



# Principle Opportunity-driven Entrepreneurship

Prepared by

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## PRESENTATION DESCRIPTOR

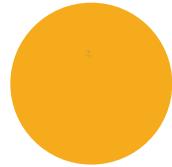
<b>Principle name</b>	Opportunity driven entrepreneurship
<b>Learning outcomes of lesson plan</b>	<ol style="list-style-type: none"><li>1. To learn about the difference between necessity and opportunity drivers of entrepreneur</li><li>2. To acknowledge the specific drivers for women entrepreneurs (WE)</li><li>3. To learn how we can make ourselves more perceptive on the opportunities around us</li><li>4. To become aware that entrepreneurship is not reserved for the privileged minorities</li></ol>
<b>Duration</b>	1 hour
<b>Expected attendees</b>	(Entrepreneurship) Educators, Third level students
<b>Activities suggested for this lesson plan</b>	<p>Activity 1. intended more for the audience comprising EE, WE or PM - discuss and state whether obligations to family and children are a motivator or an obstacle to entering entrepreneurship.</p> <p>Activity 2. "Image Insights" by Jennifer Capps: Based on the image that has been provided to your team, conduct a brief 3-4 minutes search to identify at least 3 interesting entrepreneurial ventures that have a product or service that is impacting your given scene.</p>

### **Link to references and list of external resources**

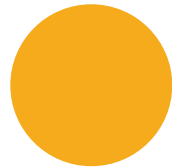
(this link is to the WeRin Knowledge Port, Principle Opportunity Driven Entrepreneurship)



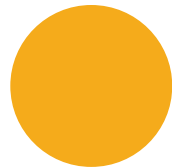
# Content



Literature



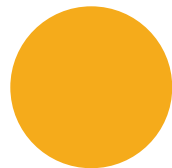
GEM



WeRin Project



Exercise



Discussion and implications

What do they say about it?

# Teaching Notes – Slide 3

It is planned that the introduction to the topic start with presenting the results of the literature review on the main motivation of the entrepreneurs, i.e. drivers that make them start a business and what are the drivers typical for women entrepreneurs.

These findings are accompanied with some of the latest results from the world biggest and longest running research project on entrepreneurship – Global Entrepreneurship Monitor (GEM). This will be followed by the insights from our own research project when in 5 countries we performed in-depth interviews with over 300 participants in 5 different groups (students, alumni and educators and managers from entrepreneurial education, women entrepreneurs and other stakeholders in entrepreneurial ecosystem).

The presenter should have in mind that this part is data heavy and these two parts should not take more than 15 minutes. The audience should sometimes be invited to share their insights to motivate them to engage. If the presenter feels it takes too much time, other slides can be hidden for the in-class lecture.

Then we planned to do an in-class exercise to make the participants more aware of the opportunities around them especially in everyday situations. This should take about 25-30 minutes of group work in a few sessions. 10-15 minutes are open for a discussion. Last 5 minutes are there to wrap-up the discussion and conclude.

What does the literature say about this principle?



# 1. What does the literature say about this principle?

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## Necessity drivers

- no other job options
- need a source of income
- result of purely economic motivations
- need for survival

## Opportunity drivers

- business opportunity that has not yet been taken advantage of
- driven by
  - economic motivations (increase their income, gain of power, prestige, and/or status)
  - non-economic motives (independence and achievement)
- greater positive impact on economic growth

# Teaching Notes – Slide 6

Martínez-Rodríguez, I., Quintana-Rojo, C., Gento, P., & Callejas-Albinana, F. E. (2022). Public policy recommendations for promoting female entrepreneurship in Europe. *International Entrepreneurship and Management Journal*, 18(3), 1235-1262.  
<https://link.springer.com/article/10.1007/s11365-021-00751-9>

