would be at the scenario faced by participant 8 for approximately three years. For years, she had daily complaints problems coming from her neighbours. With the intervention of a mediator, stress could have been avoided rather than being a drag for so long. It is worth adding that this measure would be satisfactory for both parties to reach agreements or rules that could facilitate coexistence.

We highlight the accusation made by participant 1, a complaint about civil fraud, for not having a company and for not paying fees:

“There was never any real problem, just an Irish customer who always bought the sweets for his girlfriend as a present, one day he fought with her and he said he would report me, but I already had a company open, I sent the company details and told him he could talk to my accountant, a few days later he apologized and said that he knew that many Brazilians do not pay the fees and that he investigates one by one, also his girlfriend, she said he was crazy.”

Another example of how a mediator could act, the conflict was not directly triggered, as there was more reprisal than a conversation where the two parties sought something. But the situation that arose from this “threat” would be the time to hire a mediator and settle the abuse suffered.

## **7. Chapter 7 – Discussion**

If we look back at our literature review, we have sufficient grounds to give our discussion a good start. Discussion of how to understand this group chosen as well as the method of grounding the dissertation problem. In this section, I will emphasize my critical sense of all the information presented throughout the paper.

Starting the year of the arrival of our participants in Ireland. The highest rate of entries was between 2014 and 2016, with 80% of participants. Coincidentally or not, according to a survey mentioned in our literature review. The Census 2016 -Non-Irish Nationalities Living in Ireland, reported that in 2016, the volume of Brazilian immigrants in Ireland grew three times more compared to 2006 within a decade (CSO, 2016).

Another critical point that has a direct connection with the information given in the literature review is that the average age of these immigrants observed is 28 years old. They were graduated, working in the chosen areas, the same profile of most students who migrate to Ireland. The same ones that have been contributing to Irish economic and educational growth

since the 1980s and 1990s, according to The Irish Times article (FitzGerald, 2018). These same students continue contributing to the development of the country and as we can see, bringing our companies as well.

All observed individuals underwent underemployment and others for double working hours for a long time. At the time, without the minimum quality of life. These same students today are successful business owners in another continent.

In the same continent, where they arrived without mastery of the language, with the intention of staying a certain time and returning to their homeland. Today they live entirely different lives than imagined before leaving Brazil. Half of the interviewees never thought even to own a business venture.

Currently, they create jobs, most of their employees are Brazilian citizens, who are working in different professions from those desired, who came here with the same purpose as them. Study to seek a better professional qualification. But it is important to note that even though they are small/medium business owners with a background in business, finance. The owner of the salon still sweeps her hair off the floor. Owner of the cake vending business is the main people who make cakes. The owner of the apron restaurant takes the plate and wipes the skin for the customer, the fast-food owner go back to cleaner times and clean the bathroom if necessary. These activities are not related to your academic career. It is essential to point out that this is a characteristic of the small/medium entrepreneur, but that even running a business, they did not fail to perform the functions of the underemployment era. Quite different from the execution of works focused on the area in Brazil.

Upon arriving on the emerald island, only one member of our group did not come to be a student, 70% came only to study and to return home. The opportunities found here caused them to give up their plans and start investing in a dream that was never imaginable, or that seemed far away for them. An important fact is that half had no desire to start a business of their own

and the other half had the dream of having a business of their own one day but never thought it would be in another country, or here, in the city chosen for the exchange. Once again, the opportunities that were appearing were contributing to the awakening of entrepreneurship in them.

Another milestone in 2016 was the opening of companies in our group of participants. Which confronted with statistical data from Ireland - Census (2015-2016). In this data collection since 2008, business start-ups in Ireland had been on a linear trend until 2013, with almost no severe changes. However, in 2014, a considerable fall changed this trend. The following years, 2015 and 2016 had a very satisfactory growth. Compared to the period studied from 2008 to 2016, there was a 24.6% growth of new start-ups in the country (CSO, 2016)

According to the questionnaire, 60% of the group has considered selling their venture at some point in a lifetime. The main factors were: lack of time and difficulty finding qualified and reliable staff; the troublesome time and staff were and continue to be conflicts for them.

In the early months and years of a venture, well know that these are challenging times for any organization. Especially small/medium-sized ones, where the money is often a little scarcer, the time employed is almost 24 hours a day. The business's dependence on its owner is very high until an organizational environment develops over time that can happen even without its active presence all the time.

The point concerning staff characterizes by the lack of specific qualification and experience. These are problems with activities you have never done before, a different area from what you like or have chosen as a profession, and resourcefulness with customer service. In addition to the hardest point to be able to evaluate in an interview, confidence, not leading to nature, but mainly will continue to have the same decision making, way of performing tasks and professional behavior, out of the eyes of the owner. It is the main point of the complaints.

