



Exchange of good practices on gender equality

Encouraging female entrepreneurship

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Roadshow 'My Future: Female Boss in the Crafts Business'¹

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1. Description of the main elements of the good practice

The Roadshow 'My Future: Female Boss in the Crafts Business' (Meine Zukunft: Chefin im Handwerk) was initiated by the German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (Ministerium für Familie, Senioren, Frauen und Jugend, BMFSFJ) as part of their programme to increase the amount of women in leading positions. Within the trades young women are more successful and receive better grades in their vocational trainings than men - even in male-dominated fields. In contrast to that, however, only about one in four skilled crafts businesses are started by a woman. This is partly due to young women's career choice pattern and the presentation of most crafts as traditional male domains. There is a lack of successful role models in the skilled crafts, especially business owners in the commercial and technical fields, so that the economically interesting option of holding an executive position in the skilled crafts only rarely features in young women's career planning.

The Roadshow 'My Future: Female boss in the Crafts Business' was set up as a multimedia exposition with basic information about how to start and run a business in the crafts and portraits of six female business owners. It presents, in sound and image, a range of different role models in different trades – especially those who are considered to be untypical for women - with different company-sizes, intentions, business strategies, etc. The video portraits demonstrate how exciting, satisfying, challenging and successful female careers in skilled crafts can be, especially if you are your own boss. The Roadshow 'My Future: Female Boss in the Crafts Business' gives insights into the women's everyday work and information about the most important aspects involved - all the way from starting a business to planning their legal succession by means of an interactive exhibition.

The Roadshow 'My Future: Female Boss in the Crafts Business' was launched in April 2011 with a central kick-off event in the chamber of crafts in Berlin inaugurated by the Minister of Family Affairs, Senior Citizens, Women and Youth (BMFSFJ), the President of the National umbrella organisation, the German Confederation of Skilled Crafts (Zentralverband des deutschen Handwerks, ZDH) and the President of the regional Chamber of Crafts (Handwerkskammer). 150 potential and actual female business starters and women entrepreneurs, relevant public and private multipliers and intermediaries in government and business as well as academic research and the media participate and disseminate the message afterwards.

¹ Meine Zukunft: Chefin im Handwerk.

During the first two years the Roadshow 'My Future: Female Boss in the Crafts Business' was on display in co-operation with the chambers of skilled crafts and their educational facilities. It aimed to effect a change within the chambers' structures towards realising the potentials that highly qualified young women can bring to the skilled crafts so that this target group would be increasingly addressed as part of the chambers' activities. In the second project phase, which started in late 2013, the Roadshow 'My Future: Female Boss in the Crafts Business' will also be open to other institutions and address a more broad-based group of interested women. It will be targeted to women who have not been exposed to skilled crafts already and who cannot be reached via skilled crafts facilities.

The Roadshow 'My Future: Female Boss in the Crafts Business' has been implemented by the National Agency for Women Start-up Activities and Services (bundesweite gründerinnenagentur - bga) in cooperation with the German Confederation of Skilled Crafts (Zentralverband des deutschen Handwerks, ZDH), the umbrella of German skilled crafts organisations on the Federal level. Its membership includes all of the 53 chambers of skilled crafts and the 48 specialised skilled crafts organisations.

In order to promote and disseminate the Roadshow 'My Future: Female Boss in the Crafts Business', the interactive exhibition is embedded in a host of events staged at the regional chambers of skilled crafts as well as the other institutions to widen its reach to multipliers and intermediaries as well as to give the topic of 'female entrepreneurs in skilled crafts' - a higher public profile.

At regional level, Round Tables were initiated to bring together all relevant stakeholders such as regional chambers of skilled crafts, networks of the skilled trades businesswomen which are mostly the wives of male masters in the crafts (Unternehmerfrauen im Handwerk - ufh), experts and multipliers, to name just a few, who have been integrated into these regional activities. Moreover, all 16 bga-Representatives in the 16 German Federal States as well as the 2,000 regional partners were systematically involved to spread the issue into the regions and support the local actions.