- Necessity-driven and opportunity-driven are the two main kinds, but can be mixed
- Necessity-driven entrepreneurs are pushed to start businesses because they have no other job options and need a source of income (Peña et al., 2015). Although they largely arise as a result of purely economic motivations (Block & Wagner, 2010; Hessels & van der Zwan, 2013), based on the need for survival (Carsrud & Brännback, 2010), they may also be motivated by occupational safety concerns (Tyszka et al., 2011) or their own professional or personal dissatisfaction (Noorderhaven et al., 2004).
- Opportunity-driven entrepreneurs choose to start or create a business based on the perception that there is a business opportunity that has not yet been taken advantage of (or which has not been fully taken advantage of) by existing companies (Peña et al., 2015). They are generally driven by both economic motivations, associated with the desire to increase their income (Carter et al., 2003) and gain of power, prestige, and/or status (Carsrud & Brännback, 2010), in addition to non-economic motives (Block & Wagner, 2010; Hessels & van der Zwan, 2013), such as the need for independence and achievement (Amorós & Guerra, 2009; Tyszka et al., 2011), or the aspiration to create their own business, be their own boss, and develop new products (Carter et al., 2003).
- Generally, opportunity-driven entrepreneurs have a greater positive impact on economic growth (Urbano et al., 2019), since they are comparable to larger companies with higher business volumes (Block & Wagner, 2010; Fairlie & Fossen, 2018), and higher growth expectations than necessity-driven entrepreneurs (Poschke, 2013). The latter are more likely to be located in lower-income regions with limited access to human capital, financial capital, technology, and other resources, which inhibits their potential to innovate and generate employment (Hessels et al., 2008, p. 327).

# 1. What does the literature say about this principle?

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## Necessity drivers *for women*

- *more women enter into entrepreneurship due to necessity*
  - family conciliation
  - the exclusion in the labour market
  - substitute for traditional wages/  
salaried employment
  - poor working conditions

## Opportunity drivers *for women*

- independence, autonomy
- flexibility and control over one's career
- childcare obligations
- seek financial independence



# Teaching Notes – Slide 8

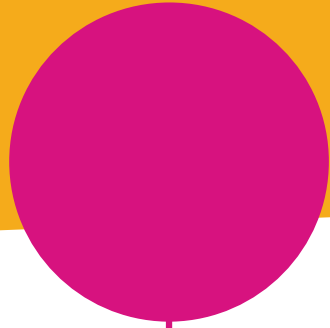
- Women and men have differing reasons for starting a business (Moore & Buttner, 1997). Shapero and Sokol (1982) were the first to distinguish between necessity-driven and opportunity-based entrepreneurship among females. By understanding the real reasons why women decide to start a business, more efficient economic policies can be designed to promote their activity.
- The evidence on relationship between woman entrepreneurship and necessity/opportunity-driven entrepreneurship is often quite ambiguous (Holienkaa et al., 2016). For example, some of the extant literature agrees that more women enter into entrepreneurship due to necessity rather than the pursuit of opportunity.
- For instance, family conciliation (Baughn et al., 2006; Malach-Pines et al., 2010; Minniti & Naudé, 2010), the exclusion of women in the labour market (MalachPines et al., 2010), or the labour market inequalities (Noguera et al., 2015) may push some women to become entrepreneurs. Women at low-income levels may be pushed towards necessity-based entrepreneurship as a substitute for traditional wages/ salaried employment (Maniyalath & Narendran, 2016), as is often the case for single mothers (Jennings & Brush, 2013). Moreover, when women feel that they are earning less income than desired or anticipated, or the working conditions are poor, they tend to start their own businesses (Noguera et al., 2015).
- However, some other arguments defend the possibility that women may decide to start their businesses driven by opportunity (Sörensson & Dalborg, 2017; Ndikubwimana et al., 2020). They can be motivated by independence, autonomy, job loss, dissatisfaction with their current job or low career growth, more income, a lack of positive environment, the lack of recognition coupled with a need for achievement and personal growth (Goby & Erogul, 2011; Ramadani et al., 2015) flexibility and control over one's career, recognition, and self-fulfillment (Jennings & Brush, 2013). For instance, women regard flexibility and childcare obligations as strong motivators to become entrepreneurs (McGowan et al., 2012). Likewise, women now seek financial independence to engage in opportunity based entrepreneurship. This trend has in turn led to more entrepreneurial initiatives from women who believe that they can earn more from their own businesses compared to traditional wages/ salaried employment (Wassem, 2018).
- Finally, it is important to consider those integrative findings that suggests that necessity and opportunity are not two discrete motivations. They argue in terms of a combination of various pull (through necessity) and push (through opportunity) factors often motivating women to make the best use of opportunities that come their way (Goby & Erogul, 2011).