Continuing to analyze barriers and conflicts, which links us directly to the ADR, would be the lack of information, often geared to the legal basis. The first point would be that 80% of our respondents have never heard of ADR (Stuart, 2014)

Thus the ways of dealing with barriers and conflicts were often organically, without a professional or medium, trained for it. Characterized by moments of much stress triggered by these problems in the "resolution" processes; emotionally committed to the need for withdrawal; extreme measures such as layoffs, sale and divorce; lack of empathy to be able to see the rights and obligations of the other side by the heat of the dispute. The fear of opting for a long, lengthy, exhausting, costly litigation process where a third party decision prevails makes them choose to resolve anyway.

Mediation would help them to see their opponent differently, to see their needs and feelings about it. Be aware of what is happening on the other side of the coin and to be able to get through it. Unless wear and tear, with the help of someone who is there to help them. Facilitate an agreement between them. This barrier is the barrier that the lack of information brings not only to them who do not know ADR but are barriers to ADR itself as well.

About legal barriers, at the beginning of a business is once again, the lack of information. My point of view, even though they do not identify language as a barrier and conflict factor. I see that much of this lack of information was due to fear of not having English as mother tongue. If they do not know, if it would be understood by going to It is a place to seek information, the fear of not being able to explain perhaps and not understanding about past information. Obviously, a program or organization geared towards this growing audience and essential to growth should exist, they need to watch more closely.

So my principal analysis of all the information provided cross-checked with the survey data is that organizations are targeting this small/medium business immigrant niche in Ireland. Need to exist, with the joint work of public or private institutions specializing in ADR, to watch them

more closely. In addition to warm up and create another field of opportunity for mediators, arbitrators and negotiators in Ireland, continuing to generate more job offers for this segment.

## **8. Chapter 8 – Conclusion**

This dissertation has attempted to discuss the role of ADR, with mediation as the primary point, in the Brazilians small/medium business in Ireland. It showed how its application could reverse situations of significant impact and emotional burden, experienced by their owners. I conclude that the focus of showing who these business owners are, their personalities, their feelings triggered by lived experiences and ways to deal with their problems even organically. It made them seen with other eyes.

Indeed, a large portion of the readers had no idea or dominated the subject about the Brazilians' immigration in Ireland, the turns of Irish emigrants after years of living outside their homeland and the migration of other nationalities as a whole. Being able to show its importance and contribution to the development of the Irish economy and education.

It also diagnosed that everything that grows unbridled and without programming has negative and perhaps irreversible points like anything else in the world. One point to be cited is miscegenation. Which before the growth of immigration, miscegenation was almost nil. But

all the economic and socio-economic transformation brought about immigrants is also almost irreversible, or at least it would take a long time to get back to the starting position.

The research indicated that they are two factors of most significant impact for organizations, in the areas of commercial dispute conflicts and workplace conflicts. How long it exists whether it has a partner or not. They will always have internal or external challenges that need special attention, and that can best solve with professional help.

I have confronted different people and shown. How opinions, lived situations, problems, emotions, dreams and desires; you can turn them on much more than you can imagine. It brought me a humanistic view of the study of this topic.

Nevertheless, knowing the historical data, identifying how stories from countries so far apart could have been so connected. Understanding the academic importance of this dissertation, at the end of this work, was the most relevant factor for me — also, a teaching tool for the interviewees and planting the ADR seed in their life and business.



## **9. Reflection**

At the beginning of my project, the topic was very clear in my mind. My area of interest would be the one close to my reality Ireland. I have a degree in business administration with a background in foreign trade. My desire has always been to work with exact numbers, administrative branch with the possibility to travel and to know new places, cultures, people and languages.

I had the opportunity to work in the import area for two and half years where I had contact with the people from the other side of the planet. I used to exchange e-mails with clients from Korea on a daily basis. The English was not my strongest skill and I realized I needed to improve it in order to achieve my professional goals.

My journey started when I decided to leave my home, family and friend to go on an exchange to Ireland. Embarking on such an adventure requires courage, but beyond courage to start, it takes courage to stay, to make a living and to face even more significant challenges. Being an outsider in faraway lands implies many other barriers besides missing those who saw you grow, your foundation, your family. It is a daily challenge. The opportunity to discover your new self

each day. It shakes you in the same proportion of a heavy summer rain; that comes, transforms the sky with its strength and in a few minutes, goes away bringing the sunshine.

Throughout the research; I had realized that regardless of age, time, family structure, careers, degrees, previous experiences; we all go through the same fears, situations and insecurities while living this experience.

As I had started earlier, because I had direct contact with this market of entrepreneurs, to look more deeply at the difficulties encountered by them, was very important. The problems for non-European citizens are significant. Not only for laws, bureaucracy and processes, but also for not having the same rights and incentives. The lack of information and follow-up of these entrepreneurs is, in fact, the most challenging obstacle.