Public relations activities were the following: Flyers, posters, a Roadshow tour guide and the publication 'Female Bosses in the Crafts Business' which includes current data and facts, illustrate opportunities in the trade-markets, give guidance and showcase successful women entrepreneurs in the skilled crafts, was produced and distributed. The brochure serves as a guidebook for future female bosses in the crafts business as well as for relevant multipliers and intermediaries. Experts, craftswomen, multipliers, intermediaries as well as the 2,000 regional partners of the National Agency for Women Start-up Activities and Services (bundesweite gründerinnenagentur - bga) were kept up-to-date about the current events and contents as well as the media and the public by way of periodical press releases.

1.1. Background and general policy context of Germany

The share of female entrepreneurs in the total number of self-employed has increased from 28.5 % in 2003 to 31.6 % in 2012. The total number of female self-employed grew from 1.07 million to 1.40 million (+31 %). Nevertheless, men were still almost twice as likely as women self-employed and the number of women entrepreneurs with employees is even smaller. However, there is increasing evidence that more and more women are becoming interested in starting a business.

Women entrepreneurship is characterised by a number of distinct features. When starting a business women often face different barriers and circumstances than men. They may have to struggle specific problems and do not participate in support programmes to the same extent as men do. In terms of approach and motivation, careers pathways and labour market biography, disposal of financial capital, starting procedures, business objectives and targets as well as in many other respects, the way of starting and managing a business is different for men and women. Framework conditions (e.g. a shortage of assistance for child and parental care) place further burdens on women entrepreneurship.

Up to the early 2000s, however, most policy makers and providers of business support services were not aware of the special characteristics and necessities of women business starters and entrepreneurs. This happens despite the fact that women are well educated and have innovative business ideas. Furthermore, entrepreneurship was widely seen as a male-dominated form of economic activity. Female role models and a general climate conducive to women entrepreneurship were largely non-existent. When academia and policy makers increasingly recognised the key role of entrepreneurship and start-up activities for economic growth and innovation, economic policies increasingly concentrated on exploiting and advancing the underdeveloped entrepreneurial potential of various target groups, among them women and in order to motivate females to consider employment independence in their plans, target group specific initiatives are essential so that women's plans can succeed.

Until that time only few regional policies with actions existed to promote female entrepreneurship in Germany. Most regions were and some of them still are not interested in focussing on the entrepreneurial potentials of women and deny differences between male and female business starters as well as there were regions which do not have much experience, but have recognised the need. Only one out of 16 Federal States of Germany – Baden-Württemberg - had implemented continuous structures to foster female entrepreneurship in a target group oriented way since the mid-nineties. Within the last decade several other Federal States of Germany did follow.

Against this background the national government, in particular three Federal Ministries (i.e. Ministry for Education and Research – Ministerium für Bildung und Forschung, BMBF), Ministry for Economic Affairs and Energy – Ministerium für Wirtschaft und Energie, BMWI and Ministry for Families, Senior Citizens, Women and Youth, BMFSFJ) initiated and funded the National Agency for Women Start-ups Activities and Services (bundesweite gründerinnenagentur, bga). The mission is to encourage more women to start their own businesses, to contribute to increase the number of female business starters and entrepreneurs and at exploiting and advancing the economic potential of women. This should be achieved by creating transparency with regard to women-specific support services, empowering women

in all phases of their business activities, safeguarding the quality in start-up support services, setting up a one-stop-shop for all target groups and the political, business, academic and public sectors and by generating innovative ideas and concepts as well as promoting a favourable climate and appropriate policies for women entrepreneurship.

In 2004 the National Agency for Women Start-up Activities and Services (bundesweite gründerinnenagentur, bga) was established and acts as a Germany-wide body and umbrella for information and a large variety of services related to women entrepreneurship in all economic sectors and across all phases of the company life cycle, i.e. business foundation, consolidation, growth and succession. The National Agency for Women Start-up Activities and Services (bundesweite gründerinnenagentur - bga) has several target groups: potential and actual female business starters and women entrepreneurs and all relevant public and private multipliers and intermediaries in government and business as well as academic research and the media. Strategic decisions on bga's activities are taken in a specific steering committee with representatives from the three Federal Ministries and the bga head office. The National Agency for Women Start-up Activities and Services (bundesweite gründerinnenagentur - bga) develops and coordinates joint initiatives and policies related to women's entrepreneurship and feeds its experiences and expert knowledge into the political process.