02

What does the  
GEM say about  
this principle?



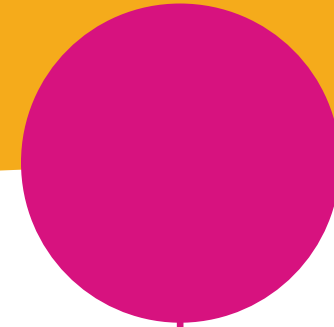
# WHAT DO WE KNOW ABOUT STARTING A BUSINESS AND THE RECOGNITION OF OPPORTUNITIES FROM GEM SURVEYS?



Knowing someone who has started a business in the past two years



“There are good opportunities to start a business in the area where I live”



In my country, it is easy to start a business”

# Teaching Notes – Slide 11

- GEM surveys results have brought three main reasons for opportunity driven entrepreneurs into focus with the ones that turned out to be the most influential: knowing someone who has done it, seeing that there are opportunities and seeing favourable conditions for doing so.
- This slide is followed by hidden slides that bring more arguments for the presenter to get acquainted with the topic. They should not be presented in detail if there is only one-hour time-slot for the activities, but can be used if the topic is going to be used in some other longer running session.

# WHAT DO WE KNOW ABOUT STARTING A BUSINESS AND THE RECOGNITION OF OPPORTUNITIES?

## *Knowing someone who has started a business in the past two years*

- high-profile vs low-profile entrepreneurship → **awareness and perceived attractiveness of entrepreneurship** as a viable career choice
- **substantial variation** in the proportion of adults *who know someone who has recently started a business*, within all income groups
- weak indication that rising levels of income (GDP pc) reduce that proportion
- it may be easier to know an entrepreneur in a small economy than in a large economy

# Teaching Notes – Slide 13

GEM, 2023 - Global Entrepreneurship Monitor 2022/2023 Global Report Adapting to a “New Normal”, <https://www.gemconsortium.org/reports/latest-global-report>

- The personal decision to start a new business is inevitably conditioned by the social and cultural context in which that decision is made. An awareness of local opportunities, confidence in one’s own abilities and perceptions of the ease of starting may all be important dimensions of that context, and may all be influences on that decision.
- The perception of entrepreneurship as a viable career choice may well be influenced by whether the individual personally knows someone who has recently started a business. The answer is also depending on the positive (or negative) publicity, and other forms of social reaction, increasingly expressed online, given to those starting their own business.
- There is substantial variation in the share of adults knowing someone who has started a new business within income groups, with perhaps some weak indication that rising levels of income reduce the likelihood of an adult knowing someone who has recently started a business. It may be easier to know an entrepreneur in a small economy like Cyprus or Qatar, than in a large economy like Japan or Egypt, although the chart does include exceptions.

GEM 2021/22 Women’s Entrepreneurship Report From Crisis to Opportunity, <https://www.gemconsortium.org/file/open?fileId=51084>

- For some people, starting a business may be well outside their range of personal experiences. They may live in an environment in which entrepreneurs are few, or in which entrepreneurship has a low profile. Conversely, they may have family or friends who have started their own business, or be in an environment in which entrepreneurship is high-profile, with significant positive media attention. The difference is important, as it affects the awareness and perceived attractiveness of entrepreneurship as a positive career option. The very first question in the GEM APS asks how many people (if any) they know who have started a business in the past two years. The responses are summarized in Figure 2.1, arranged by income group.
- There is considerable variation in the proportion of adults who know someone who has recently started a business, within all income groups. The highest proportions are in the Dominican Republic, Guatemala and Cyprus, each relatively small economies, while the lowest proportions are in Japan and Egypt, both large economies. These proportions may also reflect both the relative level and profile of entrepreneurship in that economy. It is much harder to personally know an entrepreneur when they are relatively scarce and rarely reported in the media.