Watching close and learning from their narratives was inspirational to me. I appreciate the opportunity to be part of something that has been so meaningful to me.

I was reflecting on the focus of the studies for the preparation of this dissertation. I was able to identify how access to information for the immigrant entrepreneur is scarce. This has an impact for future entrepreneur that often becomes barriers to potential investments

In fact, not having English as a mother tongue, it also implies the challenges encountered. What I heard most in the interviews was that we needed more support from agencies or ways to seek more consistent information.

It proved that immigrants had changed Ireland's economic and educational landscape. So, why not help them keep growing, is not the time to help them go through their barriers? What would be the limitations or objections to this?

Understand that you are not alone and that for everyone the way is difficult, regardless of whether you are in another country or not. Starting a business requires patience, waiting until it falls to the public's liking and having to think about a differential almost every day. We have examples of people who arrived here with almost no competitors and that anything Brazilian

was unbeaten because it is unique. And on the other hand, we have new ventures that focused on conquering their space, both for Brazilians and for different nationalities.

Create a plus of typical food, promote a service the Brazilian way of doing, serve patients in a quality office and good location and have a focus for students. They are necessary, the market has been becoming more competitive and the most demanding customers in recent years. This characteristic demonstrates evolution for all of them and conquest of space.

The point that made me most pleased. Was to hear the fact that more than half went to consult other older entrepreneurs and had help getting started from their own experiences. Other point is that they all still have dreams of enlarging, changing, acquiring other units, conquering new spaces. This thought shows in my vision that people who undertake, have this spirit of seeing flowers born where they do not have, prospering where opportunity found. It takes a gift to see these possibilities.

I must also emphasize that with my research. I was an instrument to bring knowledge to the participants, who, for the most part, have never heard about ADR and today already consider this practice for possible future disputes.

An action plan for the conclusions drawn following the discussion of this dissertation would ideally be government organizations that could inform, support and observe these business-oriented immigrants more closely. But one has to understand that it would be something more unreachable.

So a considerable measure would be to create an NGO, union, or company that could assist and take care of the information field for this group of individuals. In addition to helping with the legislature, linking ADR services to available services would be another business opportunity option. Ideally, these would be decision-making to effectively put my research object into practice, make a difference with it.

However, I want to thank you for the opportunity to understand better a subject that has always been unknown. And for lack of information and a place to find it, I would instead not get deeply involved. Today I can certainly be proud of the research work done and the conclusions that have found.

This master's degree brought me many fields of knowledge that I had no dimension at the time of college. I currently deal with people, manage them, take care of customer contact and all administrative execution of a manager.

Increasingly, I could be sure how ADR came to help me in this process between people and emotions. Emotions are the basis of everything in this universe of disputes. We deal with egos, annoyances, needs, traumas, love, hate and dreams, all in a line of reasoning focused on conflict resolution. I am grateful for this phase of my life.

I mention here my experience with the main difficulties as well. I could understand the difference in the method of teaching in Ireland. If compared to the Brazilian is scotch different. MY busy life of doing a master's degree that requires dedication, and conciliates a position in my work as a manager. Where even not physically there, was necessary to work remotely beyond the barriers of language, which is a difficult for not being native.

Regarding the dissertation, some barriers were found regarding the availability of participants to participate. There was one participant who refused to answer our questionnaire, but the day before we closed the survey, we got another participant who collaborated with our dissertation. I also had a problem communicating with my supervisor. I even gave up, but after contact with a teacher who always helped me in my work and support doubts, I decided to resume my project.

However, thanks again to independent college for the opportunity to develop my knowledge through this dissertation. I hope I have reached the expectations and objectives expected by the institution. Thank you very much.

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## 11. Appendix

### Interview Participant #1

Interviewer: Question 1: Briefly introduce yourself responding to the following questions:

Age;

Education level;

Year you arrived in Ireland;

Intention (study/work/live);

Business;

Interviewee: I'm 38 years old. I've studied business back home. When I first decided to move to Ireland I came with the intention of study. My plan was to stay for 9 months then come back home because I wanted to apply for a job at MasterCard in Brazil. My business...well, I'm work selling gourmet sweets and cakes for parties such as birthdays, weddings and first communion. Events in general. I also take free demand.

Interviewer: Sorry, can you repeat which year you arrived in Ireland?

Interviewee: Yes I forgot to mention. I arrived in 2014.

Question 2: Have you thought about having your own business before? How have you decided to have one?

Interviewee: I never thought about having my business. Actually, my family had financial issues back home and I needed to send them some money. I didn't know what to do. So I thought it would be easy to do something to eat. I've always loved cooking and baking. So I decided to give it a go and see what would happen.

