



Master Thesis in Economics

Swedish Government's targeted entrepreneurship policy to encourage entrepreneurship among women

An Evaluation of the program "Support Women Entrepreneurs 2007-2009"

School of Industrial Engineering and Management

Division of Economics

Author: Alex Berozashvili, alexbe@kth.se

Supervisor: Assistant Professor, Kristina Nyström, krny@kth.se

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Abstract

The purpose of this paper is to examine the situation of female entrepreneurs in Sweden by exploring the Swedish governments adopted, targeted entrepreneurship policy on women entrepreneurs and evaluate the program “Support Women Entrepreneurs 2007-2009” implemented by the Swedish Agency for Economic and Regional Growth. In the program evaluation process qualitative data analyses methods are used. The aim of the evaluation is to measure how planned program/component parts were implemented in practice and whether set goals were accomplished. Overall results from the program evaluation should be considered as positive. The original program plan consisted of six parts, 20 goals, and 34 component parts. Out of the 34 component parts, 18 were acknowledged to have been accomplished, information was not available for 14 component parts and 2 component parts were found not to be accomplished. Due to the program’s complexity in execution, involving different executive layers on national, regional and municipal levels, evaluation process was quite demanding and still it could not represent the highest level of preciseness in evaluating component parts. The most actively executed and successfully implemented part of the program could be considered part four: Attitudes and role-models.

Keywords: Entrepreneurship policy, women/female entrepreneurs/entrepreneurship, Program “Support Women Entrepreneurs 2007-2009”, evaluation, Sweden.

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Table of Contents

Introduction	1
1. Entrepreneurship/SME Policy	3
1.1 Entrepreneurship policy orientations and structures	4
1.2 Entrepreneurship policy measures	5
1.3 Entrepreneurship policy in Sweden	6
2. Literature Review and Theoretical Background	7
2.1 Concept of women entrepreneurship	8
3. Female Entrepreneurship in Sweden from international prospective	10
4. Swedish Entrepreneurial Statistics	14
4.1 Empirical facts about self-employment in Sweden 1970-2000	14
4.2 Start-ups in Sweden	16
4.3 Industry sectors and market orientations	17
4.4 Women and men entrepreneurs – some individual characteristics	18
5. Swedish Government's targeted entrepreneurship Policy to Encourage Women Entrepreneurs	22
5.1 Program "Support Women Entrepreneurs 2007-2009"	22
5.1.1 Description	22
5.1.2 Program parts	23
5.1.3 Financial plan	29
5.2 Assessment of the program	
5.2.1 Methodology for program assessment	30
5.2.2 Template of the assessment form	32
5.2.3 Assessment	33
5.3 Critiques and Recommendations	49
6. Conclusions, Study Delimitations and Further Research	
6.1 Conclusions	53
6.2 Study delimitations	54
6.3 Further Research	55
References	56

List of tables, figures and appendices

Figure: 3.1 Female and male participation in TEA across the world, 2010	11
Figure: 3.2 Female and male participation TEA in Nordic countries, 2010	12
Table: 3.1 Number of women entrepreneurs for 100 men entrepreneurs in Nordic countries	12
Figure: 4.1.1 Self-employed men in Sweden (1970-2000)	15
Figure: 4.1.2 Self-employed women in Sweden (1970-2000)	15
Figure: 4.2.1 Number of Start-ups in Sweden by sex, 2000-2010	16
Figure: 4.3.1 Number of start-ups in Sweden, 2010 by industry and sex (100)	17
Figure: 4.3.2 Market orientations of women's and men's entrepreneurs in Sweden	18
Figure: 4.4.1 Age distribution among Swedish Women's and men's entrepreneurs	19
Figure: 4.4.2 Post High School Education of Swedish women and men entrepreneurs	19
Figure: 4.4.3 Problems encountered by Swedish entrepreneurs by Sex	20
Figure: 4.4.4 Share of Swedish entrepreneurs who applied for loan/credit	21
Table: 5.1.1 Budget of the program "Support Women Entrepreneurs 2007-2009"	29
Appendix: 1 Main actors in forming Entrepreneurship Policy in Sweden	62
Appendix: 2 Program Plan, diagram	63
Appendix: 3 Program component parts assessment	68

Introduction

During the last decades by emerging entrepreneurship policies, interest in the field Women Entrepreneurship rose drastically. There has been different research carried out, showing the importance and economic impact of women entrepreneurs. If US-based women-owned businesses were their own country, they would have the 5th largest GDP in the world, trailing closely behind Germany, and ahead of countries including France, United Kingdom and Italy (Center for Women's Business Research, 2009).

Along with developing entrepreneurship policies, realizing the importance of under-represented women entrepreneurs, Government's in different countries tried to react and implement specific targeted policies for support women entrepreneurs. Specific policies were implemented by European Union, amongst others some of the programs are still active such as: Female Entrepreneurship ambassadors, European Network to Promote Women's Entrepreneurship (European Commission, Department of Enterprise and Industry, 2011).

Sweden, as a part of European Union, actively takes part in the female entrepreneurs supporting projects through European Union, but in fact Sweden was one of the first countries in Europe who noticed the importance of Female Entrepreneurs on a governmental level in early 90s (Swedish Agency for Economic and Regional Growth, 1996). The first official program by the Swedish agency for Economic and regional Growth (Then NUTEK) was presented in 1993. "Business advisors for Women" was the program's name and it was intended to continue three years (Nilsson, 1996). After that, there were several other projects on this issue and the topic always stayed in focus.

In this paper, I analyze the situation of female entrepreneurship in Sweden. Focusing on women entrepreneurship I will analyze specificities of entrepreneurial policy implemented by Swedish government, as well as characteristics of Swedish labor market and its influence on entrepreneurial choice. The main objective of the paper is to analyze the Swedish Government's policy and specifically the program "Support Women Entrepreneurs 2007-2009".

This paper consists of five main parts. The first part presents development of entrepreneurship policies, different entrepreneurship policy orientations, structures and accepted entrepreneurial measures in implementing entrepreneurial policies. The second part provides the theoretical background of the topic, concept of women entrepreneurs with literature review. The third part continued by description of level of Women entrepreneurs across the world, with particular focus on Nordic countries and Sweden based on Global Entrepreneurship Monitor's report. The fourth part provides historical development of self-employment in Sweden; Statistical description of situation of male and female entrepreneurship is followed. The function of these parts is to provide sound background from different angles for the evaluation of program "Support Women Entrepreneurs 2007-2009".

The entire fifth part is dedicated to Swedish government's policy on women entrepreneurs and more precisely to the program "Support Women Entrepreneurs 2007-2009". The qualitative

data analyses methodology is used to assess the project. First original program plan is presented and then assessment is carried out, how the set goals were accomplished. Due to the complexity in execution of different program plans and sub-projects, assessment process was quite difficult and the results may not fully represent actual component part's accomplishment status.

This paper contributes to the research in the field of women entrepreneurship in Sweden by logically presenting Swedish governments targeted entrepreneurship policy supporting women entrepreneurs in the holistic entrepreneurial policy context. The critical assessment of program "Support Women Entrepreneurs 2007-2009" could contribute to improve future program plans and implementation processes. Presented critiques and recommendations could be useful for policymakers and future research possibilities could be interesting for researchers.

1. Entrepreneurship/SME Policy

In the last decades immense importance was dedicated to research of entrepreneurial activities measured by high business start-up entries and exits rates contributing economic growth (Global Entrepreneurship Monitor, 2010). Putting the different governments' entrepreneurship agenda on a high priority list along with fast development of entrepreneurship policies and vague relationship between SME policies and entrepreneurship policies makes it difficult to separate and distinguish these two from each-other. In some cases entrepreneurship policies are parts and extensions of SME policies, in other cases they exist separately (Stevenson & Lundström, 2001).

Economic theories about economic growth and development were underpinnings for shaping the governments' economic policies. In the 80s small number of large corporations was believed to be the engine for economic growth. That's why governments were concentrated to provide such economic policies, where efficiency of large firms could be maximized (Entrepreneurship and National Economic Well-being, 1999). The breakthrough in the current flow of policies was done by Birch's research in 1979 where was shown that in the US more than 80% of new jobs were created by small firms (Birch, 1987). After introducing the different views about growth, the governments focus shifted towards smallness, which caused expanding of SME policies and emerging entrepreneurship policies.

The SME policy has longer history than entrepreneurship policy. The first government implementing SME policy was US, which under the Eisenhower administration passed Small Business Act in 1953. US set up Small Business Administration to encourage growth of small businesses and remove financial barriers. Besides US, the governments of Taiwan, Canada and the Netherlands were alert on the issue and implemented different regulatory measures. In 1982 Canada established Entrepreneurship and Small Business Office. During the SME policy development governments addressed different problems: improving access to advisory, management developing and counseling services. On the same time realizing the problem of bureaucracy and red-tape, governments tried to remove unnecessary regulations and make processes flexible. US government passed Regulatory Flexibility Act in 1980 and the UK government set up Deregulation unit in 1985 (Stevenson & Lundström, 2001).

Emergence of the term entrepreneurship and further development of the SME policy put its mark in future economic policies. The first countries implementing entrepreneurship policies almost at the same period of time were Canada, the Netherlands and the UK. The Netherlands government released report about Create more room for Entrepreneurs in 1987. The UK government launched an Enterprise Initiative in 1987 and Canadian government adopted first National Policy on Entrepreneurship in 1988 (Stevenson & Lundström, 2001).

Moving towards entrepreneurship policies causes promotion of entrepreneurial culture in whole society, through education, role-models, and advisory and consultancy services.

Governments implementing entrepreneurship policies decide which orientation they should choose, what structure of implementation and which administrative units should be involved and what kind of measures should they take. These are basics for considering the entrepreneurship policies in whole context. Below the main entrepreneurship policy orientations, structures and measures are shortly summarized, according to the (Stevenson & Lundström, 2001).

1.1 Entrepreneurship policy orientations and structures

Different countries having different social, economical, political, cultural contexts have specific entrepreneurship policy orientations. Basically, entrepreneurship policy orientations according to Lundström and Stevenson 2001 could be summed in four types.

1. Entrepreneurship policy as an extension of SME policy – focuses on job creation through new start-ups, micro-loans and advisory services are added on existing SME policies as a new component.
2. Niche Entrepreneurship policy – governments implement special actions targeting specific groups. It divides in two parts. First part targets those groups who are under-represented as business owners: women, youth, ethnic minorities, and unemployed people etc. Second, targets people with the high potential to start high growth businesses: scientists, new graduates, inventors etc.
3. New firm creation policy – aims to facilitate business creation process through removing barriers, reducing business registration costs and procedures, providing advisory services etc.
4. Holistic Entrepreneurship Policy – is a comprehensive, systemized and formed entrepreneurship policy approach including all different policy measures taken to stimulate entrepreneurship, which are aimed to pre-start, start-up and post-start-up phases of the entrepreneurship process, designed and delivered to address the areas of motivation, opportunity and skills, with the primary objective of encouraging more people to start their own businesses.

Furthermore, Entrepreneurship policy could have different structures depending on the country's economic policy and the units and departments responsible for policy implementation but mainly according to Lundström and Stevenson 2001 there are three structural approaches.

1. Umbrella agency approach – when a super agency with special authority is created to develop, co-ordinate and deliver SME/entrepreneurship policy goals through influencing other government departments.
2. The horizontal approach – where different ministries at different levels are involved in increasing level of entrepreneurship and business creation activity.

3. The vertical approach – when several departments are responsible for different parts of SME/entrepreneurship policy, each department is responsible for its own sector/region with low level of collaboration and integration.

1.2 Entrepreneurship policy measures

Based on what kind of entrepreneurship policy orientation a country is implementing and what kind of policy implementation structures it has entrepreneurship policies various from country to country and from economy to economy. According to Lundström and Stevenson 2001 there are commonly accepted entrepreneurship policy measures that to certain extent and level most governments implementing entrepreneurship economic policy follow.

1. Regulatory environment for start-ups – The administrative, regulatory and legislative specificities has crucial impact for both start-ups and existing small firms. That's why governments try to make all procedures as simple and less time/cost consuming as possible. This does not only include just registration and incorporation process but also includes licensing and permits, taxation, social security regulations, labor and competition policy, bankruptcy rules.

2. Promotion of Entrepreneurship – governments through their entrepreneurship policies are trying to legitimate and favorably present the image of entrepreneurs in the society. This involves media-promotion through different types of media, promoting and spread information about different successful entrepreneurs, role-models, create special awarding ceremonies. Even private sector should take a responsibility and position the entrepreneurial activities as they are doing in US and Canada (Stevenson & Lundström, 2001).

3. Entrepreneurship Education – providing unbiased information about entrepreneurship and entrepreneurs, their ways and lives could enhance the entrepreneurship rising. To integrate the special courses about entrepreneurship in educational system, at all levels of education, at schools as well as at the universities could only be resembled positively in future entrepreneurial development. As new generation would get to know cons and pros of entrepreneurship in early ages and would have a clear idea about it.

4. Small Business support infrastructure – traditionally this goal includes creating special development offices to provide counseling, advisory and business planning services to support new and existing businesses. There are different ways of creating the business support infrastructure. Among others most known are one-stop shops, online portals, incubators, target group enterprise centers, creating different networks etc.

5. Identification of target groups – as entrepreneurs are heterogeneous group with different backgrounds, experience, motivations, behaviors and needs certain segments of the society are under-represented in business ownership. By identifying of under-represented groups in business ownership governments tailor specific policies to raise their participation in entrepreneurship. Most commonly noted target groups are women, young entrepreneurs,

ethnic minorities, immigrants etc. This thesis work is focusing on the women entrepreneurs as one of the target groups for entrepreneurship policy.

6. Access to financing and seed capital – is one of the oldest SME policy issues. Having a startup capital and access to finance for start-up businesses is very important. Different governments with different tools are trying to fill the financial gaps for start-ups. The trend is moving away from grants and subsidies to repayable loans and equity programs and from formal venture capital to angel investors. Another trend is to reduce the cost of small firm lending by simplifying loan approval processes.

Having considered different Entrepreneurship policy orientations, structures and policy measures, we would clearly see the similarities between above described policy measures and Swedish governments implemented targeted economic policy towards women entrepreneurship, which will be discussed in the Part 5.

1.3 Entrepreneurship Policy in Sweden

There is no specially designed and implemented separate entrepreneurship policy in Sweden; rather it is continuation and enhancement of SME policy. The development of SME policies in Sweden started in 1970s after failure of number of large enterprises which caused regional and local problems (Innovative policy research for Economic Growth, 2008).

On the centralized governmental level the Ministry of Enterprise, Energy and Communications is in charge of entrepreneurship issues. Even though there is no separate entrepreneurship policy plan on national level there is “A National Strategy for Regional Competitiveness Entrepreneurship and Employment 2007-2013”, which basically gives strategic guidelines and priorities on entrepreneurship on national and regional level including improvements of start-up initiatives, development of strategic cooperation between enterprises and creating positive attitudes in forming entrepreneurship culture through the Sweden (Ministry of Enterprise, Energy and Communications, 2006).

At regional level, for each country there are Regional Development Plans and Regional Growth Plans. The Entrepreneurship Policy in Sweden is mainly carried out by the Agency for Economic and Regional Growth¹, which also functions as the economic coordinator for the EU structural Fund program in Sweden (Innovative policy research for Economic Growth, 2008).

The entrepreneurship policy structure in Sweden is a mix and combination of Umbrella agencies and horizontal approach. On the ministerial level the Ministry of Enterprise, Energy and Communication is responsible most of entrepreneurial issues. On the national level the Agency for Economic and Regional Growth is responsible for implementing different policy measures through country administrative boards. Besides Swedish Agency for Economic and regional growth there are other governmental agencies which contribute and implement different

¹ Afterwards in the text by the Agency we will refer to the Swedish Agency for Economic and Regional Growth

entrepreneurship policy measures. For example, Swedish Government's Agency for Innovation Systems (Vinnova), Almi business partner and The Knowledge foundation. There are also other actors involved in shaping entrepreneurship policies in Sweden. The list of actors and their responsible areas is presented in Appendix 1.

A broad spectrum of internationally acceptable entrepreneurship policy measures are employed in Sweden. There are different projects and programs, involving different agencies and government institutions concentrating on: promoting entrepreneurship on national and local level, improving regulatory environment for start-ups, providing entrepreneurship education, counseling and advisory services for (potential) entrepreneurs, online-entrepreneurial guides, start-up financing, entrepreneurial networks, target groups etc. Specific target groups among others include: women entrepreneurs, immigrant entrepreneurs, young entrepreneurs (Swedish Agency for Economic and Regional Growth, 2010). In this thesis work, I explore and evaluate the Swedish government's targeted entrepreneurship policy measure on women entrepreneurs and specifically the program "Support Women Entrepreneurs 2007-2009".

2. Literature review and theoretical background

The term entrepreneurship is quite complex and different people associate term entrepreneur to different meanings and activities. The wide spreading and various interpretations became the purpose of confusion around this topic in scientific world.

The term entrepreneurship was used by Irish-French economist Cantillon in 1755. This was the first usage of the term entrepreneur in the scientific literature. By entrepreneurship he referred to one who is intermediary between capital and the labor (Parker, 2004). Afterwards, Schumpeter contributed to develop the concept further and pointed out that entrepreneurs innovate not just by figuring out how to use inventions, but also by introducing new means of production, new products, and new forms of organization. These innovations, he argued, take just as much skill and daring as does the process of invention. He was the one who coined the concept of "Creative destruction", where entrepreneurs with their innovation processes lead to gales of creative destructions (Schumpeter, 1934).

According to the American economist Kirzner, entrepreneurship is "pure alertness to as yet unexploited – because unnoticed – opportunities" (Kirzner, 1983). An interesting angle to look at the concept of entrepreneurship was provided by Harvard professor Stevenson he argues that: the pursuit of opportunity without regard to resources currently controlled" (Stevenson H. , 1984). According to Shane & Ventakaraman 2000, entrepreneurship "involves the nexus of two phenomena: the presence of lucrative opportunities and the presence of enterprising individuals". They define opportunities as objective phenomena that are not known to all parties at all times" (Shane & Venkataraman, 2000). Despite various trials of definitions there is no one commonly agreed definition of entrepreneurship in scientific literature.