# WHAT DO WE KNOW ABOUT STARTING A BUSINESS AND THE RECOGNITION OF OPPORTUNITIES?

*“There are good opportunities to start a business in the area where I live”*

- high-profile vs low-profile entrepreneurship → **awareness and perceived attractiveness of entrepreneurship** as a viable career choice
- more than half of adults agree there are good opportunities locally
  - in all of the Level C economies
  - in 9 out of 15 Level B economies
  - in 10 out of 21 Level A economies

# Teaching Notes – Slide 15

GEM, 2023 - Global Entrepreneurship Monitor 2022/2023 Global Report Adapting to a “New Normal”, <https://www.gemconsortium.org/reports/latest-global-report>

- Figure 2.2 compares the proportion of adults agreeing<sup>11</sup> that, in the next six months, there will be good opportunities to start a business locally. The highest level is again in Saudi Arabia (and again almost nine out of 10), but now closely followed by Indonesia. Japan again has the lowest level (just one in eight). More generally, in all of the Level C economies, In nine out of 15 Level B, and in 10 out of 21 Level A economies, more than half of adults agree there are good opportunities locally; but in five economies less than one-third of adults agree with this (Japan, Spain, Cyprus, the Slovak Republic and Hungary).
- Level A: economies with a Gross Domestic Product (GDP) per capita of more than \$40,000; - Germany, Ireland, Netherlands and Norway
- Level B: economies with a GDP per capita of between £20,000 and \$40,000; - Croatia and Turkey
- Level C: economies with a GDP per capita of less than \$20,000

GEM 2021/22 Women’s Entrepreneurship Report From Crisis to Opportunity, <https://www.gemconsortium.org/file/open?fileId=51084>

- While the significance of positive entrepreneurial role models can be important, the choice to start a business may be discarded if people are not able to see good opportunities locally or if they think that starting a business is difficult. Both are considered in the APS Figure 2.2 shows the proportion of adults in each economy who agree or strongly agree that in the next three months there will be good local opportunities to start a business; and Figure 2.3 sets out the proportions who agree or strongly agree that it is easy to start a business.



# WHAT DO WE KNOW ABOUT STARTING A BUSINESS AND THE RECOGNITION OF OPPORTUNITIES?

Attitudes about **pandemic provided new business opportunities** *by entrepreneurial stage and gender*

## TEA

- women TEA and men TEA close to parity (47% women vs. 48.1% men)
- gender gap is far more pronounced in **lower-income countries**
- by **region**:
  - gender gap exists in all but one region, Europe
  - highest rates for women in North America, and the lowest in Europe

# Teaching Notes – Slide 17

- TEA = Total early-stage entrepreneurial activity (TEA) rate measures the proportion of the adult working age population that is actively trying to start a business, or that own and manage a business that is less than three and a half years old.

GEM 2021/22 Women's Entrepreneurship Report From Crisis to Opportunity, <https://www.gemconsortium.org/file/open?fileId=51084>

- Globally, in the 2021 survey, women and men early-stage entrepreneurs were close to parity, with around half in both cases reporting that the pandemic provided new business opportunities (47% women vs. 48.1% men). Women early-stage entrepreneurs in lower-income countries are 17% more likely than men to agree that the pandemic has provided new business opportunities (54.4% women vs. 46.4% men), while women entrepreneurs in high-income countries are 7% less likely than men to agree (45.7% women vs. 49.3% men) (see Figure 10). Taken by region, the highest rates of agreement that the pandemic provided new opportunities for women were found in North America (61.8% women vs. 59.6% men) and the lowest in Europe (38.3% women versus 40.8% men). Women earlystage entrepreneurs were close to parity with men in all but one region, Europe, where women agree less often than men that the pandemic provided new opportunities. North America was the only region where more women than men agreed that the pandemic provided new opportunities. Of note at a country level, women entrepreneurs in Iran are more than twice as likely as their male peers to agree that the pandemic created new business opportunities. Women were at or above parity with men in 22 of the 47 countries in the 2021 survey.
- The same question was asked of established business owners. Less than one-third of women in established businesses agreed that the pandemic created new business opportunities which compares with close to half of the earlystage entrepreneurs. Importantly, women established business owners were close to parity with their male peers in agreeing that new business opportunities had resulted from the pandemic. However, the response patterns differed across national income levels, with the highest rates in lower-income countries, where women are 38% more likely than men to agree that the pandemic brought new business opportunities (43.5% women vs. 31.6% men). The reverse was true in high-income countries, with women established business owners less likely than men to agree that the pandemic resulted in new business opportunities (25.5% women vs. 27.8% men).
- Women established business owners in Latin America & Caribbean were close to parity with men, with close to half in agreement that the pandemic brought new business opportunities. In contrast, only about a quarter of women established business owners in Europe agreed — just slightly less often than their male peers (0.96 female-male ratio). The largest gender gap was found in Middle East & Africa, where women are 24% more likely than men to agree that the pandemic brought new business opportunities (37.1% women vs. 29.8% men). In contrast, women in Central & East Asia are 12% less likely than men to agree that the pandemic produced new business opportunities (27.3% women vs. 31.1% men). Women established business owners in Iran are more than three times as likely as men to agree that the pandemic created new business opportunities, while the highest rates for women established business owners were found in India and the United Arab Emirates, with about two-thirds of women in agreement in those countries. No women established business owners in South Korea responded in agreement to this question.