One of bga's key features is its three-level organisational structure. On national level the nation-wide umbrella organisation and head office takes over a steering and coordinating function of all activities of start-ups by women and female entrepreneurs. It provides information, advisory and services for all branches, topics and phases of company foundation, consolidation and succession for the political, business, academic and public sector. Through a public tender procedure on state level, regional offices located at different institutions have been installed in the 16 German Federal States. They develop and coordinate support activities for women entrepreneurship on state level, organise regional networks and act as contact nodes for local and regional actors. At regional and local level, the National Agency for Women Start-up Activities and Services (bundesweite gründerinnenagentur - bga) has built up a network of more than 2,000 partners (e.g. specialised consultants, networks of women entrepreneurs, advisory agencies, female business centres as well as several government, community and business institutions like the chambers of commerce and crafts). Here, (potential) women entrepreneurs have easy access to various forms of women- and sector-specific information, advice, networks and training.

As the first and unique Germany-wide competence and service centre for women entrepreneurship, the National Agency for Women Start-up Activities and Services (bundesweite gründerinnenagentur - bga) develops and offers a broad range of activities and services, especially in the fields of information, consulting/mentoring/coaching, networking and training. bga's comprehensive web portal (<http://www.existenzgruenderinnen.de>) is the central exchange and information platform on the topic in Germany. Of special importance are three nationwide databases of women-specific orientation/advisory services (more than 500 registered for initial advice and guidance), experts for women-specific detailed consultancy offering more in-depth technical and sectoral advice (approx. 1,200) and of women entrepreneurs' networks and female business centres (more than 300). Every year, the online events calendar points at approx. 400 training courses and events (congresses, trade fairs etc.) covering all aspects of starting and expanding a business and facilitating business succession, mentoring and coaching.

Its publication series with 40 publications on women's entrepreneurship comprises current data and facts, illustrate opportunities in growth markets such as the creative industries, the health care sector or the senior economy, give guidance and showcase successful women entrepreneurs.

In cooperation with the regional offices and regional partners, the National Agency for Women Start-up Activities and Services (bundesweite gründerinnenagentur - bga) regularly carries out campaigns and projects in specific policy fields which are of key importance for advancing women entrepreneurship beyond its traditional focus: e.g. the promotion of business succession by women by means of the 'Nachfolge ist weiblich' (Succession is female) campaign which includes a Germany-wide National Action Day, a task force with more than 100 expert members, a travelling exhibition, etc. Together with the members of the bga task-force from the German Federal States and National ministries, chambers of commerce and crafts, business support organisations and consultancies, new concepts to raise the awareness of potential women successors, multipliers and business families were developed since 2006. The National Agency for Women Start-up Activities and Services (bundesweite gründerinnenagentur - bga) was one of the main partners of the EU ambassadors' network 'Supporting Women Entrepreneurs' in Germany which showcases more than 60 role models chosen ambassadors who are willing to speak at schools and universities or in the media about their everyday life as female entrepreneurs. Moreover, the National Agency for Women Start-up Activities and Services (bundesweite gründerinnenagentur - bga) offers a hotline service, a free e-training course for female enterprise starters, an online expert forum, a gallery of inspiring female entrepreneurs, presentation of good practice measures, information on support measures (mentoring, ambassadors) etc. and focuses also on innovative, knowledge-based and technology-oriented start-ups by women, female freelancers and the self-employment of women with an immigration background.

The National Agency for Women Start-ups Activities and Services (bundesweite gründerinnenagentur - bga), commended by the EU as a European model of success, is a think tank for the development of innovative ideas taking into account the specific nature of women's start-ups. It enjoys a high level of acceptance and recognition by all stakeholders in women entrepreneurship and the start-up scene. bga's impact can also be illustrated by the following data: 21 million website visits, 260,000 printed copies of bga's 40 publications, 6,000 initial advice sessions, 5,300 media reports on bga, 1,700 events organised and conducted by bga, 500 role models of female entrepreneurs, 300 research studies.

Since 2010, the career opportunities of women in the public sector, as employees in firms and in self-employment have been the focus of the step-by-step plan of the Federal Ministry of the Family, Senior Citizens, Women and Youth (BMFSFJ) on 'Women in Top Jobs'. The BMSFSJ also launched the action programme 'Perspektive Wiedereinstieg' (Reintegration prospects) and the programmes 'frauenmachenkarriere.de' (Women's careers) and 'Infobörsen für Frauen' (Information fairs for women) and supported the networking of self-employed female joiners. These programmes raise the awareness of and support women in various contexts, including self-employment as an attractive alternative to dependent employment.