When I needed more money here in Ireland to help my family in Brazil

I thought the easiest way would be to sell food, because it was something that didn't need much practice because I always liked to cook and make sweet food.

It was only in Ireland, but I always sold things to supplement the income, always enjoyed selling and it was like a distraction.

Question 3: In terms of information to set up a business, how did you get it? Did someone help you? How did you feel about it?

Interviewee: I started working with sales in August 2016, but I actually started the company when I asked to leave the agency I was working at the time, and then I could focus on candy. I registered in Dec 2018.

I haven't received much help from the Brazilian community which is already existent, Expect E-DUBLIN, VINTAGE STUDIO AND HOW MUCH DUBLIN. I first asked for help because I did not understand the market very well here, but I gave up and decided to follow my pace And I decided to go the way I could by myself. I was very upset about the lack of disregard from the Brazilians which had the same experience of mine and could not help me. But it's everything ok now, I believe that people donate what they have more..

Question 4: At the beginning, did you experience legal barriers or conflicts? If yes, which ones and how did you solve them?

Interviewee: There was a lack of information, I stayed a little over a year, without registering for not having enough knowledge, for not finding help, agencies or institutions that help. And because it was just an extra income at the beginning, I chose not to take this big step so early as well.

Question 5: Did you experience cultural barriers or conflicts? If yes, which ones and how did you solve them?

Interviewee: Yes, I Did. The big was in sales, referral, respect from customers. I don't see it as barriers, it was more difficult not knowing my work and as Brazilian sweets are very different from the known Irish public, it was a little harder to start entering this market.

Question 6: Have you ever had an internal (employees, suppliers or clients) conflict? If yes, can you tell us a situation and did you manage?

Interviewee: Yes. I had. it was pretty difficult at the beginning until i got my solid customer base, I needed to stand out from competitors in terms of quality and product presentation. There was never any real problem, just an Irish customer who always bought the sweets for his girlfriend as a present , one day he fought with her and he said he would report me, but I already had a company open, I sent the company details and told him he could talk to my accountant, a few days later he apologized and said that he knew that many Brazilians do not pay the fees and that he investigates one by one, also his girlfriend, she said he was crazy.

Question 7: Have you ever had any external (competitor) conflict? If yes, can you tell us a situation and did you manage?

Interviewee: NO, i haven't any.

Question 8: Have you thought about selling/giving up your business? If yes, Why?

Interviewee: Yes, sometimes. low number of requests, tiredness of doing everything alone, opportunity to work in a place with a fixed salary. But now her business is growing and she is happy with the results.

Question 9: Now that you have a settled business, what the main difficulties/barriers do you encounter?

Interviewee: my biggest baries is with my suppliers who understand exactly what I need, today I adapt normal chocolate boxes for brigadier, enter the wedding market and companies, but my

company is still new, I am gradually understanding how to enter the market. I still need to improve the brand position in relation to the visual identity of the products and thus try to narrow the best partnerships.

It's pretty hard finding skilled workforce is difficult due to most Brazilian nationals are here for determinant period. Most of my customers are Brazilians, and I stated that it is difficult to get in the Irish market, especially in the wedding and corporate markets, because they do not know my job. In order to expand my business I need to work on branding and strengthen more business partnerships.

Question 10: Have you heard about Alternative Dispute Resolution?

Interviewee: I, I hevant.

## **Interview Participant #2**

Interviewer: Question 1: Briefly introduce yourself responding to the following questions:

Age;

Education level;

Year you arrived in Ireland;

Intention (study/work/live);

Business;

Interviewee: The second participant is a 35 years old man graduated in finances. He moved to Ireland in 2006 with the intention of developing his English.

Question 2: Have you thought about having your own business before? How have you decided to have one?

Interviewee: I always wanted to have my own business

Question 3: In terms of information to set up a business, how did you get it? Did someone help you? How did you feel about it?

Interviewee: The opportunity appeared in 2009. A friend of mine proposed a partnership for opening an English school. A friend helped me with all legal issues. business expanded considerably in the past 2 years that they had to move to a bigger building. By the time we had more than 500 students.

Question 4: At the beginning, did you experience legal barriers or conflicts? If yes, which ones and how did you solve them?

Interviewee: Yes.. the lack of information.

Question 5: Did you experience cultural barriers or conflicts? If yes, which ones and how did you solve them?

Interviewee: Yes, I did. I also faced barriers for not being European in terms of reputation and trust by third parties.

Question 6: Have you ever had an internal (employees, suppliers or clients) conflict? If yes, can you tell us a situation and did you manage?

Interviewee: Yes. The importance of communication is determinant for me when negotiating with clients and suppliers.

Question 7: Have you ever had any external (competitor) conflict? If yes, can you tell us a situation and did you manage?