# WHAT DO WE KNOW ABOUT STARTING A BUSINESS AND THE RECOGNITION OF OPPORTUNITIES?

Attitudes about **pandemic provided new business opportunities** *by entrepreneurial stage and gender*

## **EBO**

- 1/3 of women EBO compared to close to 1/2 women TEA
- women EBO and man EBO close to parity
- by **income group**
  - in female favour in lower-income countries
  - in male favour in high-income countries
- by **region:**
  - **Latin America & Caribbean:** close to half agreement, women-men parity
  - **Europe:** only about 1/4 of women, women-men parity (0.96 female-male ratio)
  - **Middle East & Africa:** largest gender gap (37.1% women vs. 29.8% men)
  - **Central & East Asia:** 27.3% women vs. 31.1% men

# Teaching Notes – Slide 19

GEM 2021/22 Women's Entrepreneurship Report From Crisis to Opportunity, <https://www.gemconsortium.org/file/open?fileId=51084>

The same question was asked of established business owners. Less than one-third of women in established businesses agreed that the pandemic created new business opportunities which compares with close to half of the early stage entrepreneurs. Importantly, women established business owners were close to parity with their male peers in agreeing that new business opportunities had resulted from the pandemic. However, the response patterns differed across national income levels, with the highest rates in lower-income countries, where women are 38% more likely than men to agree that the pandemic brought new business opportunities (43.5% women vs. 31.6% men). The reverse was true in high-income countries, with women established business owners less likely than men to agree that the pandemic resulted in new business opportunities (25.5% women vs. 27.8% men).

Women established business owners in Latin America & Caribbean were close to parity with men, with close to half in agreement that the pandemic brought new business opportunities. In contrast, only about a quarter of women established business owners in Europe agreed — just slightly less often than their male peers (0.96 female-male ratio). The largest gender gap was found in Middle East & Africa, where women are 24% more likely than men to agree that the pandemic brought new business opportunities (37.1% women vs. 29.8% men). In contrast, women in Central & East Asia are 12% less likely than men to agree that the pandemic produced new business opportunities (27.3% women vs. 31.1% men). Women established business owners in Iran are more than three times as likely as men to agree that the pandemic created new business opportunities, while the highest rates for women established business owners were found in India and the United Arab Emirates, with about two-thirds of women in agreement in those countries. No women established business owners in South Korea responded in agreement to this question.

# WHAT DO WE KNOW ABOUT STARTING A BUSINESS AND THE RECOGNITION OF OPPORTUNITIES?

*“There are good opportunities to start a business in the area where I live”*

## **Pandemic as an opportunity?**

- **anticipation:** pandemic has reduced the share of adults agreeing that there will be good opportunities to start a business locally, either by reducing those opportunities or by decreasing their visibility,
- **empirical results:** impact of the pandemic on opportunity recognition has been very diverse → need for further research of the factors that influence opportunity recognition
- the share of those starting or running a new business (TEA) and **seeing pandemic-driven opportunities** they wished to pursue was in 2021 greater than the corresponding proportion of those running established businesses (EBO)

# Teaching Notes – Slide 21

GEM, 2023 - Global Entrepreneurship Monitor 2022/2023 Global Report Adapting to a “New Normal”, <https://www.gemconsortium.org/reports/latest-global-report>

It may be anticipated that the pandemic has reduced the share of adults agreeing that there will be good opportunities to start a business locally, either by reducing those opportunities or by decreasing their visibility, or perhaps some combination of the two. One simple, but inevitably inconclusive, way to assess this is to compare the proportion of adults agreeing there are good opportunities locally in the same economy before the pandemic (2019) and after what is surely the full brunt of the pandemic (2022).