2.1. Concept of Women Entrepreneurs

In most countries, regions and sectors, the majority of business owner/managers are male (Centre for Enterprise and Economic Development Research, 2000). Even in scientific research the topic female entrepreneurship was a relatively minor constituent of the academic literature which focused on small and medium sized businesses. Starting from 1970s research interest in field Women Entrepreneurship has risen drastically, mainly focusing on investigating the influence of the gender on small business creation, running, ownership and management (Braccia, 2007). The main concentration of these studies was to define the characteristics and distinguishable traits of women owners in different industries all over the world.

One of the first definitions of the term female entrepreneurs in scientific literature was made by Moore and Buttner. In their research: "Women Entrepreneurs: Moving beyond the Glass Ceiling", they constituted that: "Women entrepreneur is a women who has initiated a business, is actively involved in managing the business, owns at least 50% of the firm and has been in operation one year or longer" (Moore & Buttner, 1998, pp. 22-26).

In general, scientists where interested in entrepreneurship before 1970s, although characteristics of entrepreneur and all association around the entrepreneurship was connected to masculinity (Collins & Moore, 1970). Indicating that contribution of females as business owners, labor providers to family owned enterprises was neglected and forgotten to the high extent. Despite the fact that it was tremendous growth in the number of women-owned enterprises and their aggregate impact on economy, there are quite few studies researching women business owners in general (Brush, 1992). However, we should mention that the interest around the female entrepreneurship has become more apparent in the last decades.

In contemporary research in this field there are more or less similar explanations why women and men want to start businesses. The main reason starting a business is to the search for independence and control over one's destiny (Carter, Anderson, & Shaw., 2001). Though, the difference was found why women and men are looking for independence and control over their time. In men's case their entrepreneurial choice was based on their own will that they preferred to work for themselves rather than for someone else, whilst for women's case their entrepreneurial choice was based on flexibility in working hours and possibility to balance work and family life (Kaplan, 1988). Even though for both sexes it is same condition dealing with conflicting demands including marriage and family concerns, it is noticeable that in most countries women owners are expected from their husbands to continue their household related duties despite the demand on their businesses (Goffee & Scase, 1983). In other words, it is very difficult for women to separate their entrepreneurial activity from their traditional household duties like: childcare, household duties etc. This could explain partially if not fully the industry choice of their entrepreneurial activity (Stevenson H. , 1986).

The majority of research done in the field of female entrepreneurship is done in US (Ahl, 2004). Based on US data typical female entrepreneur is in her middle ages 35-45 years old, from middle class family, married with children, well educated and is managing small service or retail

business (Hisrich & Brush, 1984). Most probably, American female entrepreneur is covered by somebody else's health insurance and works relatively large or small working hours (Devine, 1994). Backgrounds of American male and female entrepreneurs are different. Usually men becoming entrepreneurs are more likely to have prior work experience related to the established business, while women often have no relevant experience (Watkins & Watkins, 1986). Previous working experience for women business owners are mostly, so called traditionally accepted women's field: teaching, retail sales, office administration or secretarial areas, rather than executive management, scientific or technical positions (Stevenson H. , 1986). Cultural nuances, understanding of femininity and masculinity, gender stereotypes, historically defined "place" for women. These so called feminine fields were considered to have less important to economic development and growth (Braccia, 2007). Against all arguments and constrained, wrong stereotypes, current research showed that more ventures are started businesses in technological, manufacturing, communication and transportation industries, which before were considered masculine fields (Morris, Misayasaki, Watters, & Coombes, 2006).

In the business start-up phase some researchers propose that problems are equally great for both sexes (Birley, 1989), even though other literature assume that start-up phase is more difficult for women (Carter, Anderson, & Shaw., 2001). The greatest barriers for women to start up a business are related to finance rising issues. The guarantees and mortgages required to get a finance could be higher than most of finance-seeker women's personal wealth. Sexual stereotypes and discrimination elements could place in danger relationship between women finance-seekers and bankers (Carter & Rosa, 1998). Although there were no evidence found regarding financial institutions negative attitude and potential discrimination against women. The negative attitude is more based in which industries are women involved and traditional view and gender role understanding hinders women to be considered as an entrepreneur in the first place (Delmar & Holmquist, 2004). Besides stereotyped attitudes, additional problem in getting finances is past experience in the field, which as we have reviewed above usually women don't have. To put it in other words, limited level of specific education and experience, in line with low personal equity does not match with commercial financial institutions requirements (Fay & Williams, 1993).

It is noteworthy to discuss how start-up barriers influence on further development of female entrepreneurship. As it is shown in studies, lack of financial resources and under investments at the beginning stage can be reason for long term disadvantages (Carter & Rosa, 1998). Availability of appropriate amount of financial resources is reflected on future development and growth rates (Buttner, 2001). Since, female entrepreneurs at starting stage have less than half start-up capital of what male entrepreneurs do (Hisrich & Brush, 1987) there are logical reasons to argue that female entrepreneurs might have long term difficulties based on above mentioned improper start-up capital, which consequently in its turn causes limited growth possibilities for women entrepreneurs (Carter & Rosa, 1998).

Regarding the start-up growth rates empirical research reveal that on average female start-ups grow at a slower rate than male ones (Hisrich & Brush, 1984). The reason for that could be the same for both sexes: need for additional financing, volatility of demand, high level of

competition, lack of practical knowledge and experience, legal issues and ability to manage (McClelland, 2005). Though, it is argued that for female entrepreneurs the above mentioned problems are more problematic, because of lack of experience and improper networking (Brush, 1992) and sometimes even due to bad self-confidence (Delmar & Aronsson, 2001).

On the contrary of above mentioned argument survey made in Sweden, testing the women underperformance showed that the differences in performance between female and male entrepreneurs is depending on the type of Industries entrepreneurs are working in. There were non-significant differences between female and male driven enterprises in terms of growth and profit with exception in sales (Reitz & Henrekson, 2000).

In terms of growth and risk taking, many researchers prove that on average, women are more risk averse than men (Brindley, 2005). In other words female entrepreneurs are relatively more careful, conservative and prefer more controlled and manageable growth-rates, in order to minimize the risk of potential negative results connected with quick expansion (Cliff, 1998).

Many female entrepreneurs perceive their business as a corporate network of relationships, where they try to find equilibrium between economical and non-economical goals. Personal fulfillment, family duties and child related activities could have same importance as economical intentions in female entrepreneur's lives (Brush, 1992). In this case, depending on the primary reason of the enterprise creation, use of limited start-up capital could be a deliberate choice in order to keep balance in private and business life (Brush, 1992).

3. Female Entrepreneurship in Sweden from International prospective

In this chapter I would like to review the level of female entrepreneurship based on Global Entrepreneurship Monitor's survey². The Analyses will focus on Nordic region and particularly on Sweden from international prospective (Global Entrepreneurship Monitor, 2010).

According to the GEM report 2010, in the figure 3.1 we can see the level of female participation in total early-stage entrepreneurial activity³ (TEA)⁴ by Economic phase. As we clearly see from the figure 3.1 level of women participation is quite similar to TEA levels. From the figure it is obvious that women participation in TEA varies lowest from Japan where the percentage for women entrepreneurs is around 1.5% to the highest in Vantau where more than 40% women are involved in entrepreneurial activities.⁵

² Countries in the report are divided according World Economic Forum's Global Competitiveness Report, which identifies three phases of economic development based on GDP per capita and the share of exports comprising primary goods

³ According to Global Entrepreneurship monitor Total Early-stage entrepreneurship activity includes individuals in the process of start-up a business less then 3,5 years old.

⁴ Abbreviation TEA is going to be used in the rest of the text to denote Total Early-stage entrepreneurial activity.

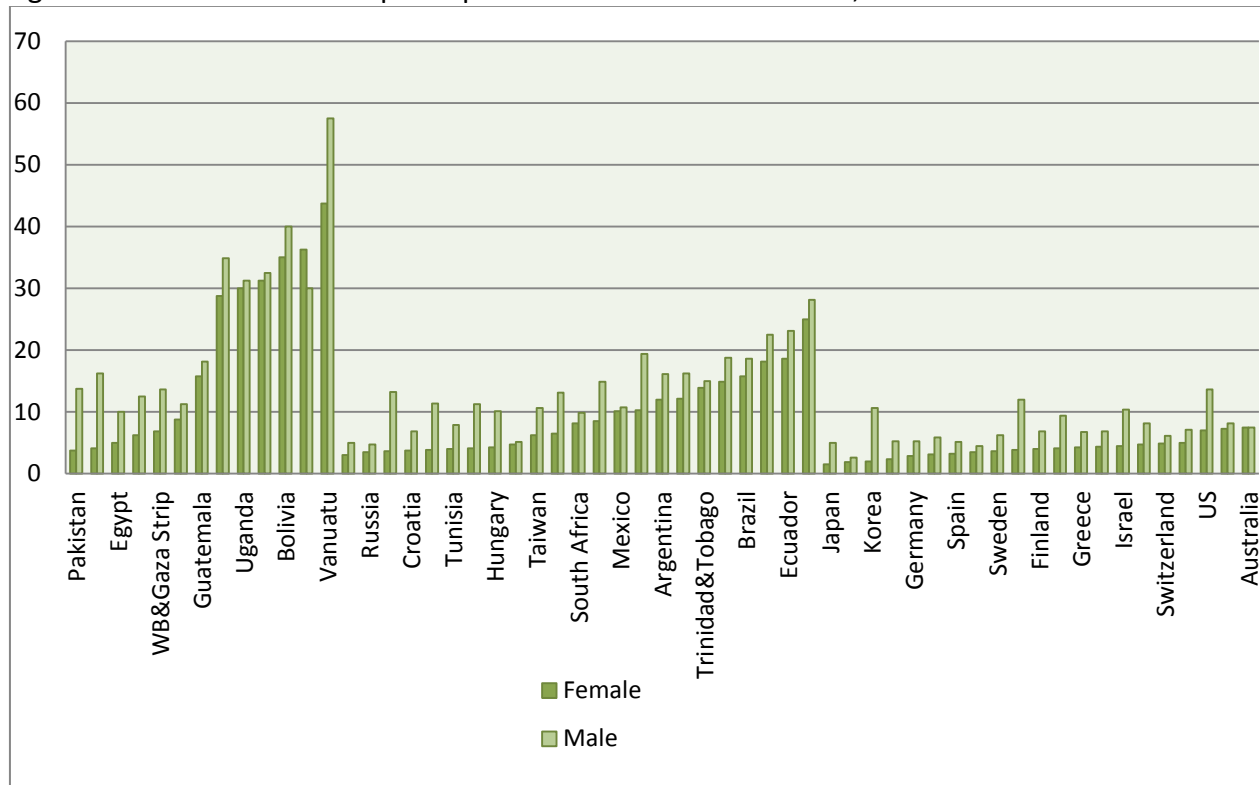
⁵ Due to the display format of Figure 3.1 not all countries name are shown below the respective bar.

Besides, we clearly see that across the economic phases the average highest level of entrepreneurship activity has factor-driven economies, followed by relatively medium level of entrepreneurial activity in efficiency-driven economies and relatively low level of entrepreneurship activities in innovation-driven economies.

Considering the innovation driven economies the highest level of women participation in TEA have Asia Pacific ocean region. Australia has equal level of male and female participation in TEA without gap between genders. On the other side lowest ratio and relatively big gap in TEA by gender have Japan and Republic of Korea.

Sweden, as one of the northern European country has quite timid level of total early-stage entrepreneurial activities, in comparison with other countries, which is around 5%. Gender distribution in TEA is as follows: men entrepreneurs around 6.4% women entrepreneurs 3.6%. For 100 Swedish male entrepreneurs come 56 female entrepreneurs.

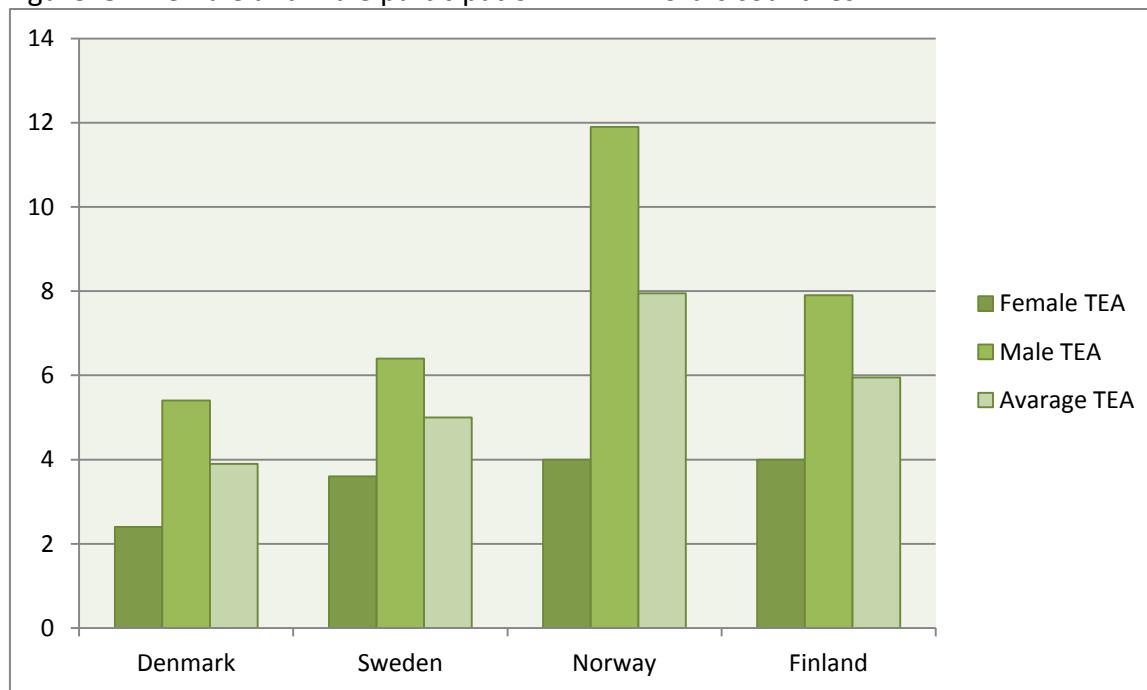
Figure: 3.1 Female and male participation in Tea across the world, 2010 ⁶



Source: (Global Entrepreneurship Monitor, 2010)

⁶ Due to the display format of the figure not all countries name are presented below respective bar. For detailed information please consult Global Entrepreneurship Monitor, 2010 Global Report.

Figure: 3.2 Female and male participation TEA in Nordic countries



Source: (Global Entrepreneurship Monitor, 2010)

If we compare Nordic countries, which has quite similar economical and socio-political structure we get the following results. Norway has highest average TEA, highest men and women involvement in TEA. Though, due to the fact that it has quite high men participation, the gap between genders is highest as well. For every 100 Norwegian male entrepreneurs it comes around 34 female entrepreneurs, which is lowest proportion amongst Nordic countries. On the table 3.1 we can see the number of women entrepreneurs for 100 men entrepreneurs respectively each country.

Table: 3.1

Denmark has lowest level of TEA. As we see in the Figure 3.2 male participation in TEA for Denmark is 5.4% and female is 2.4 %. For 100 male Danish entrepreneurs it comes 44 female entrepreneurs. Finland has average TEA 5.95%, which is the highest after Norway 7.95%. For 100 Finish male entrepreneurs it comes around 51 finish female entrepreneurs. Among Nordic countries Sweden has the best gender participation ratio in TEA. For 100 Swedish male entrepreneurs come 56 female entrepreneurs, that is highest number in Nordic.

Denmark	44.4
Sweden	56.2
Norway	33.6
Finland	50.6

Global Entrepreneurship Monitor in its special edition, “2007 Report on Women entrepreneurship” provided very interesting results of their surveys. They measured total early stage entrepreneurial activity as the percentage of population willing and able to start their ventures and established businesses as percentage of population actively involved in running businesses. Main difference in those above mentioned concept is the sustainability in time. Early stage entrepreneurs are those who have been operating up to 42 months (3.5 years) and

established entrepreneurs are those who have been operating more than 42 months. The starting point in putting limit is that a risk of failure of business is higher during first 42 months.

Based on report one clear tendency among Nordic countries could be mentioned that in all countries in every stage of the entrepreneurial activity (early entrepreneurial activity and established business ownership) as well as overall business ownership males are dominants. In all countries males have relatively high level entrepreneurial activity (Global Entrepreneurship Monitor, 2007).

In all stages of the business as well as for both sexes, Sweden has the lowest level of entrepreneurial activities in comparison with other Nordic countries. Finland has always higher level of entrepreneurial activities in all stages. But it has also relatively high gender gap in TEA. For 100 Finish male entrepreneurs come 54 women entrepreneurs, whilst for Denmark it comes 73 women. For Norway it is 50 and for Sweden 43 women entrepreneurs (Global Entrepreneurship Monitor, 2007).

In established business ownership highest women participation has Finland with 46 women entrepreneurs for 100 finish male counterparts, followed by Norway 43, Denmark 40, and Sweden 36 women entrepreneurs.

To look at overall business ownership level, highest women participation for 100 male entrepreneurs has Denmark 54, followed by Finland 50, Norway 46 and Sweden 39. In all, Denmark has relatively higher women participation in entrepreneurial activities and Sweden has lowest.

According to the GEM report in 2007 Sweden had lowest level of women participation in all stages and overall among Nordic countries and also highest entrepreneurial gender gap (Global Entrepreneurship Monitor, 2007). It is important to note that this results was for the 2007 and in next report of Global Entrepreneurship monitor 2010 in figure 3.1 we observed that the situation for Sweden become better and more women were involved in TEA. Different reports from different years (years before and after of the program "Support Women Entrepreneurs 2007-2009" implementation) are discussed in order to show the background of the problem and contrast in figures, which could have implied for Swedish policymakers to implement a special program for encouraging women entrepreneurship.

4. Swedish Entrepreneurial Statistics

In this section I provide more detailed information about female entrepreneurship in Sweden. There are different definitions of the terms entrepreneur and self-employed and there are noteworthy differences between these two, but for the reason of our discussion we would not indulge deep in them, we would just define simply self-employed is a person who employees just her/himself, and self-employed who employees others can be classified as an entrepreneur. But, in this case we use self-employment as a proxy for entrepreneur.