Interviewee: No. I haven't..

Question 8: Have you thought about selling/giving up your business? If yes, Why?

Interviewee: yes, I actually have. In the past I thought about giving up many times for different reasons.

Question 9: Now that you have a settled business, what the main difficulties/barriers do you encounter?

Interviewee: Among other barriers and conflicts I can point out time and work force the main difficulty I face nowadays. I can say that is difficult to find trustworthy work force or commitment in those who came here for determinate period.

Question 10: Have you heard about Alternative Dispute Resolution?

Interviewee: NO. I Haven't.

### **Interview Participant #3**

Interviewer: Question 1: Briefly introduce yourself responding to the following questions:

Age;

Education level;

Year you arrived in Ireland;'

Intention (study/work/live);

Business;

Interviewee: The third participant is a 32 years old man who came to Ireland in 2014 to improve his English. Graduated in Business, He decided to start a business selling "churros" which is a fried dough pastry traditional in Spain and Portugal.

Question 2: Have you thought about having your own business before? How have you decided to have one?

Interviewee: I never thought about having my own business. However, I identified a room for professional growing in the Brazilian market.

Question 3: In terms of information to set up a business, how did you get it? Did someone help you? How did you feel about it?

Interviewee: I first started by the end of 2015 when I settled this first store. I got advice from friends that had their own businesses. I states that it really helped him to conduct his business. At the beginning, it was very difficult for me to manage all tasks own my own.

Question 4: At the beginning, did you experience legal barriers or conflicts? If yes, which ones and how did you solve them?

Interviewee: NO, I Haven't.

Question 5: Did you experience cultural barriers or conflicts? If yes, which ones and how did you solve them?

Interviewee: NO, I Haven't.

Question 6: Have you ever had an internal (employees, suppliers or clients) conflict? If yes, can you tell us a situation and did you manage?

Interviewee: I can states that it was never difficult to deal with customers because they are predominant Brazilians.

Question 7: Have you ever had any external (competitor) conflict? If yes, can you tell us a situation and did you manage?

Interviewee: I have never had issues with competitors because there are not direct competitors for my kind of business.

Question 8: Have you thought about selling/giving up your business? If yes, Why?

Interviewee: I believe that Brazilians should get together in order to help each other when it comes to setting up a new business.

Question 9: Now that you have a settled business, what the main difficulties/barriers do you encounter?

Interviewee: My business is the best time now. The brand has grown and there are 2 stores and we changed address twice.

Question 10: Have you heard about Alternative Dispute Resolution?

Interviewee: No, I Haven't.

#### **Interview Participant #4**

Interviewer: Question 1: Briefly introduce yourself responding to the following questions:

Age;

Education level;

Year you arrived in Ireland;

Intention (study/work/live);

Business;

Interviewee: I am a 27 years old, graduated in Nutrition. In 2015, I left my hometown with my wish to improve my English to get into a master degree.

Question 2: Have you thought about having your own business before? How have you decided to have one?

Interviewee: I did entrepreneur course back in Brazil and states that I always wanted to have my own business. When I could get a financial stability from my work, I got in contact with an accountant to be in accordance with the Irish legislation. I got officially registered in 2018.

Question 3: In terms of information to set up a business, how did you get it? Did someone help you? How did you feel about it?

Interviewee: Was do difficult to find.

Question 4: At the beginning, did you experience legal barriers or conflicts? If yes, which ones and how did you solve them?

Interviewee: The participant states that mainly difficult found in setting up a business is legal issues and documentation.

Question 5: Did you experience cultural barriers or conflicts? If yes, which ones and how did you solve them?

Interviewee: . I did not present any cultural barriers either internal or external conflicts.

Question 6: Have you ever had an internal (employees, suppliers or clients) conflict? If yes, can you tell us a situation and did you manage?

Interviewee: . I did not present any as well.

Question 7: Have you ever had any external (competitor) conflict? If yes, can you tell us a situation and did you manage?

Interviewee: . I did not present any as well.

Question 8: Have you thought about selling/giving up your business? If yes, Why?

Interviewee: No, I never thought about giving up.

Question 9: Now that you have a settled business, what the main difficulties/barriers do you encounter?

Interviewee: At the moment I don't have any in this moment.

Question 10: Have you heard about Alternative Dispute Resolution?

Interviewee: No, never.

### **Interview Participant #5**

Interviewer: Question 1: Briefly introduce yourself responding to the following questions:

Age;

Education level;

Year you arrived in Ireland;

Intention (study/work/live);

Business;

Interviewee: Im 17 years old, I am graduated in optometry. In 2015 I came to Ireland with y husband and my son. I have my own optical shop back in Brazil. I never have the intention to study English here.

Question 2: Have you thought about having your own business before? How have you decided to have one?