1.2. The goals and target groups of the good practice

The Roadshow 'My Future: Female Boss in the Crafts Business' aims

- to raise women's awareness of career opportunities running businesses in the trades;
- to mobilise the potentials of females to contribute to an increasing proportion of women in the crafts business;
- to effect a change within the chambers' attitudes and structures towards women in the crafts, especially in the so called male-dominated sectors;
- to realise the potentials of the nowadays highly qualified and motivated young women which are very demanding towards their own products and services;
- to focus increasingly on women in the trades as part of the chamber of crafts activities;
- to advertise the career option of female entrepreneurs in skilled crafts among multipliers;
- to overcome the causes and barriers at the root of women's underrepresentation in executive positions in skilled crafts businesses;
- to promote female entrepreneurs in the trades and make them visible;
- to initiate networks of women entrepreneurs in the crafts.

The target groups of the Roadshow 'My Future: Female Boss in the Crafts Business' are Journeywomen, master craftswomen and women interested in these crafts, female students and academics, women in executive positions and those undergoing occupational reorientation, multipliers and intermediaries in the chambers of skilled crafts, employment agencies, consulting and education institutions, universities as well as regional, federal and national administrations and business organisations, the media and the public.

1.3. The legal and financial provisions to implement the good practice

The Roadshow 'My Future: Female Boss in the Crafts Business' was launched as a non-legal-measure to increase the proportion of women in leading positions. The German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (BMFSFJ) did spend 150,000 € to realise the interactive exhibition and 175,000 € to run the Roadshow 2011 - 2013. Not included were means to repair and overhaul the interactive exhibition, which should be done at least once a year, transfer co-payments for the interactive exhibition (1,500 € per location) and personal costs on the part of the chambers of crafts as well as extra personal efforts (by an average of 10 hours per week) to raise awareness within the chambers of crafts and to carry out all activities of the Roadshow within the National Agency for Women Start-up Activities and Services (bundesweite gründerinnenagentur - bga). The second

project phase has started by the end of 2013 (see also page 4) and the Roadshow still endures with additional money for 2014 and expected funding for 2015.

1.4. Institutional arrangements and procedures of implementation

The Roadshow 'My Future: Female Boss in the Crafts Business' has been implemented by the National Agency for Women Start-up Activities and Services (bundesweite gründerinnenagentur - bga) in cooperation with the German Confederation of Skilled Crafts (Zentralverband des deutschen Handwerks, ZDH), the umbrella of German skilled crafts organisations on the Federal level. Its membership includes all of the 53 chambers of skilled crafts and the 48 specialised skilled crafts organisations as well as their vocational training centres.

Initial information about the Roadshow 'My Future: Female Boss in the Crafts Business' were spread out to relevant multipliers and intermediaries in government, business and sciences, journeywomen, master craftswomen, female students and academics, employment agencies, consulting and education institutions, universities as well as regional, federal and national administrations and business organisations, the media and the public.

In April 2011, the Roadshow 'My Future: Female Boss in the Crafts Business' was launched with the central kick-off event in Berlin.

One of the first steps was to offer the Roadshow 'My Future: Female Boss in the Crafts Business', to the 53 chambers of skilled crafts and the 48 specialised skilled crafts organisations as well as their vocational training centres as first-class borrower.

In order to promote, disseminate and anchor the Roadshow 'My Future: Female Boss in the Crafts Business', the interactive exhibition was embedded in a host of events staged at the chambers of skilled crafts as well as the other institutions to widen its reach to multipliers and to give the topic of 'female entrepreneurs in skilled crafts' a higher public profile.

At regional level, Round Tables were initiated to bring together all relevant stakeholders such as chambers of skilled crafts, networks of the skilled trades businesswomen (Unternehmerfrauen im Handwerk - ufh), experts and multipliers and to develop strategies for further activities to raise sustainability on the topic.

Moreover, all 16 bga-Representatives in the 16 Federal States of Germany were systematically involved to spread the issue into the regions, to cooperate with the regional chambers of crafts, to support and organise events for rising awareness and act as transfer partner on the long run.