4.1 Empirical facts about self-employment in Sweden 1970-2000

In order to consider current situation about women entrepreneurs in Sweden, I will review the tendency of entrepreneurship development from last decades. In Figure 4.1.1 we see the development of male and in Figure 4.1.2 female entrepreneurs from 1970s in Sweden. The percentage is expressed as the share of total male respectively female employment.

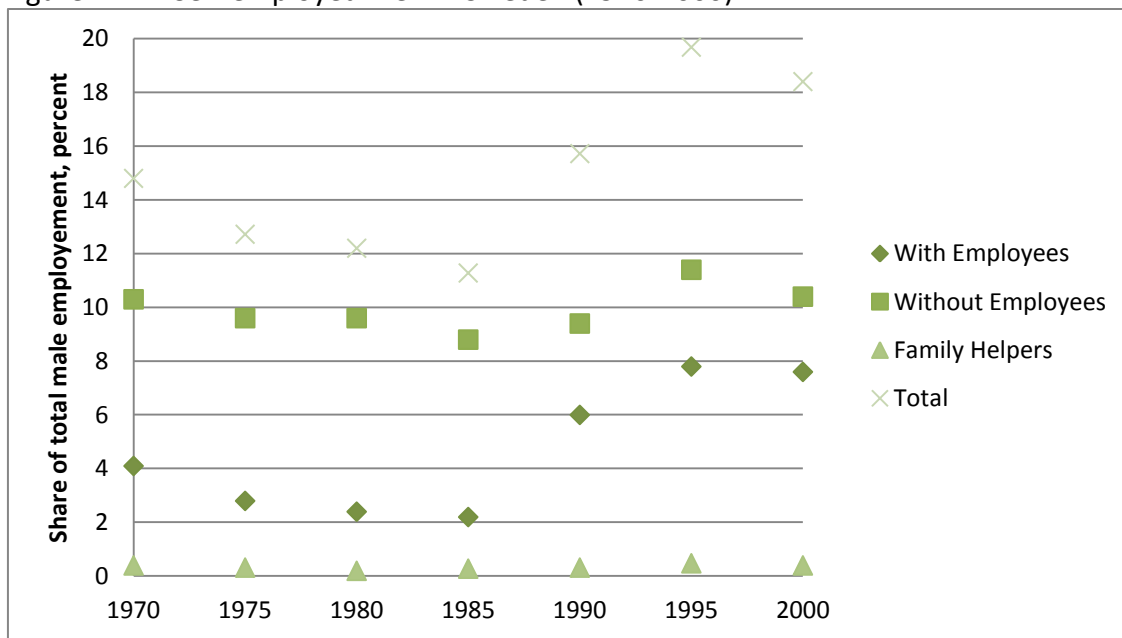
Total males entrepreneurial activity level from the beginning of 70s was around 15% whilst for females it was around 8%. During the 30 years fluctuation the difference between entrepreneurial activities between sexes increased and if in the starting period we had 7% difference in favor of men in the ending period we got about 18.5% for men and 6.5% for women, where difference is around 12%. Therefore, we can assert that historically, in Sweden men were more involved in entrepreneurial activities rather than women.

In the total entrepreneurial activity most entrepreneurs are without employees, for both men and women. We observe that most entrepreneurs are actually self-employed without any employees. Entrepreneurs with employees for men from 1970 to the middle of 80s decreased from 4% to 2.2%, whilst for women for the same period was around 1%.

Before mid 80s according to Swedish labor Force Surveys people who were owning companies from which they got salaries were not classified as an entrepreneur but in mid 80s the Swedish Labor Surveys were changed and such people started to be classified as self-employed. Due to this conceptual change we see unexpected increases of entrepreneurial level. This increase was greater for men entrepreneurs (Ohlsson, 2004).

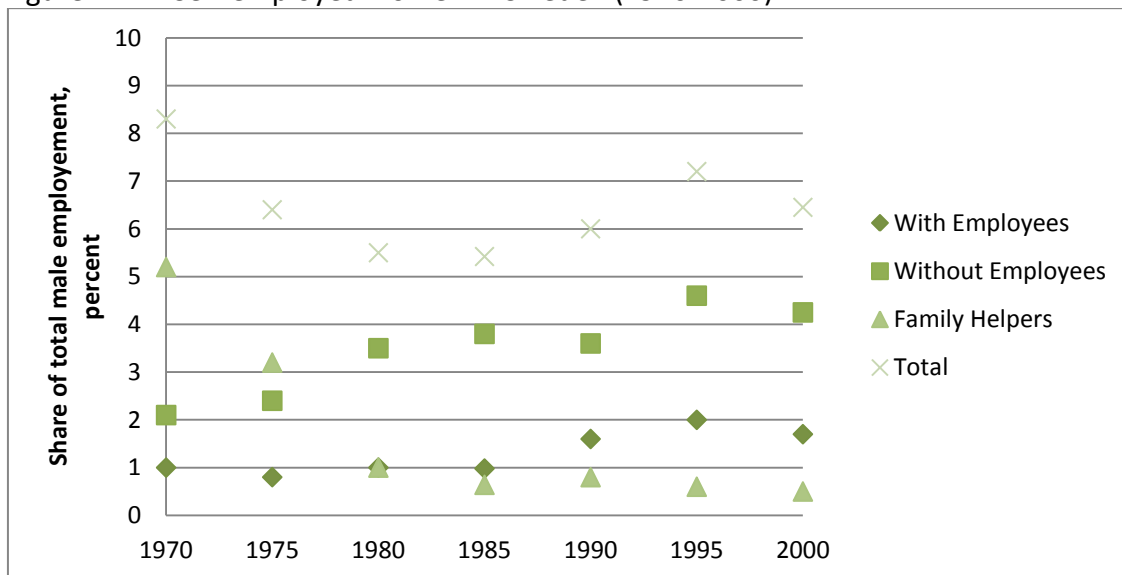
The level of Entrepreneurs without employees is negatively correlated with business cycles. It means that when economy is growing, self-employment could be exchanged for permanent employment. We see in the figures below, from mid-90s level of entrepreneurs without employees decreased. This decrease was more visible for men, implying that men entrepreneurs without employees are more likely to exchange their activity for permanent employment rather than their female counterparts.

Figure: 4.1.1 Self-employed men in Sweden (1970-2000)⁷



Source: (Ohlsson, 2004)

Figure: 4.1.2 Self-employed women in Sweden (1970-2000)



Source: (Ohlsson, 2004)

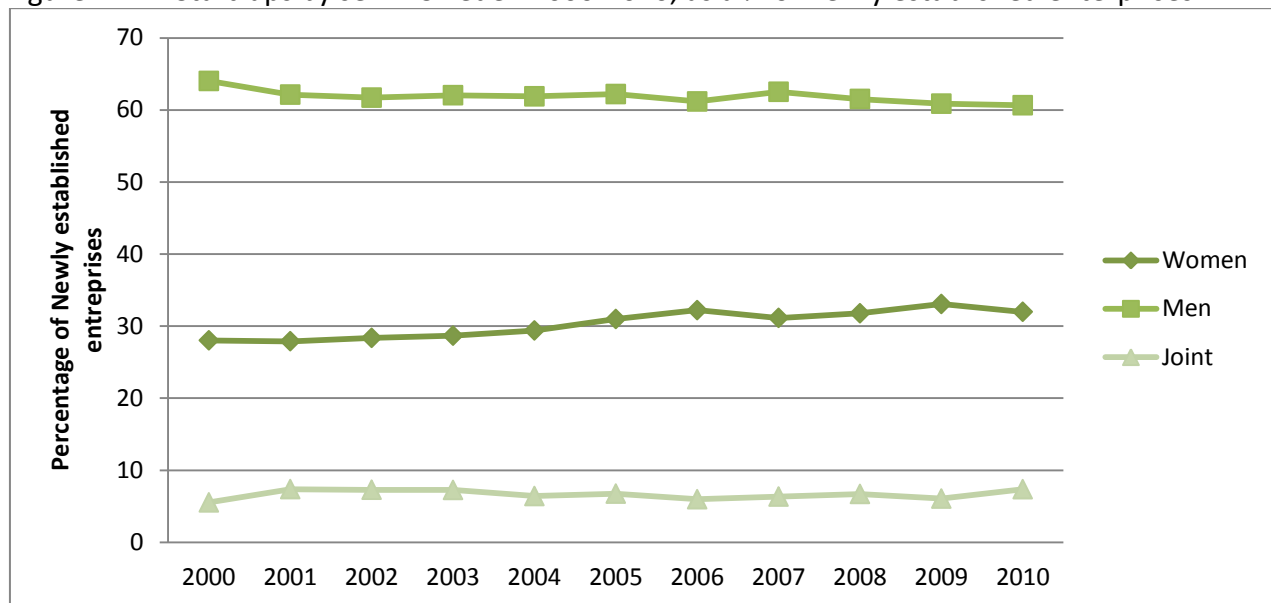
On the other hand the share total share entrepreneurial activity decreased from mid-90s due to the fact that there were decreases in entrepreneurs without employees, level because of negative business cycle correlation effect. During the same period the level entrepreneurs with employees was relatively unchanged.

⁷ The above presented Figures describe the share of total male/female employment at specific years, and it should not be read between the years period.

4.2. Start-ups in Sweden

In a dynamical prospective considering past ten years in the Figure 4.2.1 we observe general trends about newly established businesses. In the beginning of 2000s the share of women initiated entrepreneurs was relatively low around 28%, whilst for men it was around 65%. After 2000 the share of newly established female enterprises start to rise slowly but continuously up to year 2006 where it reaches 32,2%. Highest female entrepreneurs share level during the past 10 years period was on year 2009 when the level reached 33%. During this period the level for men initiated businesses varied from 62 to 60%. In 2010 the above mentioned value for women was 32% and for men was 61% (Growth Analysis Sweden 2011).

Figure: 4.2.1 Start-ups by sex in Sweden 2000-2010, as a % of newly established enterprises



Source: (Growth Analysis Sweden 2011)

Interpreting this results in numbers we get that total newly established businesses per year, from year 2000 it was 38 745 to year 2010 rose to 69 856. This means more than 80% rising in total number of newly established enterprises. For women, the number of newly established entrepreneurs soared by 106%, and reached 22 345 enterprises for year 2010. This is the highest number of women startups per year up till now in Sweden (Growth Analysis Sweden 2011).

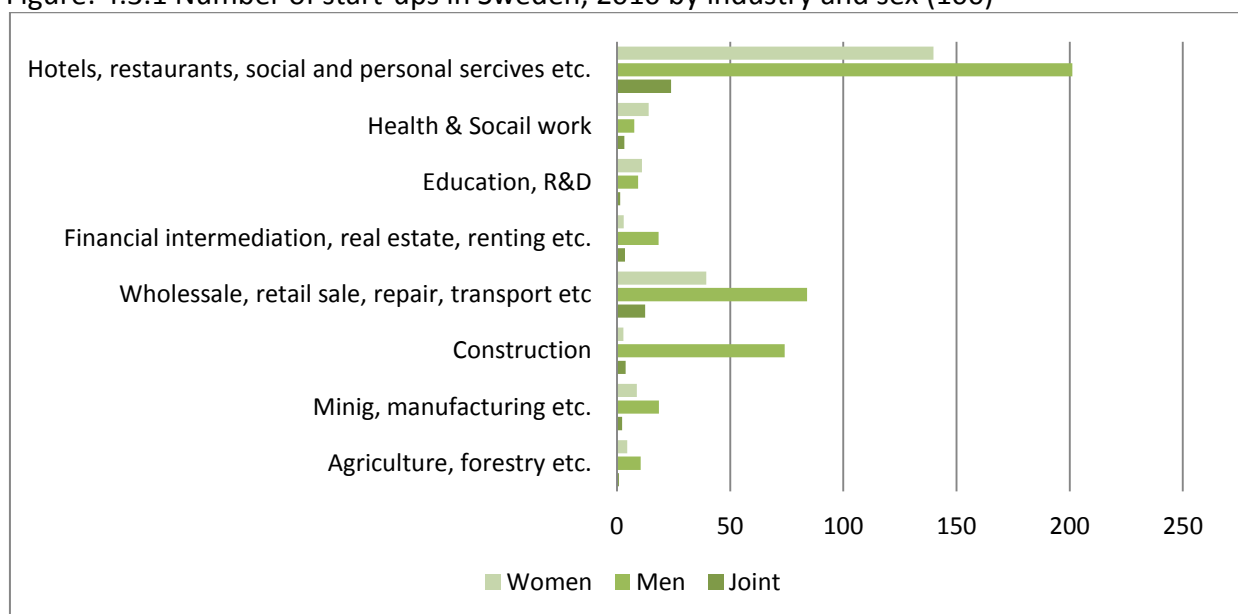
In the past decade the rising rate was high for men as well. The number of newly established businesses increased by 71%, and reached its highest level 42 365 new enterprises for 2010 (Growth Analysis Sweden 2011).

4.3 Industry sectors and market orientations

In order to understand the conditions for female entrepreneurship we need to describe their distribution in different industries. Division of labor among men and women in Sweden has specific characteristics and distinguishably Swedish labor market has high rate of women participation in labor force activities (Ministry of Industry, Employment and Communications Sweden, 2001). Despite quite equal participation in labor force, Labor market is segregated according different industries and this segregation somehow is resembled in women's entrepreneurial activities.

In the next figure we will review the start-ups distributions in different industries by sex.

Figure: 4.3.1 Number of start-ups in Sweden, 2010 by industry and sex (100)



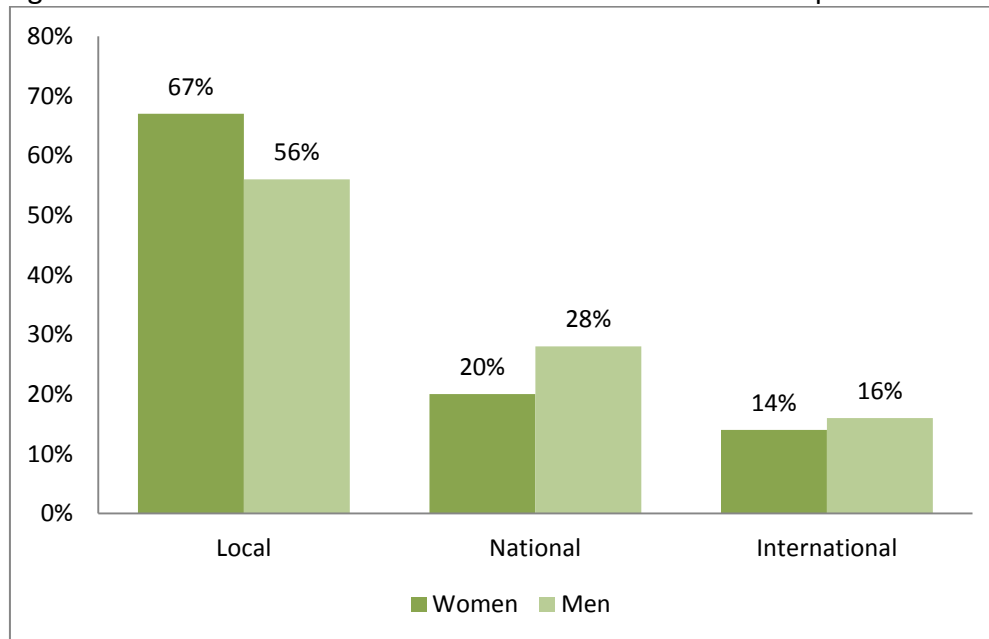
Source: (Growth Analysis Sweden 2011)

As we see in the figure above, in female dominant (where more women are employed) fields more women start businesses and in male dominant field more men. The exception in this case is hotels, restaurants, social and personal services field, where according to labor force distribution more women are employed, whilst according to newly started businesses, more men are engaged into it. But this could partially be explained by compounding this industry with different male dominated sub-industries and partially could be explained by the fact that the criteria for reactivated businesses changed in 2010 (Growth Analysis Sweden, 2011).

Considering the above mentioned, we can conclude that labor force distribution by sex has influence on women/men entrepreneurs' industry choice. It is noteworthy to mention about joint businesses. In a lot of industries businesses established and run by both men and women have considerable amount. These industries are: Hotels, restaurants, social and personal services, wholesales, retail sales, etc,

Besides industry choice and labor market influence on future female entrepreneurs it's interesting to review female as well as male entrepreneurs market orientations. As we see in the Figure 4.3.2 Vast majority of the entrepreneurs are concentrated on local market, 67% women and 56% men, just 20% of women entrepreneurs are aiming to the national level market against 28% men and only 14% women and 16% men are targeting international market. For reasoning purposes if we will classify home market and all others national as well as international we will see that 34% of women are targeting other markets rather than home market against 44 % of man. This statistical information could be interpreted that women are less likely to target other markets rather than local in comparison with the men.

Figure: 4.3.2 Market orientations of women's and men's entrepreneurs in Sweden



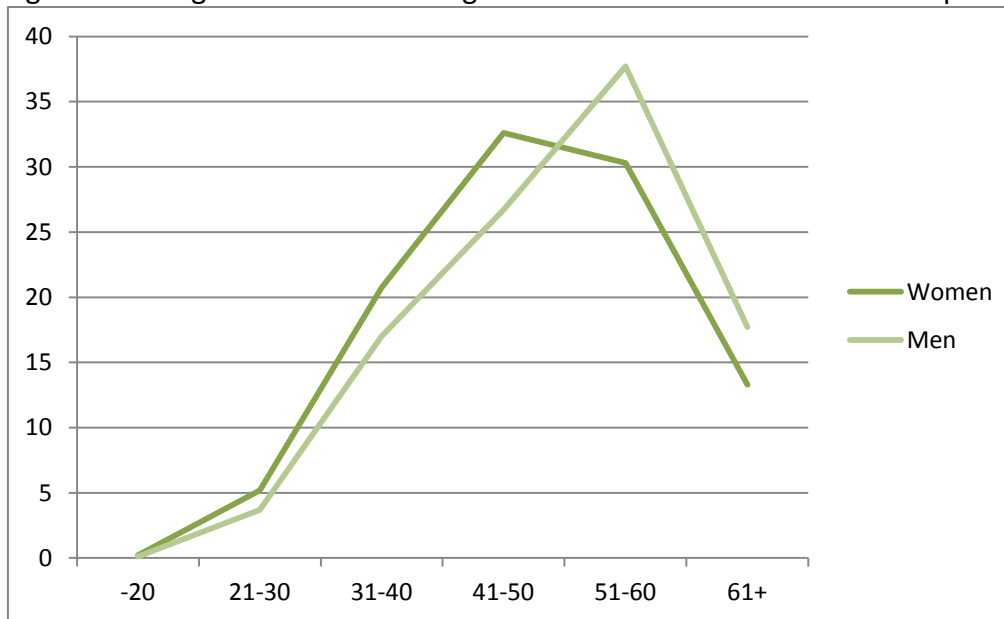
Source: (Swedish Agency for Economic and Regional Growth, 2006)

4.4 Women and men entrepreneurs - some individual characteristics

Both women and men are running businesses in all sectors all around the Sweden. Most of entrepreneurs are working for local market. Among entrepreneurs we will see that women entrepreneurs are young and educated (Swedish Agency for Economic and Regional Growth, 2006).