Interviewee: I have never thought about opening a business in Dublin. I started to make “coxinha” (Kind of Brazilian finger food) to my family and friends, and became so popular. Then me and my husband decided to set up a store.

Question 3: In terms of information to set up a business, how did you get it? Did someone help you? How did you feel about it?

Interviewee: I didn't not deal with that part. My husband, had some business owners friends, he got information from them.

Interviewer: So, Can't you consider that was a problem?

Interviewee: Yes, that part was ok.

Question 4: At the beginning, did you experience legal barriers or conflicts? If yes, which ones and how did you solve them?

Interviewee: No I did not.

Question 5: Did you experience cultural barriers or conflicts? If yes, which ones and how did you solve them?

Interviewee: I am insecure when it comes to speaking in English. I never faced cultural barriers because most of my customers are Brazilians. Also, that my Brazilian finger food has a good receptivity among Irish people.

Question 6: Have you ever had an internal (employees, suppliers or clients) conflict? If yes, can you tell us a situation and did you manage?

Interviewee: Once I have an employer then he was a really good employee. But he decided to leave one week before his flight, it was horrible.

Question 7: Have you ever had any external (competitor) conflict? If yes, can you tell us a situation and did you manage?

Interviewee: No, nothing just regular.

Question 8: Have you thought about selling/giving up your business? If yes, Why?

Interviewee: I believe that management cannot be left behind when conducting a business. Currently, I sold my business because I was getting divorced. I think with all the business success is very difficult to share tasks when the parties have different interests. Also is difficult to carry on a business when your emotional is so affected.

Question 9: Now that you have a settled business, what the main difficulties/barriers do you encounter?

Interviewee: Is so difficult to find a good and employee.

Question 10: Have you heard about Alternative Dispute Resolution?

Interviewee: No, i have never heard about.

## **Interview Participant #6**

Interviewer: Question 1: Briefly introduce yourself responding to the following questions:

Age;

Education level;

Year you arrived in Ireland;

Intention (study/work/live);

Business;

Interviewee: I am 33 years old. I am graduated in physiotherapy back in Brazil. I moved to Ireland in 2016 with the intention of studying and possibly gets a job in my area.

Question 2: Have you thought about having your own business before? How have you decided to have one?

Interviewee: I always wanted to have my own business as part of my professional goals.

Question 3: In terms of information to set up a business, how did you get it? Did someone help you? How did you feel about it?

Interviewee: In 2018 I found a place where I could start my own business. I was helped by a friend when setting up my business. I consider that there is a lack of information for new entrepreneurs to invest.

Question 4: At the beginning, did you experience legal barriers or conflicts? If yes, which ones and how did you solve them?

Interviewee: Yes, as I said before, I consider that there is a lack of information for new entrepreneurs to invest

Question 5: Did you experience cultural barriers or conflicts? If yes, which ones and how did you solve them?

Interviewee: No, I didn't.

Question 6: Have you ever had an internal (employees, suppliers or clients) conflict? If yes, can you tell us a situation and did you manage?

Interviewee: However, I consider last minute cancellations as a difficulty not as a conflict or barrier.

Question 7: Have you ever had any external (competitor) conflict? If yes, can you tell us a situation and did you manage?

Interviewee: No, I didn't.

Question 8: Have you thought about selling/giving up your business? If yes, Why?

Interviewee: No, I didn't.

Question 9: Now that you have a settled business, what the main difficulties/barriers do you encounter?

Interviewee: In my perceive as difficult to maintain target market and prices

Question 10: Have you heard about Alternative Dispute Resolution?

Interviewee: Yes, because I was looking for my master here to the next semester. I will do it in Independent College.



## Interview Participant #7

Interviewer: *Question 1: Briefly introduce yourself responding to the following questions:*

*Age;*

*Education level;*

*Year you arrived in Ireland;*

*Intention (study/work/live);*

*Business;*

Interviewee: I am a 27 years old. I am graduated in Law but I never worked in the area. I moved to Ireland in 2016 looking to improve my English. Recently, June 2019, I opened my canteen that sells snacks and natural juices.

*Question 2: Have you thought about having your own business before? How have you decided to have one?*

Interviewee: I never thought about having one's own business. A friend offered a partnership and I accepted it.

*Question 3: In terms of information to set up a business, how did you get it? Did someone help you? How did you feel about it?*

Interviewee: . I had support from friends that already have their own business.

*Question 4: At the beginning, did you experience legal barriers or conflicts? If yes, which ones and how did you solve them?*

Interviewee: No, I didn't.

*Question 5: Did you experience cultural barriers or conflicts? If yes, which ones and how did you solve them?*

Interviewee: Due to my instagram page, where he post memes portraying the reality of the Brazilian immigrants living in Ireland, My business has a lot of visibility.