Figure 2.3 compares the proportions agreeing there will be good opportunities to start a business locally in 2019 and 2022 for the 37 economies that participated in GEM research in both years.... Even this limited evidence makes it clear that the impact of the pandemic on opportunity recognition has been very diverse. In some economies, the pandemic may have heightened perceived opportunities and in others it may have had the opposite effect. There is an evident need for further research into the factors that influence opportunity recognition.

Comparing the percentage of adults agreeing there are good opportunities to start a business pre- and post-pandemic (i.e. 2019 and 2022) presents a mixed picture.

GEM 2021/22 Women’s Entrepreneurship Report From Crisis to Opportunity, <https://www.gemconsortium.org/file/open?fileId=51084>

Last year’s Global Report noted that, during the pandemic, many entrepreneurs had identified and acted upon new business opportunities. In the 2021 GEM APS, those starting or running a new business were asked if they agree that the pandemic had provided new opportunities that they want to pursue, while those running an established business were asked if the pandemic had led to new business opportunities that were currently being pursued. Both sets of responses are illustrated in Figure 2.8. The share of those starting or running a new business (TEA) and seeing pandemic-provided opportunities they wished to pursue was greater than the corresponding proportion of those running established businesses (EBO). However, it is easier to say you wish to pursue an opportunity than to report that you are actually going about the business of doing so.

More than half of those starting new businesses saw new opportunities to pursue because of the pandemic in 15 of the 47 economies, while more than half of those running established businesses were pursuing such opportunities in just five economies (Ireland, United Arab Emirates, India, Dominican Republic and South Africa).

It is never easy to start a business, but it is certainly much less difficult to do so when economies are healthy or even booming, with consumer spending rocketing and levels of optimism high. Starting a business during a pandemic, when patterns of business and trade are shifting rapidly, when uncertainty is growing and growth expectations falling, is a very brave undertaking. Yet, as earlier chapters have shown, levels of entrepreneurial activity have largely held up during the economic and social chaos caused by the pandemic. Granted, many of those starting or running a new business believe that it is harder compared to the previous year, but it is also the case that many of those same entrepreneurs perceive new pandemic-driven opportunities that they wish to pursue.

# WHAT DO WE KNOW ABOUT STARTING A BUSINESS AND THE RECOGNITION OF OPPORTUNITIES?

*“In my country, it is easy to start a business”*

- **strong correlation** between the percentage seeing good opportunities and the percentage agreeing it is easy to start a business
- important for policymakers in creating environments in which individuals perceive starting a business as easy
  - favourable policies, support and training

# Teaching Notes – Slide 23

GEM, 2023 - Global Entrepreneurship Monitor 2022/2023 Global Report Adapting to a “New Normal”, <https://www.gemconsortium.org/reports/latest-global-report>

Even those who consider there will be good opportunities to start a business locally may hesitate if they think that starting a business is difficult. Figure 2.4 sets out the proportion of adults in each economy who agree that it is easy to start a business. This chart has a strong resemblance to the earlier Figure 2.2 (although note that, within income groups, economies may be ordered differently), suggesting strong correlation between the percentage seeing good opportunities and the percentage agreeing it is easy to start a business. Once more, Saudi Arabia has the highest level and Japan the lowest. This relationship may be important for policymakers in creating environments in which individuals perceive starting a business as easy, perhaps as a result of favourable policies, support and training, because it is in those environments that individuals see good opportunities for starting a business that will ultimately employ people.