Most businesses in Sweden are small. Nearly two from three enterprises are solo enterprises and 99% of businesses have less than 50 employees. Almost 70% of businesses are self-employed, 22 % have up to 4 employees, around 5% have up to 9 employees and 2.7% have up to 19 and only 1 % has more than 50 employees (Swedish Agency for Economic and Regional Growth, 2006). To get a close perception of individual characteristics of entrepreneurs in Sweden, we will consider the age distribution of entrepreneurs.

Figure: 4.4.1 Age distribution among Swedish Women's and men's entrepreneurs

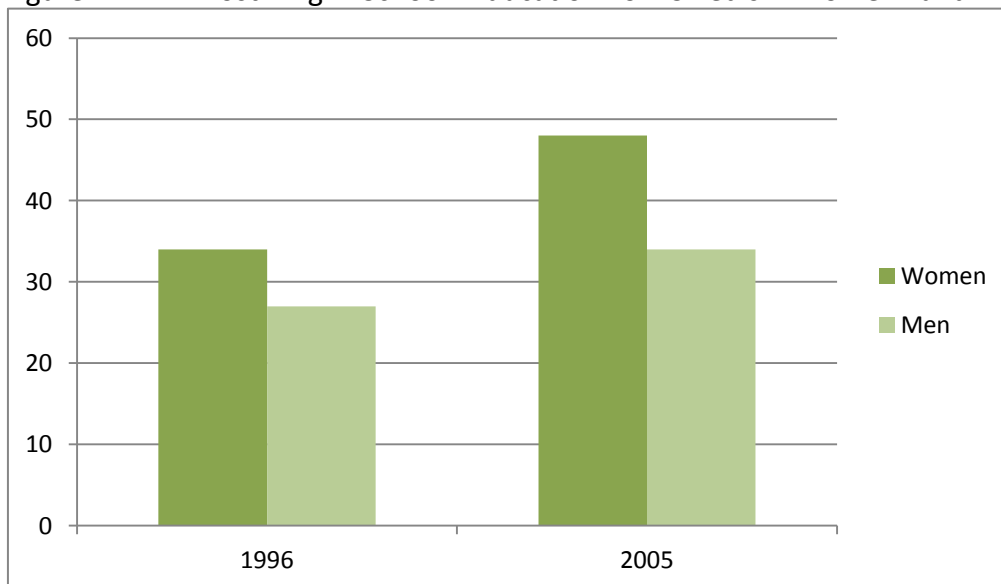


Source: (Swedish Agency for Economic and Regional Growth, 2006)

As we clearly see from the figure 4.4.1, women are younger than men. The peak ages for women to start a business is in the range 41-50, when around 33% of women start businesses. Peak points for the men are 51-60 when almost 40 % of men start their businesses.

In the next figure we will show the educational distribution of entrepreneurs. We will compare data from 1996 and 2005 to see trends.

Figure: 4.4.2 Post High School Education of Swedish women and men entrepreneurs

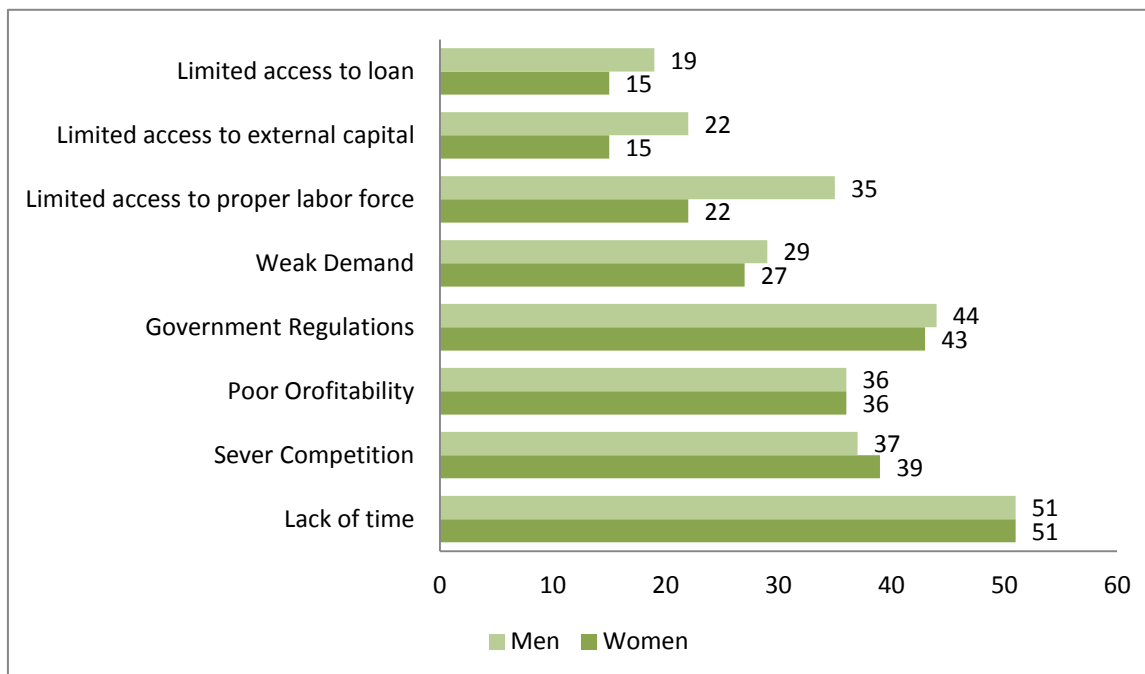


Source: (Swedish Agency for Economic and Regional Growth, 2006)

As we see in the figure 4.4.2 there is a trend that entrepreneurs are getting higher education, people who have higher education start enterprises. The number increased by several percent during a decade which is reflected positively on entrepreneurial activities. One more point that we can make here is that more women have higher education than men. The gap between men's and women's education in 1996 was 7% but up to 2005 it doubled to 14 %. This shows that on average amongst entrepreneurs who are starting / overtaking/ buying businesses more women have higher education than men. And the difference increases, even though there are more highly educated men entrepreneurs.

Among the existing entrepreneurs there are different obstacles which hinder growth. The main problems are summarized in the following figure.

Figure: 4.4.3 Problems encountered by Swedish entrepreneurs by Sex



Source: (Swedish Agency for Economic and Regional Growth, 2006)

As we see in the figure 4.4.3 the tendencies for both genders are almost the same. The main problem for both entrepreneurs is the lack of time 51%. Followed by government regulations, which is problem for 43% women and 44% men. Poor profitability and severe competition are next in line followed by limited access to appropriate labor force and weak demand and limited access to external capital/loan.

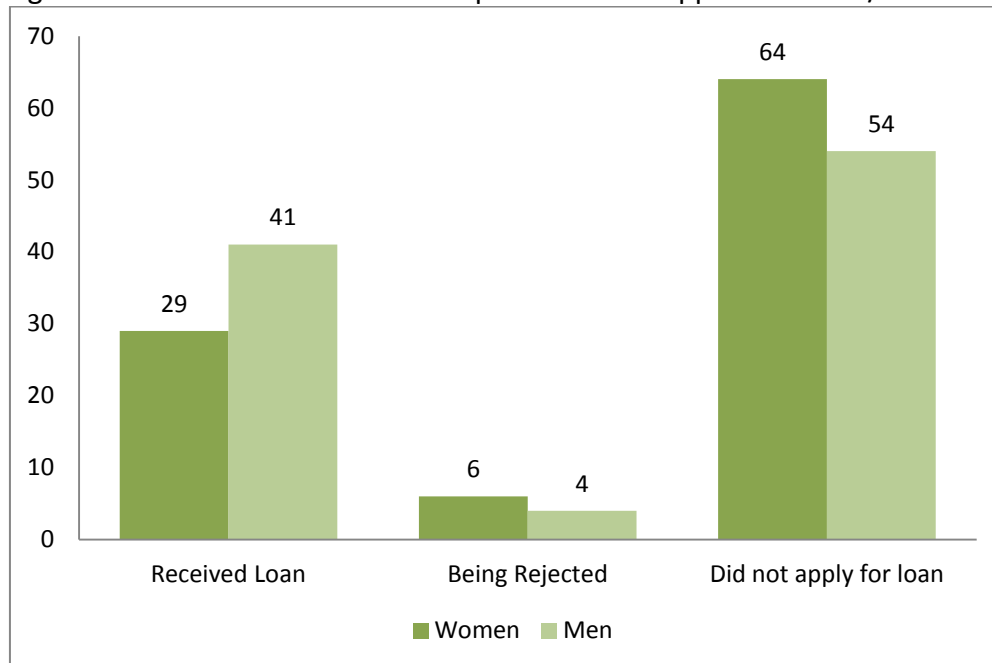
For simplification, we can summarize these problems into four categories:

1. Personal timing problems (Lack of time)
2. Government regulations problems (Government Regulations)

3. Market Problems (Severe Competition, Poor profitability, weak demand, access to labor force)
4. Financial problems (Limited access to external capital, loan)

Continuing the financial problems, it would be quite interesting to see the statistics about entrepreneurs who applied for loan women as well as men entrepreneurs. This comes in the next figure.

Figure: 4.4.4 Share of Swedish entrepreneurs who applied for loan/credit



Source: (Swedish Agency for Economic and Regional Growth, 2006)

In the figure 4.4.4 we see that 35% women and 45% men applied to get the loan. Out of them 6% women and 4 % men were rejected. 64% women and 54% men did not apply for loan.

Here one specific characteristic could be found. Fewer women wanted to get the loan and more women were rejected. This result could be translated different way and some could find characteristics that the attitude from financial institutions and banks towards women entrepreneurs are quite tough.

To summarize briefly, in this section we got to know some characteristics of female and male entrepreneurs in Sweden. Usually, average Swedish female entrepreneur is younger than male entrepreneur and has higher educational level. The problems encountered for both sexes have similar characteristics. In the next part we will see that by implementing targeted entrepreneurship policy Swedish Government actively address the problems of female entrepreneurs through different parts of the program Support “Women Entrepreneurs 2007-2009”.

5. Swedish Government's Targeted Entrepreneurship Policy to Encourage Women Entrepreneurs

Swedish society is one of the outstanding societies which quite early realized the importance of equal opportunities. Sweden always had and has one of the highest gender equality and gender empowerment indexes (UNDP, 2010). That's why it did not take long time for Swedish government to notice the issue of women entrepreneurship and implement specific programs in supporting them.

As previously mentioned the first government initiated program for supporting women entrepreneurs was implemented in 1993. The Business Consultants for Women was initiated on behalf of the Swedish government, by The Swedish Agency for Economic and Regional Growth (then NUTEK). The program was intended for three years but it practically continued, in different parts of Sweden with minor amendments up till 2001 (Swedish Agency for Economic and Regional Growth, 1996). In 2001 the Agency received order from the government to implement a new policy for encouraging women entrepreneurship. The program period was up till 2004 (Köhlmark, 2005). Hence, implementing the targeted policies on women entrepreneurship in Sweden is neither new nor unknown.

The reason for interest in this targeted policy and particularly in the below mentioned program is to explore the policy frameworks and how the program addresses the problems in the field of women entrepreneurship.

5.1. Program "Support Women Entrepreneurs 2007-2009"

5.1.1 Description

Due to the fact that the level of women entrepreneurs in Sweden was just 25% (Swedish Agency for Economic and Regional Growth, 2006), quite low in comparison with other European countries, Swedish government made a decision to implement specific economic policy in order to encourage more women to start-up and run businesses.

In December, 2006 The Swedish Agency for Economic and Regional Growth received the order from government to form a three year program in order to support female entrepreneurship. The Agency in program formation process consulted and collaborated with different types of institutions, government authorities, women entrepreneurs. The dialogs were held on national, regional and local level (Swedish Agency for Economic and Regional Growth, 2007). The main goal of the project was to support and encourage women entrepreneurs, because they were considered as under-used resources in the economy. Hence, in that respect there were two main goals:

1. To increase the number of women starting a new business
2. To contribute to the high growth rate in existing firms managed by women

Target group for achieving these goals are:

1. Women who want to start business, women who run business, women who want that their businesses develop and grow as well as women who can potentially start/manage business.
2. Actors in the market who work on supporting new business creation, business and regional development.
3. Society, policymakers, media and other institutions who are interested in knowledge of women entrepreneurs, and its roll and importance in society.

5.1.2 Program parts

According to the Agency the program⁸ is divided into six parts.

1. Information and Business Development
2. The Agency's contribution by national program
3. Financing
4. Improving legal framework (regulations)
5. Attitudes and role-models
6. Research and Analyses

5.1.2.1. Information and Business Development

The first part of the program itself divides in three parts.

- A. Information and guidance of (potential)entrepreneurs
- B. Business development
- C. Education of advisors

A. The main purpose of this part is to contribute in developing interactive guidance in those sectors of economy, where women are dominant. Certain points for example in law require more exposure via Internet to provide more detailed information about how to take over or buy a business. In such case main stress comes to electronic communications and internet. But, some women prefer to turn to libraries in order to get more information about entrepreneurship, markets, legal frameworks etc. Hence, in this respect libraries should adjust to the requirements of information seekers and make it easily accessible.

In order to be more practically informative and meet face to face potential entrepreneurs, The Agency in collaboration with five other government authorities: The Swedish Tax Agency, Swedish Companies Registration Office, The labor Office, Customs Administration and the National Insurance Office has already started "Start-up Business Days". Where, those government authorities provide information based on their competences regarding start-up business and all procedures. In 2006 there were arranged 15 Start-up days and in some cases

⁸ Afterwards in this text by the program would be meant the Program "Support Women Entrepreneurs 2007-2009"

participants of women amounted 70%. This indicated that there is demand from women and more start –up days should be arranged.

B. Several actors like: NyföretagarCentrum, Resurscentra för Kvinnor, ALMI and Companion already run the project for business development specialized on women. They have good experience and special methods to work with people from starting phase, from idea to business creation. In that sense, it's possible to enhance processes and to make more accessible: consulting, coaching, mentorship, educational activities and networking.

It is also very important to develop new methods and tools to enhance these processes. This can be done by reaching the segment who did not participate in previous activities.

C. In order to implement right consulting and guidance to the target group, professional advisors are needed. The advisors should have knowledge of market, entrepreneurship, as well as pedagogic techniques and are aware of gender prospective in business. For this reason, the Agency will contribute to finance educational projects for advisors. Even by starting the distance education. Moreover, different type of meetings would be arranged in order that advisors from different part of the country could get together and exchange their experience, knowledge and techniques.

5.1.2.2 The Agency's contribution by national program

The second part of the program consists of five parts. In this part the agency modifies and adjusts already running programs in the prospective of encouraging women entrepreneurship program.

- A. National Entrepreneurship Supporting Program
- B. Program for Improving IT skills
- C. Program to facilitate ownership transfer process
- D. Regional Cluster support Program
- E. Program for supporting development of goods and services

A. Based on governments order the agency runs national program to encourage entrepreneurship. From the prospective of women entrepreneurs, it's going to add special points to the program. Namely, in order to raise interest about entrepreneurship among girls and young women in school and high school. Besides, in order to increase the interest among students, further studies and courses about entrepreneurship should be introduced. All this should be done by making a special focus on female students. In that sense, important is the competence development of lecturers, who should built positive attitudes about the subject within students.

B. The program for improving IT skills among small and medium sized entrepreneurs is driven by the agency based on governments order. The main goal is to increase computer literacy among entrepreneurs. This includes different applications, e-invoice, e-marketing, e-order, e-safety. All

these contribute to make it easy, flexible and smart in entrepreneurs' everyday operations. The implementation of above mentioned program should be directed to the sectors where women are dominant. Also, the web-based entrepreneurs guide should be enhanced by the women focused information.

C. Program to facilitate ownership transfer process is implemented by the agency and as from the name comes forward it focuses on facilitating of smooth change of ownership, so that production and everyday operations would not be affected by ownership change. This program should be specifically adjusted for women, when buyer or seller of the business, in the ownership transfer process is women. Based on above, to create and develop web-forum for women which are interested in buying businesses.

D. The main goal for Regional Cluster support Program is to support cluster initiatives, where method development and knowledge systematization are in focus. In 2005 there were 35% women in entertainment industry (Swedish Agency for Economic and Regional Growth, 2007). It does exist clusters including small entrepreneurs in Mode & Design sector, Healthcare sector, Music and Education sectors. Based on above mentioned project, there are women among traditional clusters management, but rather few. By the cooperation in cluster, women entrepreneurs could become stronger, and they could take bigger tasks and therefore achieve bigger production.

E. Program for supporting development of goods and services functions in the following way. If small entrepreneur wants to create/develop new product/service and they require additional financial resources they could, apply to the agency for financial support. Main goal of the program is to increase possibilities for small entrepreneurs to develop their product/service in a profitable way and therefore they become more competitive in markets. In that respect, the agency should continue working so that more women get support from the above mentioned program.