*Question 6: Have you ever had an internal (employees, suppliers or clients) conflict? If yes, can you tell us a situation and did you manage?*

Interviewee: I found difficult to find work force to do a renovation of the canteen. Also he thinks is difficult to find people that he can trust to manage the canteen when he is off.

*Question 7: Have you ever had any external (competitor) conflict? If yes, can you tell us a situation and did you manage?*

Interviewee: No, Not yet.

*Question 8: Have you thought about selling/giving up your business? If yes, Why?*

Interviewee: I don't consider selling it anytime soon.

*Question 9: Now that you have a settled business, what the main difficulties/barriers do you encounter?*

Interviewee: This begging as a huge barrier once he is still paying for the investment, so many bills, things to do and not enough time enough.

*Question 10: Have you heard about Alternative Dispute Resolution?*

Interviewee: No, I didn't.

## **Interview Participant #8**

Interviewer: Question 1: Briefly introduce yourself responding the following questions:

Age;

Education level;

Year you arrived in Ireland;

Intention (study/work/live);

Business;

Interviewee: I'm 37 years old. I'm graduated in business back in Brazil. In 2013, I decided to move to London to develop my English skills. I stayed there for a year. Then I decided to move to Ireland in 2014.

Question 2: Have you thought about having your own business before? How have you decided to have one?

Interviewee: I always wanted to have a pub. However, when I went to London I thought it would be impossible to have my own business.

Question 3: In terms of information to set up a business, how did you get it? Did someone help you? How did you feel about it?

Interviewee: I got a job as a cashier in a Brazilian restaurant where I met my future husband. He was the owner of the place. We got married and opened another restaurant in 2017. It was not difficult for us because my husband had experience with all bureaucracies. My husband has been entrepreneur for years. He has several businesses and different areas. He taught me everything about managing business.

Question 4: At the beginning, did you experience legal barriers or conflicts? If yes, which ones and how did you solve them?

Interviewee: The restaurant used to be in the same building that Garda office is. There was always complains coming from them about smells and noises. Every complaint we had to heed.

Question 5: Did you experience cultural barriers or conflicts? If yes, which ones and how did you solve them?

Interviewee: We moved the address twice due to neighborhood issues and high levels of stress. I also considered selling it many times. I even took a break time to get treated for medical recommendation.

Question 6: Have you ever had an internal (employees, suppliers or clients) conflict? If yes, can you tell us a situation and did you manage?

Interviewee: Difficult to find good employs.

Question 7: Have you ever had any external (competitor) conflict? If yes, can you tell us a situation and did you manage?

Interviewee: I also had conflict with competitors that accused me of ideological falsehood on Facebook. I was threatened and had to have her account verified on Facebook.

Question 8: Have you thought about selling/giving up your business? If yes, Why?

Interviewee: We moved the address twice due to neighborhood issues and high levels of stress. I also considered selling it many times. I even took a break time to get treated for medical recommendation.

Question 9: Now that you have a settled business, what the main difficulties/barriers do you encounter?

Interviewee: I highlight how difficult it is to find experienced chefs or floor staff able to work full time with good level of English. However, the participant believes that high turnover is an opportunity to find new talents.

Question 10: Have you heard about Alternative Dispute Resolution?

Interviewee: No, I haven't.

## **Interview Participant #9**

Interviewer: Question 1: Briefly introduce yourself responding the following questions:

Age;

Education level;

Year you arrived in Ireland;

Intention (study/work/live);

Business;

Interviewee: I'm 27 years old. I studied business with emphasis in foreign trade back in college. I moved to Ireland in 2015 planning to stay for just 6 months. My intention was to improve my English and then go back to Brazil to look for better job opportunities.

Question 2: Have you thought about having your own business before? How have you decided to have one?

Interviewee: I helped some friends who had a restaurant with the administrative part of the business. After that experience, I realized that I could open my own business. I decided to invest in a beauty salon because I like the sector and I perceived it to be a profitable area to work with.

I always wanted to have my own business but I never pictured myself having it in Ireland. In December 2016 I opened my salon.

At the beginning was a stressful part. I had a job as a childminder from 9am to 12pm, then I was covering a friend's vacation that went to Brazil for three months from 12:30 pm to 16:30, went to the salon then and stayed there until almost 6 pm, then I would go waitressing at a pub from 6 pm to 2/3 am (three times a week), on those days off from the pub I would stay in the lounge until 9 pm and to wrap up the day, go home and the other day all over again. Was texhausting period.

Question 3: In terms of information to set up a business, how did you get it? Did someone help you? How did you feel about it?

Interviewee: The company already existed, I'm just one of the stakeholders so it was easier. But whenever I needed information, it was not found.