Flyers and posters as well as a Roadshow tour guide and the brochure 'Female Bosses in the Crafts Business' were produced and distributed to and by all transfer partners. The brochure serves as a guidebook for future female bosses in the crafts business as well as multipliers and intermediaries.

Experts, craftswomen, multipliers, intermediaries as well as the 2,000 regional partners of the National Agency for Women Start-up Activities and Services

(bundesweite gründerinnenagentur - bga) were kept up-to-date about the current events as well as media and public by way of periodical press releases.

All activities concerning the Roadshow 'My Future: Female Boss in the Crafts Business', including consulting on content and shape of the interactive exhibition of the Roadshow, to identify successful role models of female business owners in the crafts, to give presentations and advice to the federal government as well as other multipliers, transfer partners and intermediaries and connecting women entrepreneurs in the trades, were coordinated and organised by the National Agency for Women Start-up Activities and Services (bundesweite gründerinnenagentur - bga).

2. Results of the good practice and its impact on achieving gender equality

2.1. Key results

Before the establishment of the Roadshow 'My Future: Female Boss in the Crafts Business' female entrepreneurs in the crafts did exist but policy makers, the regional chambers of crafts and providers of business support services were not aware of this target group. This happens despite the fact that women in the trades are well and often better educated than their male colleagues. Furthermore, entrepreneurship in the crafts was and still is widely seen as male-dominated with very traditional structures and understanding of the role of women. Female role models and a general climate conducive to women entrepreneurship in the crafts were largely non-existent.

The Roadshow 'My Future: Female Boss in the Crafts Business' received good resonance and the concept of the exhibition was considered as a success. It did enjoy and still enjoys a high level of acceptance and recognition by the relevant stakeholders in women entrepreneurship. It has become an appropriate instrument for the advancement of women entrepreneurship in the trades in Germany. Through its awareness raising measures, crafts women specific information and support services the Roadshow 'My Future: Female Boss in the Crafts Business' has substantially contributed to enlarging the potential for female entrepreneurship and to increasing the number and quality of women-specific support measures. This is widely reflected by the positive feedback the National Agency for Women Start-up Activities and Services (bundesweite gründerinnenagentur - bga) and its partners receive from their female clients.

The impact can also be illustrated by the following data: Until the end of 2013 it has been on display in about 20 chambers of skilled crafts regions and education facilities in the skilled crafts sector. Moreover 10 additional chamber of crafts were interested but could not be served within the available timeslot. Every chamber of skilled crafts organised about 3 to 5 events/event series within the framework of the exhibition, e.g. openings with the Ministers of the Federal States of Germany, Federal States action days with 160 regional actions on women in the crafts, trainings, workshops, coachings, readings, interviews, portraits, panel discussions, guided tours through women owned businesses in the crafts, exhibitions with regional role models and network sessions. Approximately 50 to 100 visitors

attended each of these events. The numbers of visitors in the education facilities was with 500 to 1,000 persons even higher.

Many of the participating chambers of skilled crafts and the other institutions still follow up this topic even after the Roadshow 'My Future: Female Boss in the Crafts Business' moved on. They hold events and campaigns at their own initiative and highly appreciate the initiative.

All of the mentioned target groups were addressed and continuously provided with expert information, guidance, consulting, workings aids, concepts for events, framework measures, specific knowledge on female entrepreneurs in the trades, contacts and networks by the National Agency for Women Start-up Activities and Services (bundesweite gründerinnenagentur - bga).

The media feedback for the Roadshow 'My Future: Female Boss in the Crafts Business' was very good. It was picked up in more than 150 articles by the press.

2.2. Challenges, obstacles and constraints encountered

One of the main obstacles were the traditional and conservative structures within the chambers of crafts as well as the German Confederation of Skilled Crafts (Zentralverband des deutschen Handwerks, ZDH), the umbrella of German skilled crafts organisations on the Federal level and the attitudes of most of the male members towards women in the trades. As all measures in the field of rising awareness the Roadshow 'My Future: Female Boss in the Crafts Business' also needs more than one impulse and requires extra time, work and resources. So the limited budget was challenging, too, particularly since the transfer as well as the construction and dismantling of the interactive exhibition could only be done by qualified specialists and a lot of the regional chambers of crafts were not willing to share those costs although they receive legal annual fees from every trade-business in Germany.