5.1.2.3. Financing

The third part of the project – Financing, includes the following sub-parts:

- A. Development project together with the private banks
- B. Increase access to small loans and develop new loaning and saving forms
- C. Introduce contest concept in innovation financing
- D. Studies about financing situation for small enterprises managed or owned by women

Access to financing, from the financial institutions is quite problematic, not only in Sweden but in many other countries of the world. Women entrepreneurs as well as actors in financial market experience that to get financing is more difficult for women rather than man. In order to change this attitude, systematic changes should be introduced, so that both men and women should be served by the financial institutions in the same way, under the same conditions.

A. In order to contribute to the equal treatment process from the financial actors, the agency is going to consult private banks in the framework of business development process. This process should be beneficial for women entrepreneurs as well as financial institutions. To analyze demand, supply and to view women entrepreneurs as a separate customer group. Additional point in this case is that, it is more difficult to get loan for service enterprise, and as we know the women dominated sector is service, all this automatically makes twice more difficult the process of loan-taking for small service enterprises lead/owned by women. To solve this obstacle, all actors in the financial sector: banks, advisors, different financial institutions should, must get more information about service enterprises and their development, that's why it is important to be conducted more service sector analyses.

B. It's unsure if women's demand for financing is equal to supply. It could exist demand for different type of financing form, with other structure, that could be a complement for current financial markets. According to the ALMI's⁹ report 2006, the number of loan issued to women increased by 23 %, from 800 almost up to 1000 (Swedish Agency for Economic and Regional Growth, 2007). It is crucial to study new types of loan and saving systems directed to entrepreneurs, and to adjust market supply for financial services to demand. One important point is to raise the concept of micro loan from 50 000 SEK to 100 000 SEK. All these events should have proper marketing, in order to reach target segment so that more women could finance start-up and development of their businesses.

C. Generally innovation process is connected with technical development, but many profitable businesses in practice make their profits by developing new services. By packaging existing services in a new way, sometimes in cooperation with other companies, it is possible to create innovative service. Customers buy whole package from one company but could be served by several companies. This gives a worth experience and customers are ready to buy such services. It is important to promote innovative businesses lead/owned by women. Moreover, to develop competition concept which inspires women entrepreneurs in service sector to focus on service innovations. Wide offer in service industry could be made by inviting companies from specific service sectors, where they could develop new ideas. In the next step, more innovative entrepreneurs get access to financing. This process will stimulate all participants to think and develop innovatively.

D. In order to understand the demand on financing from women entrepreneurs and adjust services to demand, further research is needed. For this reason, research on the topic should be implemented which would be complement to the existing statistics and research. Special focus should be places on young entrepreneurs for women as well as for men, theirs experience of financing and comparative analyses. Different debates and seminars could be initiated on this

⁹ ALMI Företagspartner AB is owned by the state and is the parent company of a group of 17 subsidiaries, which are 51 per cent owned by the parent company. Other owners are county councils, regional authorities and municipal cooperative bodies. The basis of ALMI's mission is the need for financing and business development that is complementary to the market, where ALMI is the channel for investment based on an industrial policy that promotes economic growth. (<http://almi.se/ALMI-in-English/>) (19.03.2011)

topic, so that actors in financial markets get new ideas and offers to collaborate effectively with women who start or run businesses and require financial services to develop their businesses.

5.1.2.4. Improving legal framework (regulations)

In this part of the program the agency is concerned about the rules and laws that could hinder women to start and develop enterprises. Special study should be made in order to understand which kind of administrative procedures and fees are hinder. Some points in law should put in light which has specific worse influence on women entrepreneurship process. Coming out from this point it is possible to work on concrete obstacles for improvement. Eventually these processes should result in substantial regulation simplifications.

This part of the program consists of two sub-parts:

- A. To reduce administrative fees in specific sectors
- B. Especially important rules/laws for women entrepreneurs

A. The agency mainly has two tools for rules/laws improvement process. On the one hand to measure entrepreneurs' administrative costs and on the other hand to analyze consequences. Results from measurement provide detailed information how the costs divided in specific laws and where are the highest costs. As the main point, agencies focus lies on finding the rules/laws which complicates business start-up and development. In this respect, the agency plans to measure administrative costs in the following industries: healthcare, trade, and other sectors where many women entrepreneurs are presented. Based on the resultants, agency can work out proposal for better rules/laws for sectors where women are working.

B. Some rules and laws could be reviewed from equality prospective. The actual example is tax system, where taxation rules on wealth tax are quite far from the gender neutral (Swedish Tax Agency, 2007). In the same way, some rules are more interesting and having higher influence on the women's decision to start, run and develop the business. That's why special stress must be put on the rules that have higher weight in women's decision. The purpose of above mentioned is to enhance and simplify the processes for women.

5.1.2.5. Attitudes and role-models

In this part of the program agency is going to put forward and work on attitudes, role-models to make more visible to the society the meaning and importance of women entrepreneurs in economic growth. Correctly promoted facts and statistics about women entrepreneurs' cause positive attitudes. By showing to the society successful women entrepreneurs in different alders, working in different sectors, with different background and education, who work on local, national and international level, in the long term would defiantly inspire women and more women would like to become an entrepreneur. This process would create role-models, which have influence on specific segments decision to become like them.

This part of the program consists of three sub-parts:

- A. Make visible women entrepreneurs
- B. Attitudes and role-models
- C. Make visible actors on financial market and possibility for networking

A. The agency works on the facts and statistics to show how important entrepreneurship is for Sweden, for Sweden's economic and regional growth as well as for international competitiveness. From the year 2002 the agency publishes brochures regarding women and men entrepreneurs (Kvinnors och mäns företagande – en statistikal beskrivning). Statistics divided on gender basis gives basic knowledge and information about women entrepreneurs. For example how much tax do women entrepreneurs pay or how many people do they hire and so on. All this informative processes influence our attitude on entrepreneurs.

B. To change attitudes is a long process and requires great work. It's important that all information gives positive but realistic picture how is it to be a women entrepreneur. The agencies entrepreneurship barometer shows that young generation who have entrepreneurs in their family have a positive attitude towards becoming entrepreneurs than young people who do not have such family member. The media communication influences young generations' future career choice and approach to entrepreneurs. In this context, agency sees young women as a target group for being future entrepreneurs.

C. There are available quite considerable number of actor and networks working on about women entrepreneurs. Agency, from its informative purposes should inform about these networks and actors the target group, so that it will become accessible for women who want to start, run and develop businesses. Arranging meetings between actors and networks so that they exchange own experiences and learn from each other will enhance the entire process. It's possible also to arrange meetings between women and actors, networks. Good starting point in implementing all above mentioned could be to collect all information on the web-site and put all links and other relevant materials, so that everyone could access it.

5.1.2.6. Research and Analysis

Last part of the program suggests us to augment understanding of knowledge about women entrepreneurs through further development of statistical analyses, financing of research about women entrepreneurs as well as spreading the existing knowledge among different groups.

This part of the program consists of three subparts:

- A. Statistics and analyses
- B. Financing of research
- C. Knowledge dispersion

A. Main focus here comes on further developing of statistics and analyses on the subject. Extended tasks should be given to various government authorities, in order to enhance statistics about women start-ups and entrepreneurs. More research and interested groups should be given possibility to access statistics in order to perform further analyses.

B. Research about women entrepreneurs have expanded in last 20 years. Nowadays, almost all universities in Sweden have special courses about entrepreneurship or even research about this topic. But, researches about entrepreneurship mostly miss gender prospective. To overcome this problem and enhance research in the field it is important to finance special policy relevant research. Here, focus comes on putting light on the questions around relevant policy developing.

C. It is important to increase understanding and knowledge about women entrepreneurs through research and analyses. But it is also important, that results from research and analyses are accessible to interested parts. For this reason, knowledge dispersion of Swedish and international research resultants should be implemented, so that resultants are accessible to the wide public. This should simplify to the actors tacking participation in the research processes.

5.1.3 Financial plan

The agency suggests that program comprises 300 million Swedish Crowns during the period it is implemented 2007-2009. The expenses among program parts are divided according experience in the areas, so that resources could be used most effectively. The prioritizing of the certain areas could be changed through years.

In the framework of the program, the agency suggests that budget of the program should include expenses like: personal, marketing, result spreading and evaluation. The budget should distribute proportionally through the years, which includes 100 million SEK per year, for all parts of the program. The budget distribution amongst program parts is provided in the table below.

Table: 5.1.1 Budget of the program “Support Women Entrepreneurs 2007-2009”

	2007	2008	2009	Total
1.Information and Business Development	50 ¹⁰	30	30	110
2.Agency’s contribution through national programs	20	10	10	40
3.Financing	5	10	10	25
4.Improving legal framework (regulations)	5	5	5	15
5.Attitudes and role-models	5	10	10	25
6.Research and analyses	10	25	25	60
7.Various costs	5	10	10	25
Total	100	100	100	300

Source: (Swedish Agency for Economic and Regional Growth, 2007)

¹⁰ The measurement unit in the table is in million SEK.

5.2 Assessment of the program

5.2.1 Methodology for program assessment

In order to gauge program “Support Women Entrepreneurs 2007-2009” and how the set goals were fulfilled in practice we will use several qualitative data analyses methods. The methodology of qualitative data analyses is widespread in social/economical science and has been used in analyzing of similar type of governmental programs (Miles & Huberman, 1984). One of the examples is assessment of the Small Business Innovation Research Program carried out by National Research Council of Research Academies (National Science Foundation, 2007).

The qualitative methods used in this paper for assessing the program “Support Women Entrepreneurs 2007-2009” are following bellow:

1. Interviews – Generally there are two types of interviews for using in evaluation research:

A. Structured interviews, in which a carefully worded questionnaire is administered; the emphasis is on obtaining answers to carefully phrased questions. Interviewers are trained to deviate only minimally from the question wording to ensure uniformity of interview administration (Miles & Huberman, 1984).

B. In depth interviews, interviewer does not follow a rigid form, instead they seek to encourage free and open responses, and there may be a tradeoff between comprehensive coverage of topics and in depth exploration of a more limited set of questions (Miles & Huberman, 1984).

In this evaluation process of the program I used the combination of both above mentioned types of interviews and none of them separately. Unlike in many other qualitative methodologies, interviews were used not for evaluating the program implementation process but to being directed to the relevant documental information for further consideration. This is the core difference from traditional usage of interview in qualitative research.

As the main aim was to get information about, if the set component/component part was accomplished and request relevant documentations/reports, there was no necessity of constructing interview forms or in depth interviews. The questions were asked shortly and clearly and the processes were quick and flexible.

In this evaluation process mostly were used phone-call interviews, e-mail correspondence and very few personal-meetings.

2. Document Studies – the information is found out from documental materials. Documents are considered as any written or recorded material and are divided in public and private documents (Guba & Lincoln, 1981).

A. Public documents – are created and kept in order to provide an account/information about the event. They could be collected from outside (*external*) or within (*internal*) the setting in which the evaluation is taking place (Guba & Lincoln, 1981).

B. Private documents – are personal documents that are not public (Ferrerman, 1989).

In this research main stress came to the document studies including only public documents. The relevant documentation were used which were in connection with the program and its execution. The various documentations were collected from Country of Stockholm's library as well as from Swedish Agency for Economic and Growth, Country of Stockholm's administrative board and from other actors involved in the program.

The documentations analyzed included: different types of reports and analyses, research, orders, books etc. The forms of documents were either hard copied (printed materials) or electronic copies. All documentations used in this evaluation process are included in reference part.

3. Key Informant - is a person (or group of persons) who has unique skills or professional background related to the topic being evaluated, is knowledgeable about the project participants, or has access to other information of interest to the evaluator (Miles & Huberman, 1984).

In this research, major key informants were representatives of the governmental institutions, who have the special skill, relevant professional background and access to the important information for the evaluation process.

The key informants in this research were:

Gunilla Thorstensson, Program coordinator "Support Women Entrepreneurs", Swedish Agency for Economic and Regional Growth, Stockholm.

Elsuari Fjällström, head of infrastructure and entrepreneurship unit, Country administrative board in Country of Stockholm, Stockholm.

Christina Huet, Secretary at business information unit, Swedish Agency for Economic and Regional Growth, Stockholm.

The main ways of communication with key informants were either e-mail correspondence, phone-calls or both. All information and additional documentations received from key informants were electronic documents.

5.2.2 Template of the assessment form

What does this research evaluate?

This research, using above mentioned qualitative analyses methods evaluates whether the set goals were accomplished or not, based on the information available for author.

What does this research not evaluate?

This research does not evaluate the execution, management and efficiency of the program, or how the separate program parts contributed in raising level of entrepreneurship among women, neither any separate subordinate projects nor events.

Each part of the program would be assessed separately if otherwise stated and all sub-parts/component parts of each part would be evaluated individually as well. All further divisions of any sub-part would be integrated to relative subparts for assessment.

All project goals that include regions beyond Country of Stockholm, would concentrated in assessment process on Country of Stockholm if otherwise stated.

The evaluation form is constructed and follows the original program plan structure and has the following template:

1. Name of the part of the original program
2. Relevant goal
3. Relevant component part of the goal
4. In which region was the component part targeted
5. Status of the component part
6. More information

The first three parts are constructed according the original program plan. Fourth one shows in which region was the respective component part targeted and fifth shows the current status of the planned component part according the information available for the research.

Status of the separate component parts could be:

Done – indicating that this or that component part's goal was accomplished. Sometimes set goals are quite general e.g. to finance business innovation projects or to develop teaching of entrepreneurship at universities etc. In these cases, even if one example was found implying that set component part was accomplished, the status of the part will be done.

Failed – indicate that based on information available it is apparent that this or that component part was not accomplished. There is no evidence of implementing of the set goal at the time when the assessment carried out.

Information is not available – indicating basically that it is either not accomplished or accomplished but no relevant documentation/information is available that it is done.

In the sixth part of the assessment format additional/concrete information about component part is provided.

Sometimes the comment line follows, indicating additional important information regarding the respective component part.

The original program plan of the “Support Women Entrepreneurs” changed after approximately one year from the presenting the original program plan. The changes were resembled by eliminating two whole parts and several component parts. These changes reflect on the assessment process. Irrespective of changes and modifications assessment process follows the original program plan in order to trace how the initially planned program was implemented.

Unfortunately there is no clear information available about the modification of program, why some parts were totally eliminated. There was no evidence found on lack of finances which could have caused the contraction of original plan.

5.2.3 Assessment

Part 1: Information, Business Advice and Business Development

Goal A: Information and guidance of (potential) entrepreneurs

Component part 1: To develop web-based interactive entrepreneurial guide

Region: Sweden

Status: Done

More information: The goal of this component part was to develop interactive web-based entrepreneurial guide, which provides all important information about entrepreneurship, start-up a business, special permits etc., with particular focus on women-dominated fields. When this goal was set, there already was a web-site: <http://www.foretagarguiden.se/> which had an industry related information about: e-commerce, food, drink and taxi. Nowadays, the function of this web-site took over a new web-site: <http://www.verksamt.se/> which is created in collaboration with three Swedish government agencies: Swedish agency for Economic and Regional Growth (Tillväxtverket), Swedish Companies Registration office (Bolsgsverket) and Swedish Tax Agency (Skatteverket).

On [verksamt.se](http://www.verksamt.se) there is industry guides in the following industries: E-commerce, Movie industry, Food, drinks, hotel, Music, Stage art, Taxi, literature and journalism, healthcare industry (Verksamt.se, 2011). As we see in a new web-site there are industry guides for female dominated fields. Besides, there is additional information about various permits and rules and laws. Web-site is good organized, with user-friendly interface and has search function. Specific information and guides are presented for non-Swedish citizens how to start-up business. The

information on website is divided into business phases from idea to developing and closing down a business, which makes especially easy for customers to find easily exactly what they are looking for.

Component part 2: To make information about entrepreneurship accessible through libraries

Region: Country of Stockholm

Status: Done

More information: Certain women turn to libraries to receive the information about entrepreneurship. A number of libraries already have special divisions about entrepreneurship, where literature about entrepreneurship is exposed (Swedish Agency for Economic and Regional Growth, 2007). The goal was that more libraries should have financial opportunities to enrich information and database about entrepreneurship. Though, it is unclear if the goals meant direct financial support or just recommendation to concerned authorities.

The libraries in Country of Stockholm provide special service called “Företagarinfo” and up till now there are three libraries in Stockholm which are having special departments for entrepreneurs, where different kinds of books, booklets, information are found. Libraries are located in densely populated areas in Kista, Högdalen and Central Stockholm (Stockholm Stadsbibliotek, 2011).

Besides the special departments and service “Företagarinfo”, in all libraries in Stockholm there are limited amount of literature available about entrepreneurship and start-up a business. Personal are well informed and could guide and direct interesting persons (Stockholm Stadsbibliotek, 2011).

Component part 3: To arrange more start-up days

Region: Sweden

Status: Done

More information: The Swedish Agency for economic and regional growth in collaboration with five other government authorities: Swedish Tax Agency, Swedish Companies Registration Office, Swedish Public Employment Service, Swedish Customs and Swedish National Insurance Administration, arranges start-up days. The aim of the start-up days is to provide information from different government authorities about how to start a business, how to register companies, which tax applies, how to import, about social insurance etc.

The implementation of start-up days begun at 2005 and each year increases the number of days. In 2007 the Agency’s ambition was to arrange 25 start-up days, but in fact they over met expectations and did arrange 36 instead, where 4421 people took part. During the start-up day’s history from 2005 up till 2011 spring, 207 start-up days were arranged and 24 031 persons took participation.

In start-up days female participants were actively involved. In last two years the ratio of participants was 60% female and 40% males (Huet, 2011). The start-up day's organizers always make follow-ups and make different research and how they can make it more effective (Larsson, 2011). Nine out of ten participants are contented by the format and information they have received (Verksam.se, 2011). It would be interesting to collect a statistics about how many of the participants were already entrepreneurs and how many started or think to start a business in a near future.

Goal B: Support in Business Development

Component part 1: To Co-finance different business and innovation development projects

Region: Sweden

Status: Done

More information: During the project period 2007-2009 total budget for this part constituted 150 million Swedish crowns (Swedish Agency for Economic and Regional Growth, 2009). This contribution made it possible that more women who will start or develop their businesses through consulting, coaching, mentorship, networking and so on.