Question 4: At the beginning, did you experience legal barriers or conflicts? If yes, which ones and how did you solve them?

Interviewee: I also state legal barriers for being an immigrant business owner such as lack of information and government legal support to invest. I also find legal barriers when it comes to my investor visa. Currently, I'm trying to get a stamp 4 as an entrepreneurs in Ireland but there are a lot of bureaucratic in this process.

Question 5: Did you experience cultural barriers or conflicts? If yes, which ones and how did you solve them?

Interviewee: No, I didn't.

Question 6: Have you ever had an internal (employees, suppliers or clients) conflict? If yes, can you tell us a situation and did you manage?

Interviewee: I had faced issues between manager and clients due to payment.

Question 7: Have you ever had any external (competitor) conflict? If yes, can you tell us a situation and did you manage?

Interviewee: On the Christmas week, my direct competitor broke my door with the intention of sabotage my business.

Question 8: Have you thought about selling/giving up your business? If yes, Why?

Interviewee: I state that it was very difficult at the beginning because I had to work in extra two jobs in order to pay all business expenses such as renovation, rent and employees.

I describe that was though and I thought about selling the business at this initial phase because I did not have any profit. After 8 months, the business had its first profit of 300 euro. Then I quit the other two jobs and decided to dedicate myself fully to my business.

Question 9: Now that you have a settled business, what the main difficulties/barriers do you encounter?

Interviewee: Finding for professionals is another issue. Most of the professionals are here as students which means that they can decide to leave anytime. Or their visa might expire and they cannot renew it.

Importing products from Brazil to Ireland is another barrier for the business. As well compete with other businesses where owners have just part of their capital invested. They have more power of negotiation and price flexibility. It is difficult to compete in this sense because my income comes only from the salon.

Question 10: Have you heard about Alternative Dispute Resolution?

Interviewee: Yes, I have, because I did a Masters degree in this area. However, I never needed to make use of it.

## **Interview Participant #10**

Interviewer: Question 1: Briefly introduce yourself responding the following questions:

Age;

Education level;

Year you arrived in Ireland;

Intention (study/work/live);

Business;

Interviewee: I'm 42 years old. I'm graduated as dentist back in Brazil. I moved to Ireland in 2007 to live with my boyfriend who became my husband. At the first years I was not able to work as dentist due to diploma validation. I had to go through a hard validation process that I got prepared for a year.

Question 2: Have you thought about having your own business before? How have you decided to have one?

Interviewee: I never thought about having my own business in Ireland. I had experience as business owner back in Brazil but I has not thought about setting up a business in Ireland. I worked in different clinics where I did not adapted due to ethical or professional issues. Also, I state that for financial reasons I decided to open my own clinic.

Question 3: In terms of information to set up a business, how did you get it? Did someone help you? How did you feel about it?

Interviewee: My husband helped me with all the informations needed. He was born in Ireland.

Question 4: At the beginning, did you experience legal barriers or conflicts? If yes, which ones and how did you solve them?

Interviewee: Limiting factors were found since the set up stage. It is secured by the Irish Law in the Disability Act 2005 that public service places must be accessible. I had to find a place to rent that met with all requirements requested by the law in order to run my business. I also had to hire an accountant to deal with all the paper work. After opening, I

had to wait 3 months to get a license that allowed running the business. It represented more financial barriers.

Question 5: Did you experience cultural barriers or conflicts? If yes, which ones and how did you solve them?

Interviewee: I have not faced many barriers to be accepted by the Brazilian community. There is a bigger resistance by the Irish market. I have a feeling that we have to prove to be a good professional all the time.

Question 6: Have you ever had an internal (employees, suppliers or clients) conflict? If yes, can you tell us a situation and did you manage?

Interviewee: No, I haven't.

Question 7: Have you ever had any external (competitor) conflict? If yes, can you tell us a situation and did you manage?

Interviewee: Problems with competitor were reported as well. It is hard to compete with clinics that are not registered in the Dental Council, there are also professionals not registered which makes it hard to compete in terms of prices. They do not pay taxes so they can offer cheaper prices. It is an unfair competition.

Question 8: Have you thought about selling/giving up your business? If yes, Why?

Interviewee: I thought about giving up and selling it many times. There are many obstacles that you have to face when you are an entrepreneur who has to manage your business but also work as an employee. It is a lot responsibility to deal with.

Question 9: Now that you have a settled business, what the main difficulties/barriers do you encounter?

Interviewee: Most of my customers are Brazilians and they demand Brazilians professionals because Brazil is reference in work force worldwide. It is difficult to find Brazilian professionals to work at the clinic. I have to contract Brazilians dentists who are living in Portugal. They usually comes every two weeks and stay in Ireland for a week.

Question 10: Have you heard about Alternative Dispute Resolution?

Interviewee: No, I haven't.