3. Assessment of the strengths and weaknesses of the good practice

	Strengths	Weaknesses
Innovativeness	<p>First time the topic female entrepreneurship in the crafts was took up and gave it a higher public profile.</p> <p>The Roadshow acted as an initial boost for further activities on master crafts women in and out of the regional chambers of crafts.</p> <p>Master women entrepreneurs in the trades turn to get aware and become visible and networks concerning master women entrepreneurs in the crafts were initiated.</p> <p>Apart from rising awareness concepts and measures in the field of information, consulting, training and networking for start-ups by women in the crafts were provided.</p>	

<p>Effectiveness</p>	<p>The topic of female masters in the trades as well as the Roadshow itself did reach all mentioned target groups and did rising awareness in this context. In addition it was spread through the 2,000 partners of the National agency within their networks so it reached much more multiplier than originally planned.</p> <p>It was on the agenda in all regional chambers of crafts as first class borrower. Nearly 40 % of the regional chambers of crafts were brought into action, another 10 % are on the waiting list to present the Roadshow.</p> <p>Women in the trades were brought together to learn from each other, to build up networks of master craftswomen and to represent their interests.</p>	<p>Dependency on the willingness of the regional chambers of crafts whether they will focus on the topic or not.</p> <p>Rising awareness as a rule includes the experience of reluctant attitudes (see also page 11). Our counter-measures were canvassing from chamber of crafts to chamber of crafts mostly by phone but also personally or via strategic partners.</p> <p>Networks of master craftswomen were only partly coordinated by regional chambers of crafts.</p>
<p>Partnership approach</p>	<p>Due to the general acceptance of the National Agency as the voice and central policy and coordination unit for women entrepreneurship and the three level organisational structure the National Agency acts as a very efficient communication channel with and between all relevant partners which works in both directions, top-down e.g. for spreading and carrying out policies and bottom-up e.g. for gathering and communicating new trends, first hand experiences and women entrepreneurs' specific needs.</p>	<p>Sometimes it was very challenging to manage the highly complex structure.</p>

Transferability	The Roadshow is generally transferable to other countries as well as different topics, even without a structure like the National Agency.	Central requirements are the political will of the governmental decision-makers to sustainably focus on and promote female entrepreneurship and the willingness of all involved stakeholders to cooperate.
Sustainability	<p>Integrating sustainability by the following means seems to be promising:</p> <ul style="list-style-type: none"> • Transfer partners, e.g. regional offices of the National agency in the 16 Federal States of Germany and regional chambers of crafts; • Round tables with regional multipliers and intermediaries e.g. economic development agencies, chambers of crafts, women's organisations and associations; • Visibility of master women in the trades e.g. in the gallery of female business starters on www.existenzgruenderinnen.de; • Integration of successful master women in the craft as role models during activities like National Action Days, etc.; • Networks of women in the trades. 	<p>Dependence on regional structures, willingness, resources, etc.;</p> <p>successful means need clearly defined objectives, target groups and organisational structure as well as visions, strategies and openness for change.</p> <p>To gain attention in a long run, continued support and be mainstreamed it is an advantage if the programme and the resources are not too small.</p>

4. Main questions and issues for debate at the seminar

The decision how a Roadshow and the schedule should look like as well as how many stations it should comprise of is mainly influenced by the factors monetary budget, personal resources, time budget and regional aspects.

It is not always easy to establish acceptance of the target group oriented approach since many institutions in the context of economic development object to it. How to deal with and convince e.g. chambers of crafts, potential local partners, decision makers which still deny that female entrepreneurs often face different barriers and circumstances than men and that there is a sense in specific target group oriented support although you have strong arguments and proof?

Rising awareness was one of the main goals of the Roadshow 'My Future: Female Boss in the Crafts Business' with good results for the duration of the project. Nevertheless an open issue is how sustainability can be strengthened since only limited resources are usually available at all levels e.g. policy makers, multipliers and intermediaries and rising awareness on all kind of gender topics seems to be a long-running subject.

Fostering Female Entrepreneurship needs as main ingredient's the political will of the governmental decision-makers, strong partners and strategic networks as well as the willingness of all involved stakeholders. How can we encourage the political will to focus on and stay with this topic?