Around 17 500 women who already run a business or want to start a business were involved in about 420 business and Innovation development projects, where 52 % of projects were directed to businesses who want to grow. Up till now 195 million Swedish crowns were allocated for regions to make business and innovation development support accessible to women entrepreneurs (Swedish Agency for Economic and Regional Growth, 2010).

90 % of women entrepreneurs who took participation in projects think that their participation was useful for their businesses and 86 % think that their participation in the project would increase their possibilities to further develop businesses. 78 % of participants think that their turnover will increase and 33 % think that they will employee more in coming 5 years (Swedish Agency for Economic and Regional Growth, 2010).

Among participants, who were not entrepreneurs, 26% started businesses after these projects and 46% plans to start business in coming five years period. On average 91 % of participants recommends to someone other to take participation in projects. Data on participant women and information about which projects which organizations implemented unfortunately does not exist (Fjällström, 2011).

Component part 2: To spread already known models, methods and tools

Region: Sweden

Status: Done

More information: Several models, methods and tools for business development for women appeared to be effective. In this component part the Agency's aim is to package and market

methods so that it going to be accessible for all interested persons (Swedish Agency for Economic and Regional Growth, 2009).

Mentoring is one method which is alike of study class for innovative women who want to develop their innovations and businesses. About 70 women took part in this mentoring program co-financed by Agency (Swedish Agency for Economic and Regional Growth, 2009). In real world terms there supposed to be more methods rather than one, and 70 participants is quite low number.

Component part 3: To develop a new models and tools for business development

Region: Sweden

Status: Done

More information: The component part's initial aim was to reach unreached part of women entrepreneurs/interested in entrepreneurs, concentrate on service industry and selling. One of the important problems of women entrepreneurs was (and to certain extant even nowadays remains) the selling process, including pricing and evaluation of services for pricing. This problem was noticed by the agency quite early and based on their demand research was conducted. The research provides information for newly established entrepreneurs how could they effectively sell their products and services, also information about practical importance for entrepreneurs like: invoices, budgeting etc. is provided (Hult, 2002).

Designing a service company and importance of design in a service company could be an important point in development of service industry. On behalf of the agency the private consultancy company "Till er Tjänst" made a report how design in service companies can enhance to raise business efficiency. The report step by step follows the meaning of design in Service Company starting from idea and provides practical example in the end (Mattisson, 2010).

The generalized handbook for rising profitability for women entrepreneurs was published on the order of the agency. Authors try to help women entrepreneurs with practical issues: planning and goal setting, reaching the customers, pricing and get paid, networking and even with stress management (Hult; Aspegren; Stenberg, 2011).

Goal C: Education of Consultants for Women

Component part 1: To Co-finance educational projects for Women Consultants

Region: Sweden

Status: Done

More information: The Agency had before financed projects aiming to increase knowledge and professionalism for consultants. The Agency with the same views on consultants/advisors continues to co-finance the projects. About 450 advisors in two different organizations: Almi företagspartnet and Coompanion were trained from genus prospective and business where

Agency took part by co-financing the project (Swedish Agency for Economic and Regional Growth, 2009).

There is no information regarding Agency's initiative about to start distance education at the university level for consultants. Neither do we have any information about pilot trial to implement revision of consultants work from (gender) equality prospective.

Component part 2: To Arrange meeting for Women Consultants/Advisors

Region: Sweden

Status: Information is not available

More information: Another quite good initiation regarding advisors/consultants for Women was to arrange meetings, where advisors could meet, talk, discuss and exchange experiences. This is the perfect way to spread practical knowledge and develop advisors for better work. Unfortunately there is no information available about meetings.

Comment: this particular component part was removed from the second draft of the program (Swedish Agency for Economic and Regional Growth, 2008).

Part 2: The Agency's Contribution through national programs

Goal A: National Entrepreneurship program

Component part 1: To increase young women's interest for entrepreneurship

Region: Sweden

Status: Done

More information: To provide more information and teach courses regarding entrepreneurship for women who studies at Universities will influence positively to young women's attitude towards entrepreneurship. In this context the Agency is financing 13 projects (Swedish Agency for Economic and Regional Growth, 2009).

Around 18 700 students have taken part in different activities, among them 2 600 went through short course. About 550 women received coaching and 420 new businesses were started (Swedish Agency for Economic and Regional Growth, 2010).

Agency outlines the importance of entrepreneurial activities with universities and summarizes different projects regarding entrepreneurship in universities in one report. Different examples from different countries of Sweden are presented. The report reviews entrepreneurial process in education in connection with practical business activities (Swedish Agency for Economic and Regional Growth, 2011).

Component part 2: To further develop teaching of entrepreneurship

Region: Stockholm

Status: Done

More information: To further develop teaching of entrepreneurship at Universities, with special accent for the programs where majority of students are women. By teaching complementary courses as well as integrate entrepreneurship courses in educational programs. Very important in this case is lecturer's competence development in order to create positive attitudes about entrepreneurship among students.

The vivid example of the project to develop entrepreneurial knowledge among teachers was implemented by Institution for teaching, informatics and management, Unit for BioEntrepreneurship and Centre for medical education. Project called "Get down to business" and was implemented at Karolinska Institute and the target segment was Karolinska Institute teachers (Swedish Agency for Economic and Regional Growth, 2011).

To integrate entrepreneurship courses at university level education is quite important and in order to get the result more active involvement is required. Few specific events directed in this direction might not be enough.

Goal B: Program to improve IT skills

Component part 1: **To direct project towards industries where a lot women run businesses**

Region: Sweden

Status: Information is not available

More information: The original aim of this component part was to direct IT skills improvement in the industries like: domestic services, food production etc. Showing new ways to market and sell products and services online. Introduction to e-marketing, e-order, e-invoice etc
There is no information available about this component part.

Comment: this particular component part was removed from the second draft of the program (Swedish Agency for Economic and Regional Growth, 2008).

Component part 2: **To develop web-based guide**

Region: Sweden

Status: Done

More information: The aim of this part was to inform and introduce women entrepreneurs to web-based methods in everyday business activities, so that they could make business activities more flexible, easy and safely.

This component part is quite close to first part, goal A, where the aim was to develop web-based entrepreneurial guide. On website www.verksam.se in the running a business part, there is special information regarding e-commerce, e-marketing and etc. Though, there is no specific

focus on women, which is quite rational, rather than making differences and differentiating between sexes.

Goal C: Program to facilitate ownership change process

Component part 1: To develop methods to facilitate ownership change process for women buyers

Region: Sweden

Status: Done

More information: The agency co-finances eight different projects in order to facilitate ownership change process for women who want to take over a business. Number of participants in these projects was 550 women. 11% of them already took over a new company and 6% is in the process (Swedish Agency for Economic and Regional Growth, 2010).

The agency puts a lot of focus on ownership change projects as it has driven different projects from early 2000. In 2010 there were 60 000 Swedish entrepreneurs about to go to pension, obviously not all of them have children or relatives who can take over the companies, therefore to help this businesses to survive is as important as to create a new businesses (Swedish Agency for Economic and Regional Growth, 2011).

Component part 2: To create web-based forum for women interested in taking over

Region: Sweden

Status: Failed

More information: Different organizations, privates as well as governmental, implemented the projects about facilitating ownership transfer process for women buyers. For example in Västra Götland's Country Almi Företagspartner Väst AB implemented the project. During the 2010 there were more than 400 participants in the project (Swedish Agency for Economic and Regional Growth, 2011). On the regional level Almi Företagspartner Väst AB created special web-site for people interested in taking over or selling businesses (www.agarskifte.nu). But as the main goal of this component part was to create web-based forum for women who want to take over and which could be connected to entrepreneurs guide website it is not accomplished. On verksam.se in the closing down part there is information regarding selling the business, but there is now connection to any web-based forum, where interested people in buying and selling can meet.

Comment: this particular component part was removed from the second draft of the program (Swedish Agency for Economic and Regional Growth, 2008).

Goal D: Regional Cluster Support Program

Component part 1: To develop competences in new and existing "cluster motors"

Region: Sweden

Status: Information is not available

More information: The meaning of this component part was that it was demand on people with knowledge process leadership, especially on women who want to take active role in this form of leadership. There is no information available about this component part.

Comment: this particular component part was removed from the second draft of the program (Swedish Agency for Economic and Regional Growth, 2008).

Component part 2: **Cooperate to cluster development in creative industries**

Region: Sweden

Status: Information is not available

More information: The essence of this component part was through cooperation/networking in clusters women entrepreneurs will become stronger, they would be able: to receive more orders; raise production, to implement direct marketing through cooperation with traditional industries.

There is no information available about the results of this component part.

Comment: this particular component part was removed from the second draft of the program (Swedish Agency for Economic and Regional Growth, 2008).

Goal E: Program for supporting in Developing of goods and services

Component part 1: **To continue working on the project, so that more women entrepreneurs could receive support**

Region: Sweden

Status: Information is not available

More information: The goal of this program is to help small entrepreneurs to develop their products and services. The help includes financial support. In 2007 program's budget was 60 m. SEK and was implemented in cooperation with 17 regional and 3 branch focused partners (Swedish Agency for Economic and Regional Growth, 2007). Up till 2007 it was very difficult to reach women entrepreneurs through this project. The reason could be that most applications for support were made in production industries where women's participation level is quite low. In order to overcome such problem agency allocated funds especially for women entrepreneurs. In 2005 the percentage of women who received support was 12 and it rose up till 16 in 2007 (Swedish Agency for Economic and Regional Growth, 2007). Unfortunately there is no information available about the project after 2007.

Comment: this particular component part was removed from the second draft of the program, which was made after one year program had already started (Swedish Agency for Economic and Regional Growth, 2008).

Part 3: Development of Financing Opportunities

Goal A: Development project in collaboration with private banks

Component part 1: **To create increased benefit for banks as well as women entrepreneurship**

Region: Sweden

Status: Information is not available

More information: the agency planed to invite private banks in collateral project in order to research demand, need and possibilities to consider women entrepreneurs as a special target group. Special focus should be made on better tailored financial advising for women.

Unfortunately there is no information available about this component part, neither from private banks nor from the agency.

Comment: this particular component part was removed from the second draft of the program, which was made after one year program had already started (Swedish Agency for Economic and Regional Growth, 2008).

Component part 2: **To expose knowledge and information about service companies**

Region: Sweden

Status: Done

More information: The agency by focusing on service industries makes clear point that, more information is necessary about service industries and its development for advisors, banks and other actors in the market. Loan to service companies is difficult to obtain pointed women entrepreneurs. That's why it is important to make industry analyses, which could be an important groundwork and source for financial actors in the assessment process of business ideas or innovations (Swedish Agency for Economic and Regional Growth, 2007).

The agency made a report about service industry – women's and men's entrepreneurs in Sweden 2010. The report provides overall information about entrepreneurship in different industries and due to the fact that most of companies are run in service industry (Both for men as well as for women) focus is on it. Service industry is seen more closely and detail information about women and men entrepreneurs in different fields of service industry. The report logically continues with important chapters on rising of number of women entrepreneurs and increasing numbers of employed people in women driven companies. Besides financial information about companies annual turnover is provided in different parts of industries (Swedish Agency for Economic and Regional Growth, 2010).

In short report provides all basic information about service industry, comparison between sexes and statistical analyses of different sectors of industries. The information provided on the report could be considered as fairly enough for actors in financial market in order to get fast overview on developing of service industry, number of companies, turnover and profitability.

Besides, there is additional information (journals as well as reports) about service industry and service companies on agency's web-site (Swedish Agency for Economic and Regional Growth, 2011).

Goal B: Increase access to small loans and develop new loaning and saving forms

Component part 1: **To investigate new loaning and saving forms**

Region: Sweden

Status: Information is not available

More information: To enquire opportunities for entrepreneurs how could they loan and save for their businesses. To invent new, more flexible type of loans, for example: business loan with student loans structure etc.

Unfortunately there is no information available about this part.

Comment: this particular component part was removed from the second draft of the program, which was made after one year program had already started (Swedish Agency for Economic and Regional Growth, 2008).

Component part 2: **To raise mini business loans amount and actively market in all Almi's branches**

Region: Sweden

Status: Done

More information: The main aim was to raise amount of mini loan which was 50 000 SEK. Nowadays, Almi provides microloans instead of mini loans and maximum amount for financing is 250 000 SEK, maximum 100% of a capital needed (Almi företagspartner AB, 2011).

Information about microloan, terms and conditions, application form is available on Almi's web-site, whereas in 2007 very few Almi offices were marketing this form of loan and neither on Almis web-site was clear information about loan (Swedish Agency for Economic and Regional Growth, 2007).

Goal C: Introducing competition concept in financing of service innovations

Component part 1: **To develop contest concept which inspires women entrepreneurs engaged in service industry to invest in service innovations for developing their companies**

Region: Sweden

Status: Information is not available

More information: The agency planned broad invitation of companies in service industries, where certain amount of women entrepreneurs who want to develop their services would get the help and directions with their ideas. In the following step fewer entrepreneurs would get possibility of financing, in the form of subsidizing, advisory services, mentorship etc. It

supposed to be a cooperative project among different actors on financial market, privates as well as state organizations, which focuses on developing of service industries. Through this initiative it would be possible to raise accessibility for financing for enterprises in service industries who want to grow.

There is no information available about this component part.

Comment: this particular component part was removed from the second draft of the program, which was made after one year program had already started (Swedish Agency for Economic and Regional Growth, 2008).

Goal D: Studies about financing situation of small entrepreneurs owned and run by women

Component part 1: To conduct a research about financing situation of women entrepreneurs

Region: Sweden

Status: Done

More information: The study should be completed about financing situation of women entrepreneurs, also young entrepreneurs with newly started businesses, both for women and men and their experiences in receiving financing.

The agency made an own research/investigation regarding financing situation for women who are entrepreneurs. The research was based on Information available from previous regional, national and international research and information gathered from Statistics Sweden.

The research summarizes a large number of studies on differences in the financing situation between women and men, showing general pattern indicating that women have more difficulties financing their enterprises. This pattern is true not only in Swedish case but also for most other European countries case (Swedish Agency for Economic and Regional Growth, 2007).

The report finds out that, even sometimes differences are quite small between man and women financing situation there are some common characteristics and reasons why women have difficulties in getting finances (Swedish Agency for Economic and Regional Growth, 2007).

Component part 2: To publish debate Journal which concentrates women's financing situation

Region: Sweden

Status: Failed

More information: This component part is continuation of previous component part. This part intended (out of the studies done in first component part) to lift forward in more proactive way how women entrepreneurs experience their financing situation and which demand do they have.

After the above mentioned study, there has been done study focusing on financing situation for abroad born women and men entrepreneurs. The study shows that entrepreneurs born outside Sweden have more difficulties in getting finances then entrepreneurs born in Sweden (Swedish Agency for Economic and Regional Growth, 2007). The report does not focus on women and men entrepreneurs separately, but it discuss as a group of entrepreneurs born outside the Sweden, even though it is clearly indicated that the group is heterogeneous, there is no analyses and comparison among man and women entrepreneurs.

However, according to the information found there was no debate journal published putting focus women's financing situation.

Part 4: Legal framework

Note: This part of the project was totally removed from the second draft of the program, which was made after one year program had already started (Swedish Agency for Economic and Regional Growth, 2008).

Goal A: To reduce administrative costs in specific branches

Component part 1: **To measure administrative costs for companies in healthcare, trade and other branches where many women entrepreneurs are operating**

Region: Sweden

Status: Information is not available

More information: The agency initiated to measure administrative costs for businesses operating in the fields where most women are running companies. With the help of indicators it is possible to measure current costs and work on suggesting better/easier/low administrative-cost regulations where lot of women are running businesses.

No information is available about this component part.

Comment: this particular component part was removed from the second draft of the program, which was made after one year program had already started (Swedish Agency for Economic and Regional Growth, 2008).

Goal B: Especially important regulations/rules/laws for women entrepreneurs

Component part 1: **To analyze regulations, those have high importance for women entrepreneurs**

Region: Sweden

Status: Information is not available

More information: The aim of this component part was to ensure that existing regulations do not treat unfairly women who want to start or already run businesses as well as suggest improvements. The fields of interest in this part are: social security system,(

<http://www.regeringen.se/sb/d/5709/a/142647>) law about public procurement (LOU), regulations in healthcare system, value added tax, business organization forms, transportation subsidy, local/regional legal frameworks etc.

There is no information available on agency's work about this part.

Comment: this particular component part was removed from the second draft of the program, which was made after one year program had already started (Swedish Agency for Economic and Regional Growth, 2008).

Part 5: Attitudes and Role-models

Goal A: Make visible women entrepreneurs

Component part 1: **To use facts to influence attitudes to entrepreneurship**

Region: Sweden

Status: Done

More information: To provide more statistical information about entrepreneurship according to sexes gives sound background which clarifies women entrepreneurship. To show to the people how much taxes do women entrepreneurship pay, how many people do they employee would influence positively our attitudes towards women entrepreneurship.

The Agency in its annual report put separate information about women entrepreneurship, reviewed on European scale (Swedish Agency for Economic and Regional Growth, 2009). Besides, agency made a special report about women and men entrepreneurship where it was shown clearly the importance of women entrepreneurship for Swedish economy. The report concentrated on number of women entrepreneurs among newly started companies, differences in industry choices according to sexes, age structure and educational level of entrepreneurs etc (Swedish Agency for Economic and Regional Growth, 2009).

In the report from the Agency about key figures for women entrepreneurship, it is clearly indicated how much taxes women entrepreneurs are paying each year and how many employees do they have. Additionally, distribution of women entrepreneurship in different branches, women entrepreneurs and growth and financial situation for women are one of the points that are discussed (Swedish Agency for Economic and Regional Growth, 2010).

Moreover, the agency tries actively to put forward information about women entrepreneurs in different contexts; one of the remarkable examples is Historical milestone for Women in Sweden from 16th century up till 21th (Swedish Agency for Economic and Regional growth, 2009).

Goal B: Attitudes and role-models

Component part 1: **To show women entrepreneurs as a role-model in different branches**

Region: Sweden

Status: Done

More information: This component part should be implemented on local, regional and national level. The Agency already co-finance 16 projects to involve different actors in all level to make visible women entrepreneurs (Swedish Agency for Economic and Regional Growth, 2009).

The national network of women entrepreneurs was one of the important initiatives that Agency had implemented. Since March 26, 2008 880 women were appointed as an ambassador entrepreneurs. The Swedish ambassadors are spread in all around the Sweden in all 21 countries (Persson, 2011). The main aims of the ambassadors are to visit high schools, universities, different networks and organizations and tell their experience of being entrepreneur. Make it visible and normalize the fact that a successful women entrepreneur is usual case. Every woman, free of charge can book a meeting with ambassadors (Ambassadorer.se, 2011). Up till 2010 Women ambassadors met approximately 46 000 persons and around 3 000 ambassadors' visits were implemented. The EU-commission has initiated ambassador's project and Sweden was one of the first country among other ten countries who are participating in the project. Sweden has twelve Swedish Entrepreneur ambassadors in EU (Swedish Agency for Economic and Regional Growth, 2010).

In order to strengthen and make it visible women entrepreneurs, the Agency financed the research project about women entrepreneurship in Sweden from historical prospective (The Centre for Business History, 2011). The authors retrospectively discuss women's situation from the first half of nineteenth century. Research showed that Swedish women always were involved in entrepreneurial activities, but problem was that they were unseen (The Centre for Business History, 2011). The above mentioned research gives sound background in normalizing the fact that entrepreneurial activities for Swedish women is usual matter and every women could possible become an entrepreneur.

In order to raise and popularize entrepreneurship amongst young women, the agency undertook different projects with different Universities in Sweden. The investment includes entrepreneurial education, advisory and coaching services, so that young women regardless their educational field could think themselves as entrepreneurs (Swedish Agency for Economic and Regional Growth, 2011). Totally 18 700 student women took participation in the project and 420 new companies started (Swedish Agency for Economic and Regional Growth, 2010).

To make women entrepreneurs more visible to the society, the agency participates in national contest "Beautiful Business Award" with its own prize category – Service Developer of the Year. The aim is to popularize innovative, successful women entrepreneurs in Service industry as role-models, as well as emphasize the importance of service and service industry in Swedish Economy. About 1800 women were nominated for the prize in 2009 (Swedish Agency for Economic and Regional Growth, 2010).

Goal C: Make visible networks and actors working on Women entrepreneurs

Component part 1: To make actor and networks accessible for women entrepreneurs

Region: Sweden

Status: Done

More information: there are networks and specific actors working on the issue of women entrepreneurs. The agency by this component part should ensure that these networks and organizations are visible and accessible for women entrepreneurs.

During the autumn 2008 the Agency mapped out networks which could be useful for women entrepreneurs (Swedish Agency for Economic and Regional Growth, 2010). At www.ambassadporer.se there is database about useful networks for women entrepreneurs. In database there are 115 networks; out of them 110 are Swedish networks and 5 EU networks. It is planned to add Danish, Norwegian and Finnish networks, so that women could find their partners, potential customers and just people working in the same field in order to share experiences.

Part 6: Research and Analyses

Note: This part of the project was totally removed from the second draft of the program, which was made after one year program had already started (Swedish Agency for Economic and Regional Growth, 2008).

Goal A: Statistics and Analyses

Component part 1: Further developing of Statistical analyses

Region: Sweden

Status: Information is not available

More information: A task should have given to various concerned authorities to develop statistics about women entrepreneurs. This process should happen in collaboration with authorities, research and other actors and organizations. More authorities and research should have opportunities to use statistical materials in further analyses.

It is unknown if this initiative reached concerned authorities.

Comment: this particular component part was removed from the second draft of the program, which was made after one year program had already started (Swedish Agency for Economic and Regional Growth, 2008).

Component part 2: To implement more complex analyses

Region: Sweden

Status: Information is not available

More information: Concerned authorities should implement more analyses to support women entrepreneurship. Research in economical and political fields, should be considered more from conceptual point, rather than simple differentiation amongst sexes. The analyses about entrepreneurship should be related to women entrepreneurship and women's situation.

There is no information available about this component part.

Comment: this particular component part was removed from the second draft of the program, which was made after one year program had already started (Swedish Agency for Economic and Regional Growth, 2008).

Goal B: Financing of Research

Component part 1: To finance special policy related research project

Region: Sweden

Status: Information is not available

More information: The grant for policy relevant research projects in the field of women entrepreneurs should be given. Research should focus on policy development in the field of women entrepreneurs.

Comment: this particular component part was removed from the second draft of the program, which was made after one year program had already started (Swedish Agency for Economic and Regional Growth, 2008).

Component part 2: To advertise research project on women entrepreneurs

Region: Sweden

Status: Information is not available

More information: The research proposal about women entrepreneurship should be advertised and implemented on competitive basis. Research should raise knowledge about women entrepreneurs and it should be implemented during three years. The proposal should be prepared to 2008.

Comment: this particular component part was removed from the second draft of the program, which was made after one year program had already started (Swedish Agency for Economic and Regional Growth, 2008).

Goal C: Spreading a Knowledge about women entrepreneurs

Component part 1: Spreading of Swedish and International research results

Region: Sweden

Status: Done

More information: Knowledge obtained from research should be accessible to public. This should be done in a way that it facilitates for actors in this field and policy makers to have a closer look to the research.

The Agency is actively involved in spreading the information and research about female entrepreneurship and its importance to the society and countries economy. Agency, in the purpose of making information easily accessible different types of research, reports, debate journals published made a special website: <http://publikationer.tillvaxtverket.se/> where every interested person can easily and simply search theme they are interested in. Moreover, everyone can download any report found on the website or order hard copy of report. The service requires registering as a customer, which is done simply and is free of charge (Swedish Agency for Economic and Regional Growth, 2011).

To emphasize the importance of research in the field of women entrepreneurship in Sweden, Agency published the database of all types of research, publications, reports, dissertations about Women entrepreneurship in Sweden. That time there was 172 items were available and database included articles from the year 1983 (Wahlberg, 2004). The work on this issue continued even afterwards and similar report database was presented in 2008, where all publications from 2004 till 2008 were included. In the new database there were 41 articles. Author graphically represents the number of publications in the field of women entrepreneurs in Sweden for each year thought the years from 1983 up till 2008 (Wetter, 2008).

5.3 Critiques and Recommendations

5.3.1. Eliminated Parts from the original Program

Swedish Agency for Economic and Regional Growth started implementation of the program “Support Women Entrepreneurs 2007-2009” in 2007. First program plan was proposed in February 2007. But after that program underwent changes and some part of the program were totally eliminated (Swedish Agency for Economic and Regional Growth, 2007).

The first program proposal included six parts of the program:

1. Information, Business Advice and Business Development
2. The Agency’s Contribution trough national programs
3. Development of Financing Opportunities
4. Improving Legal framework
5. Attitudes and Role-models
6. Research and Analyses

The next elaborated program plan was published in June 2008, where adapted program plan included the following program parts: (Swedish Agency for Economic and Regional Growth, 2008)

1. Information, Business Advice and Business Development
2. The Agency's Contribution through national programs
3. Development of Financing Opportunities
4. Attitudes and Role-models

We see that, on second adapted program plan two previous program parts were totally eliminated. These are eliminated program parts: 4. Improving Legal Framework and 6. Research and Analyses

Why? Do these parts have little or no effect in supporting women entrepreneurship or they are considered less actual or not in the priority list?

Part 4, improving legal framework was consisting of two component parts:

1. To reduce administrative costs in specific branches where many women are operating
2. To analyze and improve especially important regulations for women entrepreneurs

Both component parts' primary aim is to encourage women entrepreneurs, but the first part gives financial preference in specific sub-industries. The idea of giving a preference is based on sexes. This could be considered as an attempt of discrimination against another sex. None should be given financial preference (treated differently) based on sex. When Sweden is building the sex neutral system, such goal as first component part did make sense to be eliminated (author's interpretation). On the other hand, second component part intended to analyze different laws and regulations so that, they do not treat unfairly women who want to start/run businesses.

Even though Swedish government continues actively working on improving social security policy for entrepreneurs (Ministry of Enterprise, Energy and Communications, 2011) and up till now there is considerable positive changes for entrepreneurs in regulations of Health and Parental Insurance, unemployment insurance etc. Still there could be specific regulations that require analyses from gender perspective for equal opportunities in business for both sexes. One example named in first program proposal was tax system, which was far from the sex neutrality (Swedish Agency for Economic and Regional Growth, 2007). That's why not only tax system but also all other laws/regulations which presumably have special importance for women to start-up and run businesses should have been analyzed.

Total elimination of this part, without providing alternative parts or making any amendments, does not help/prevents the process of encouraging women entrepreneurs, which could be more successful with implementation of this part.

Program part 6, Research and Analyses was also totally eliminated. It consisted of three parts:

1. Statistics and Analyses

2. Financing of Research
3. Spreading a Knowledge

Even though, in second program draft this part is totally eliminated, the agency actively continues working on research and analyses in the field of women entrepreneurs. Though, one of the important initiatives in this part, to give special task to concerned authorities to develop statistics about women entrepreneurs is unknown to be fulfilled.

The fact that agency continues working on this part, but do not include it in the program, follow-ups or evaluations, hinders interested people to get complete picture about the women entrepreneurs.

In April 2009, agency presented revised program plan, where whole program was divided in three parts:

Make it useful: Part 1, Information, Business Advice and Business Development

Make it possible: Part 2, The Agency's Contribution through national programs

Part 3, Development of Financing Opportunities

Make it visible: Part 4, Attitudes and Role-models

However, there were no conceptual changes in the third version, and no more parts were eliminated, it just presented more conveniently and grouped the program parts in a visually better and effective way. Even, for marketing purposes it became a stronger message to the public: to make useful, possible and visible women entrepreneurs.

5.3.2. Program Complexity and Participants Database Management.

Due to the program's complexity and its multilateral inclusiveness of different projects and different executive institutions (Governmental as well as private) it could be a hard task to keep database of participants. But, in order to objectively assess the program implementation, get proper results and make follow-up on program or on specific projects, keeping database necessary.

The agency officially denied to have database of participants in the program and instead directed question to country administrative boards, explaining that country administrative boards were responsible for implementation of the program on a country level, implying that country administrative boards might have a database (Thorstensson, 2010). On its hand, Country of Stockholm's administrative board, in response of database answered that they do not keep any database of participants, instead they provided list of contractors who carried out various counseling activities (Fjällström, 2011). On Stockholm's example, theoretically it is possible that the contractors have some type of database of participants, but why Stockholm's administrative board or the agency are not interested in the program participant's database? Or who should be a responsible in keeping database of participants?

5.3.3. Evaluation and follow-up of the program

The Agency most of the times tries to evaluate program's they were involved in. The closest example is the project "Business advisor for Women" final report, which consists of eight parts and describes in details, goal of the project, background, central, regional and local distribution of advisors and various actors, implemented advisory operation etc. The report includes even attachments about surveys they carried out and is 135 pages long (Swedish Agency for Economic and Regional Growth, 1996).

Another vivid example is evaluation of the project support women entrepreneurs for period 2002-2004. The evolution is done by independent experts from private company and report reviews all important parts in details (Köhlmark, 2005).

For the program support women entrepreneurs 2007-2009 the evaluation is not carried out yet. There were several publications presented by the agency, but they were presenting the results up till time they were issued and there were very tiny parts of possible evaluation process.

The reason why proper program evaluation is not made yet, could be the period of the program, which was decided three year, but then it has been continuing during 2010. On 2011 the agency received new order from government to continue working on supporting women entrepreneurs and new period of the program is 2011-2014 (Ministry of Enterprise, Energy and Communications , 2011).

Howsoever the period of the program "Support Women Entrepreneurs 2007-2009" would be decided, it is good to summarize in a final report and evaluate the program and its implementation process. The final report could have a three side usage; it would be useful for program implementation units, for participants and interested people in program and scientific/research usage.

5.3.4. Statistical Data about women entrepreneurship

In order to implement advanced econometrical analyses and to be able understand econometrically how the women entrepreneurship is developing, what factors to what extent influence women entrepreneurs, how effectively is it possible to support the process and what kind of policies are important, keeping statistical datasets are crucial.

When preparing new program plan for the years 2011-2014 the Agency must acknowledge the importance of econometrical analyses in the field of women entrepreneurship and allocate proper amount of resources in scientific development/collection of statistical data for current and future research.

5.3.5. Research about women entrepreneurs in Sweden

The agency finances a lot of different types of report/research about women entrepreneurs in Sweden. Sweden is one of the progressive countries which took into account the importance of women entrepreneurs quite early.

To use this fact and to present it in a special form could only have positive effects in this field. To create a web-portal dedicated for research in women entrepreneurs, where would be presented research database, including all research done in the field up till current time, data and other interesting and useful information/materials in order to further develop and invent new ways in research.

6. Conclusions and study delimitations

6.1 Conclusions

Along with the world development of entrepreneurship policies, Swedish government adopted targeted entrepreneurship policy focusing on women entrepreneurs. Looking from historical prospective on entrepreneurship, Swedish men were involved to a higher extent in entrepreneurship activities rather than Swedish women. Currently development of the start-ups of female entrepreneurs in Sweden has positive raising trend as well as male entrepreneurship during last decade. The characteristics of Swedish labor market put its mark on the industry choice of self-employed Swedish women entrepreneurs.

The program “Support Women Entrepreneurs” was one of the important decisions made by Swedish government to encourage entrepreneurial activities amongst women. The program’s plan was well elaborated and designed to make maximal positive effects in encouraging women entrepreneurs. Execution of the program was not as self-evident as planned one, the hierarchy of execution and different actual executives on regional and local level could have caused differences in executive standards.

The original program plan was consisting of six parts, 20 goals, and 34 component parts. Out of the 34 component parts 18 were acknowledged to have been accomplished, 14 component parts information was not accessible whether there were completed or not and 2 were found out not accomplished. This results itself is quite promising for the program which’s execution and management was quite complex task and which consisted of substantial part of sub-projects (Swedish Agency for Economic and Regional Growth, 2007).

The latest program plan was consisted of four parts, four major goals and 16 component parts. Out of 16 component parts, most of them were either accomplished or in the process of implementation, which corresponds high level of goal meeting¹¹ (Swedish Agency for Economic and Regional Growth, 2009).

When in program plan component parts have extensive goals, (for instance in part 2, goal a, component part 2: to further develop teaching of entrepreneurship) and if even one

¹¹ In this paper analyses and program evaluation is done according to original program plan.

documented evidence were found, the status of the component part is done. This does not really imply that the goal of component part is already achieved rather than the process has started. That's why the result and status should be interpreted with careful consideration of eventual goals of the component parts.

Database keeping and management of program participants was not regulated and defined centrally, which contributed to poor or no database. This fact also hinders possible scientific research and econometrical analyses opportunities.

Program's main goal was to increase number of women start-ups and to contribute in developing and growth of existing women-managed businesses (Swedish Agency for Economic and Regional Growth, 2007). The number of women start-ups increased and reached 33% in the year 2009 (Growth Analysis Sweden 2011). Due to data unavailability problem it is impossible to state how much did the program contribute in developing of existing women-managed businesses (in terms of, turnover, employment, profit, taxes paid etc.) The most actively executed and successful part of the program could be considered part four, Attitudes and role-models.

6.2 Study delimitations

As main purpose of this thesis work is to evaluate the program "Support Women Entrepreneurs 2007-2009" main delimitations are concerning the evaluation part.

Due to the limited resources for this thesis work main focus was made on document studies. Most information received was based on the Swedish Agency for Economic and Regional Growth information. This reasonably limits the actual program result evaluation for two reasons. First, the Agency does not always report single goals or component part's accomplishment; rather they focus on overall picture. Second, it is possible that, due to complexity of the program, including sub-projects and several levels of implementation units, on national, regional and local level, government organizations as well as private organizations who were participating in the program implementation process, not all of them had reported separately the different component part's fulfillment. In order to have a highest level of preciseness in component parts evaluation, I should have contacted to all of the implementation units and private companies for receiving detailed information. This fact reasonably limits the evaluation part.

The research basically uses methods of document studies, key informants and mix of different types of interviews (mainly phone-call and e-mail correspondence). Qualitative data analyses provide different methods for enriching research (case studies, focus groups, process assessments etc.) which could have been used to make the evaluation process more complete. Besides, if statistical database was available, quantitative methods could be employed. Due to the research format and resources all these were not possible, which are important limitations.

6.3 Future Research

The research field of women entrepreneurship is quite young and provides a lot of opportunities in further research development. Practical and program related research opportunity is about effects of governments policy on women entrepreneurs through the program "Support Women entrepreneurs". Swedish Government allocated certain amount of financial and human resources in order to support women entrepreneurs; the outcome that was aimed is the increase in number of women start-ups and to contribute in developing existing businesses run by women. In this context it is good opportunity to create descriptive econometrical model of inputs and potential outputs and how input in different program part influence the outputs, to establish econometrical relationship between increasing financing of specific part of the program and marginal increase for example in new start-ups etc.

Furthermore, it should establish closer relationship among program execution units and research units, so that information transfer and analyses could be effective and profitable for both parts.

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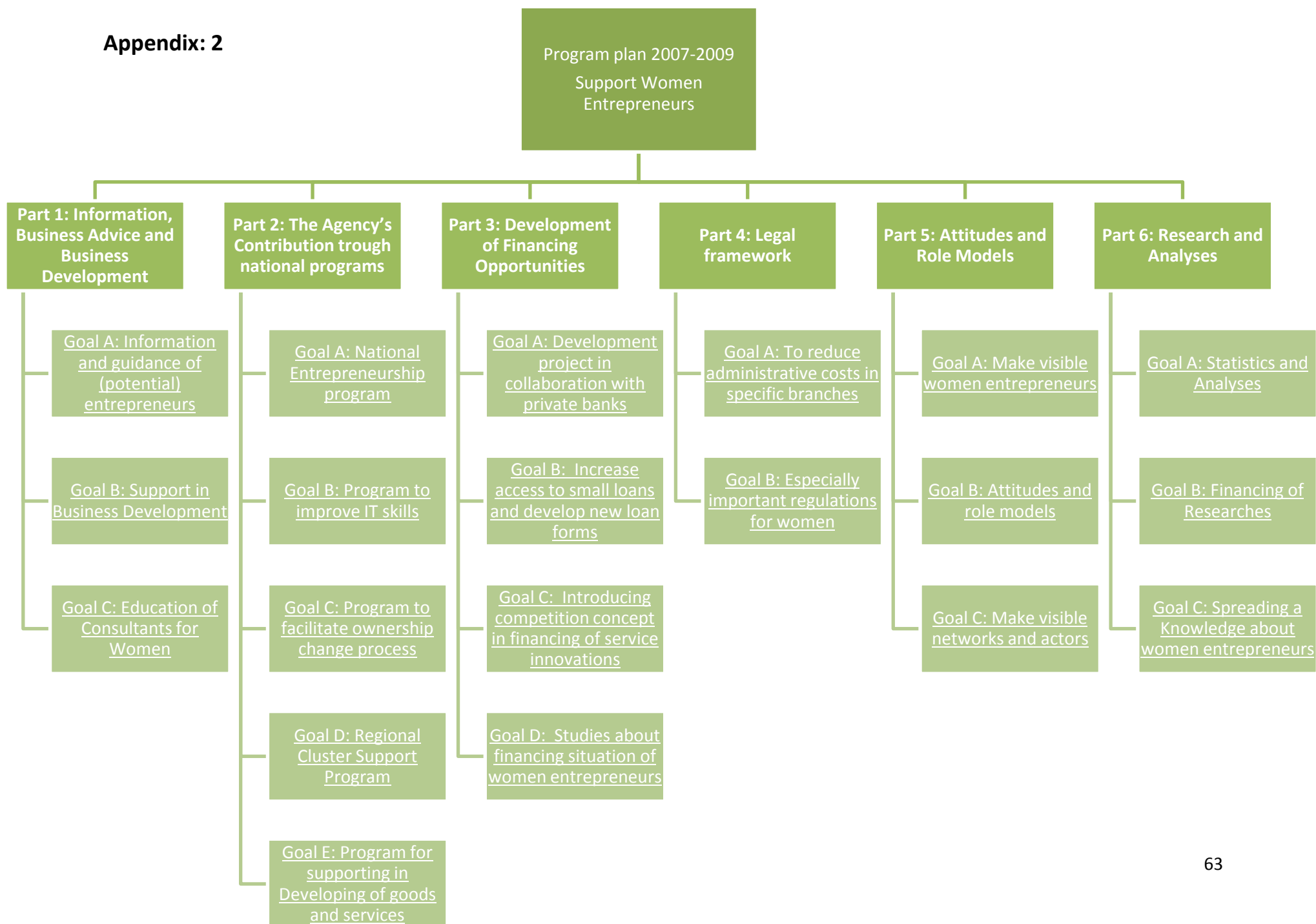
Appendix: 1

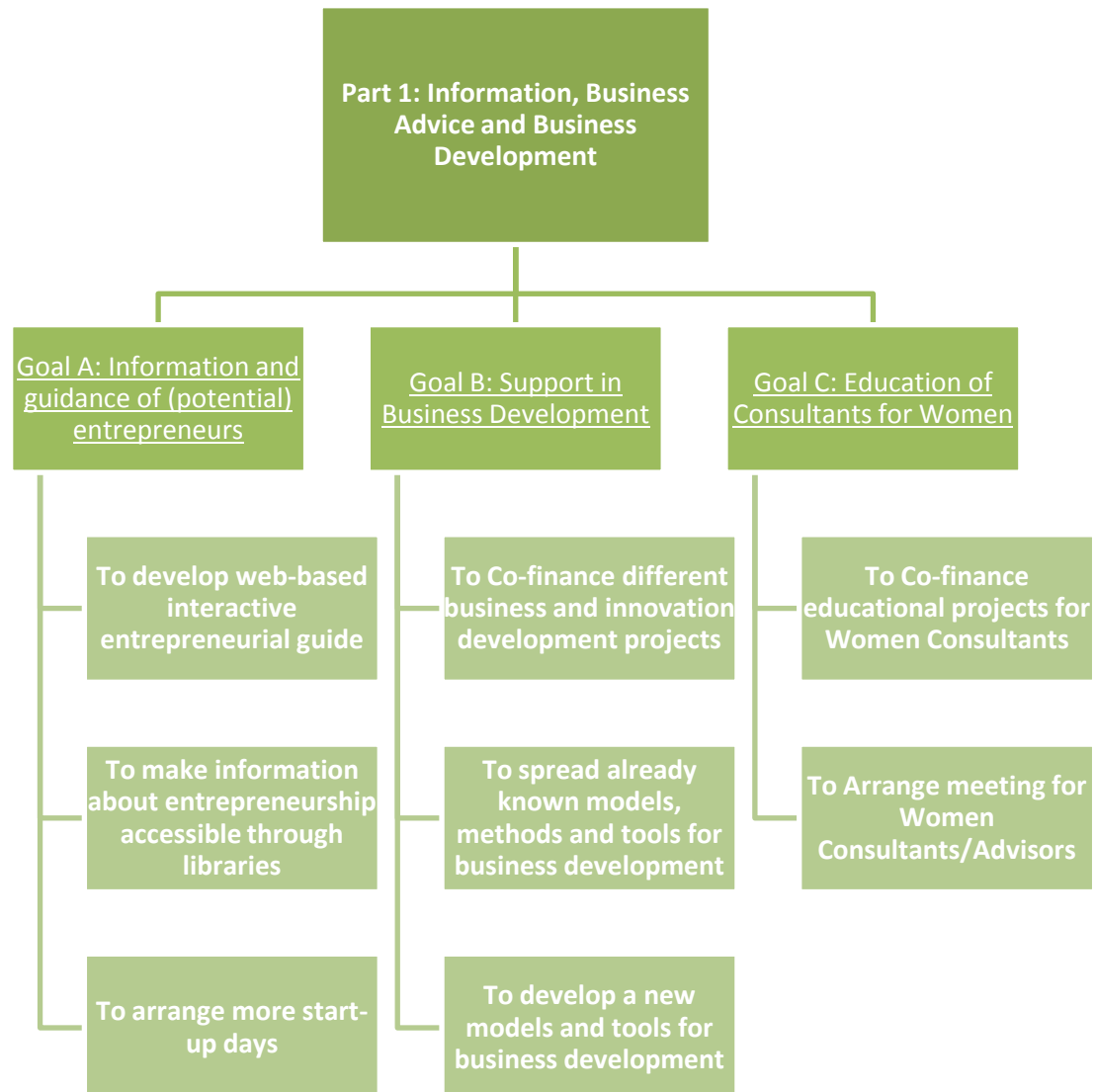
Main actors in forming Entrepreneurship Policy in Sweden

	Promo tion	Education	Administrative burden	Financing	Counseling	Target	Research
SAERG	x	x	x	x	x	x	
Vinnova					x		x
The Knowledge Foundation							x
Agency for School Development		x					
The Swedish Companies Registration Office			x				
The Taxation Agency			x				
Public Employment Service Office (AMS)		x		x	x		
The Industrial Development Fund				x			
ALMI Business Partner				x	x	x	
Industrial Development Centers				x	x		
The Venture Cup	x			x	x	x	
Young Enterprise		x			x	x	
Jobs and Society	x				x	x	
The Connect Group	x				x		
Euro Info Centres					x		
Young Geniuses (Snilleblixar)		x				x	
Institute for Growth Policy Studies (ITPS)							x
Universities and university colleges							x
The Swedish Foundation for Small Business Research (entreprenörskapsforum)	x						x
Entrepreneurship and Small Business Research Institute (ESBRI)	x						

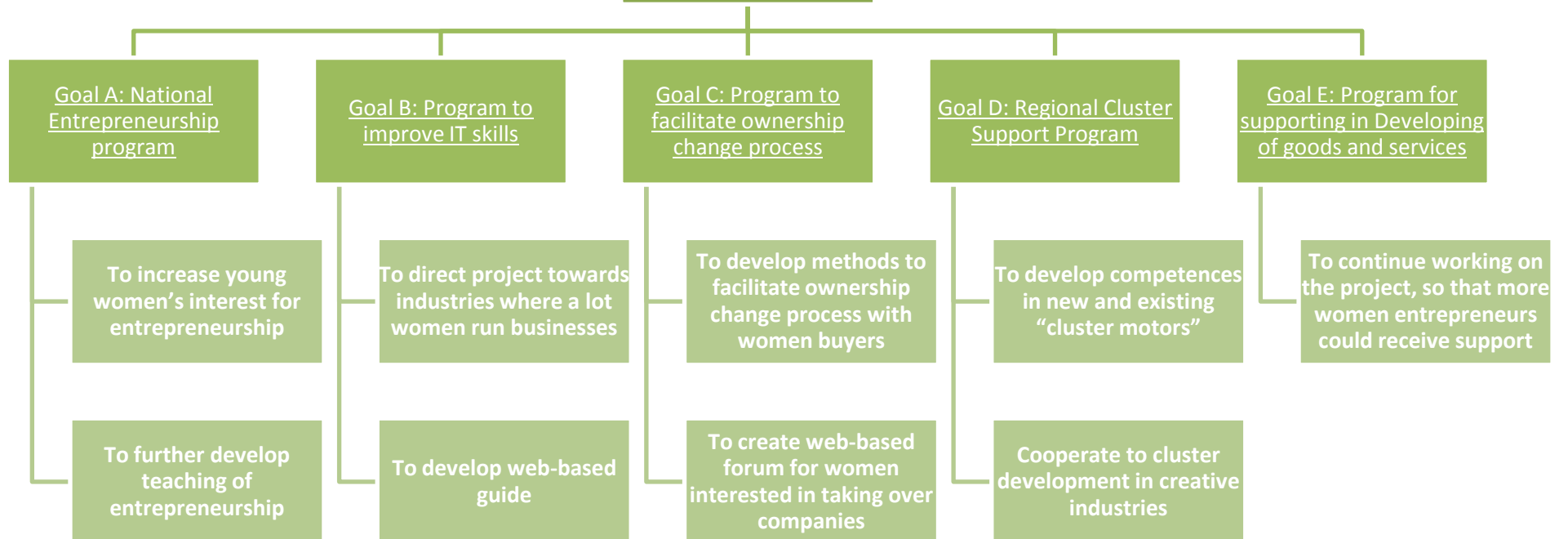
Source: (Innovative policy research for Economic Growth, 2008)

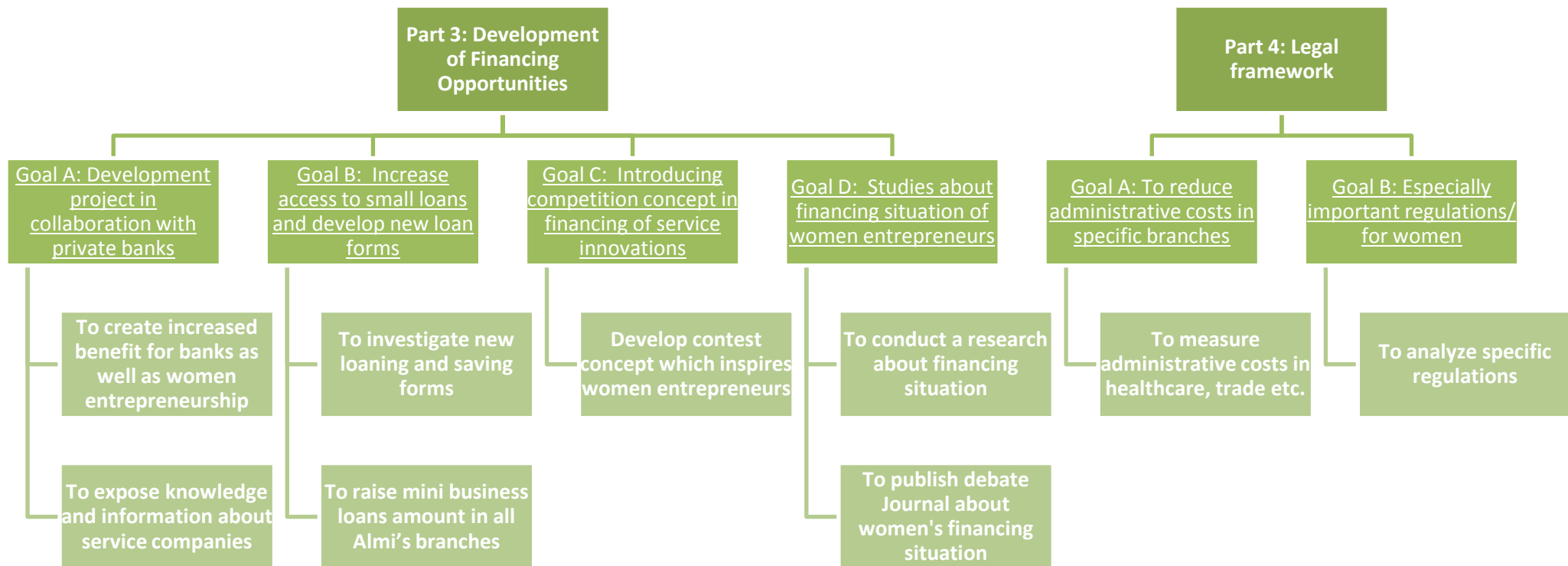
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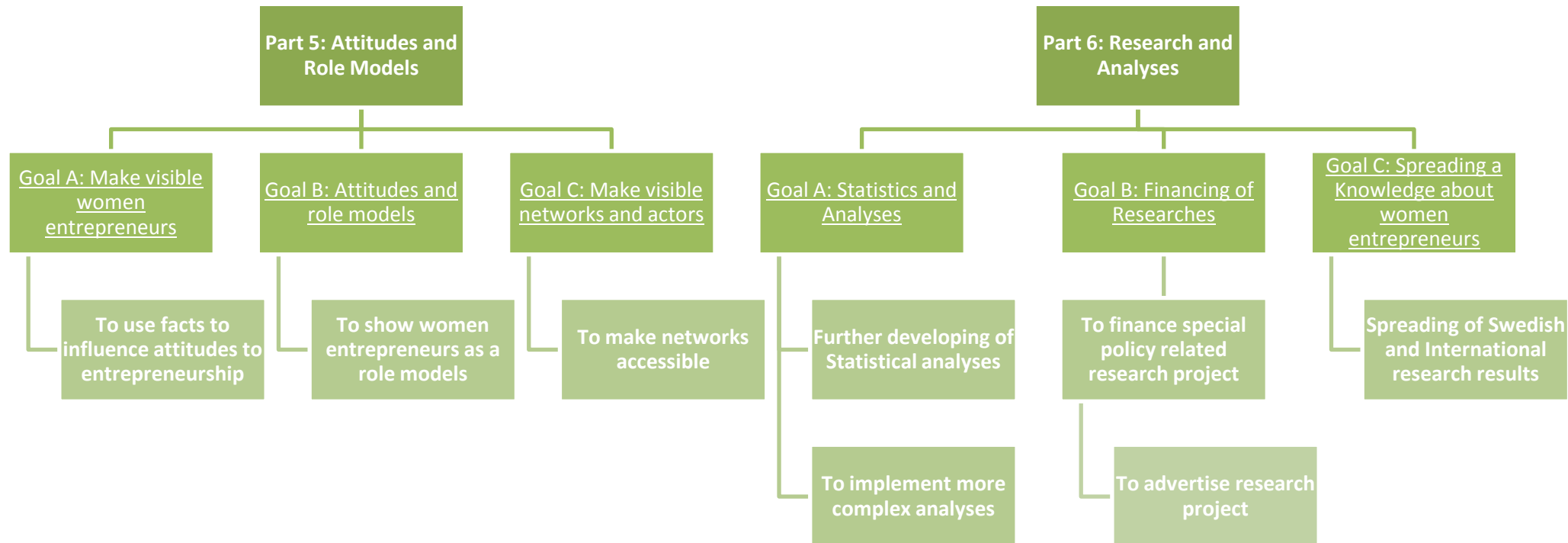




**Part 2: The Agency's
Contribution through
national programs**







Appendix: 3

Assessment of the Component parts of the Program – “Support women Entrepreneurs 2007-2009”, Sweden

According to the original program plan

	Component parts	Accomplished	Not Accomplished	No Information, Unknown
	Part 1: Information, Business Advice and Business Development	7	0	1
1	To develop web-based interactive entrepreneurial guide	x		
2	To make information about entrepreneurship accessible through libraries	x		
3	To arrange more start-up days	x		
4	To Co-finance different business and innovation development projects	x		
5	To spread already known models, methods and tools for business development	x		
6	To develop a new models and tools for business development	x		
7	To Co-finance educational projects for Women Consultants	x		
8	To Arrange meeting for Women Consultants/Advisors *			x
	Part 2: The Agency's Contribution trough national programs	4	1	4
9	To increase young women's interest for entrepreneurship	x		
10	To further develop teaching of entrepreneurship	x		
11	To direct IT project towards industries where a lot women run businesses *			x
12	To develop web-based guide	x		
13	To develop methods to facilitate ownership change process with women buyers	x		
14	To create web-based forum for women interested in taking over companies*		x	
15	To develop competences in new and existing "cluster motors" *			x
16	Cooperate to cluster development in creative industries *			x
17	To continue working on the project, so that more women entrepreneurs could receive support *			x
	Part 3: Development of Financing Opportunities	3	1	3
18	To create increased benefit for banks as well as women entrepreneurship *			x
19	To expose knowledge and information about service companies	x		
20	To investigate new loaning and saving forms *			x
21	To raise mini business loans amount in all Almi's branches	x		

22	Develop contest concept which inspires women entrepreneurs *			x
23	To conduct a research about financing situation	x		
24	To publish debate Journal about women's financing situation		x	
	Part 4: Legal framework **	0	0	2
25	To measure administrative costs in healthcare, trade etc. *			x
26	To analyze specific regulations *			x
	Part 5: Attitudes and Role-models	3	0	0
27	To use facts to influence attitudes to entrepreneurship	x		
28	To show women entrepreneurs as a role-models	x		
29	To make networks accessible	x		
	Part 6: Research and Analyses **	1	0	4
30	Further developing of Statistical analyses*			x
31	To implement more complex analyses *			x
32	To finance special policy related research project *			x
33	To advertise research project *			x
34	Spreading of Swedish and International research results	x		

* Eliminated component-parts from the adapted program plan.

** Eliminated parts from the adapted program plan.