GEM 2021/22 Women’s Entrepreneurship Report From Crisis to Opportunity, <https://www.gemconsortium.org/file/open?fileId=51084>

Putting Figures 2.2 and 2.3 together illustrates what appears to be a strong correlation between the proportion seeing good opportunities and those who consider it easy to start a business. On both counts, Iran, Italy and Japan have relatively low proportions, while India, Saudi Arabia and Sweden each have more than four out of five adults seeing good opportunities to start a business and also more than four out of five agreeing it is easy to start a business.



# WHAT DO WE KNOW ABOUT STARTING A BUSINESS AND THE RECOGNITION OF OPPORTUNITIES?

- **countries that do best:** Saudi Arabia, Brazil, Qatar, Puerto Rico, **the Netherlands** and Poland
- but starting a business is constrained by the **fear of failure**
  - **around a half** of those agreeing there will be good opportunities would not start a business because of **fear of failure**
- **overcoming this fear through:**
  - better knowledge of risk management techniques
  - changes in insolvency regulations,
  - better promotion of entrepreneurial success stories
  - etc.

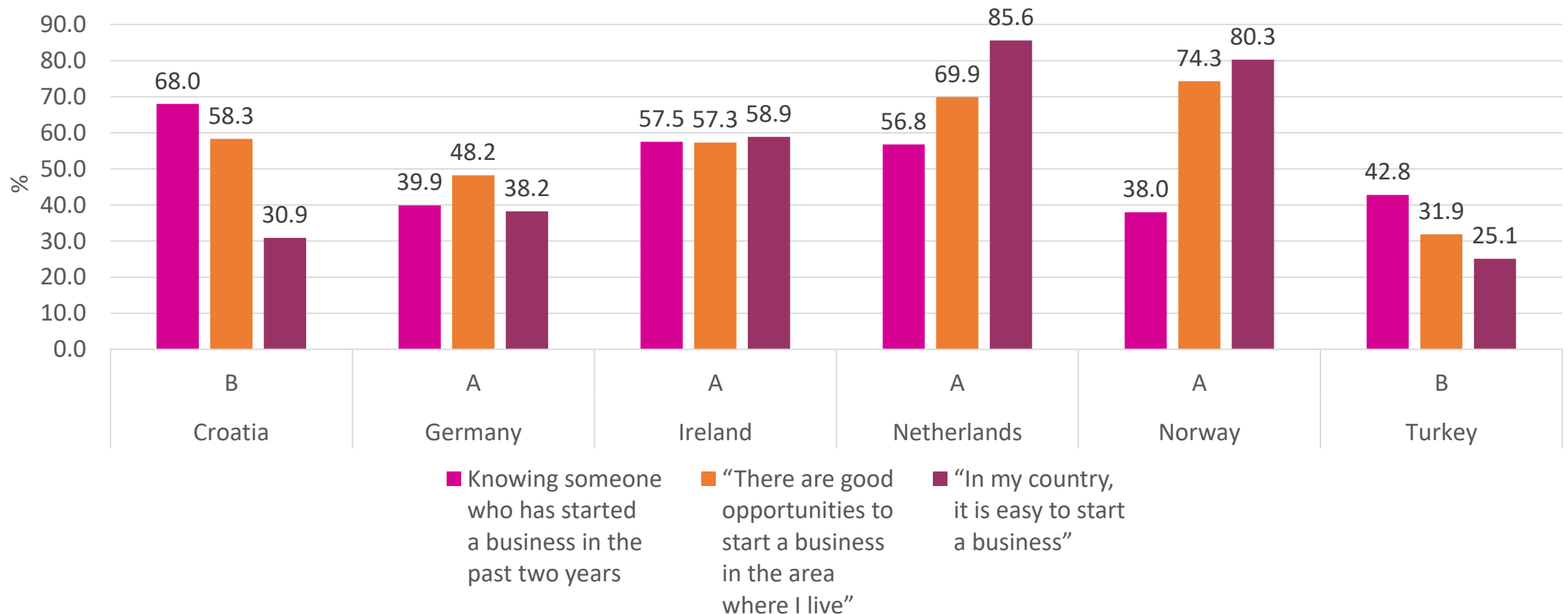
# Teaching Notes – Slide 25

GEM, [2023](https://www.gemconsortium.org/reports/latest-global-report) - Global Entrepreneurship Monitor 2022/2023 Global Report Adapting to a “New Normal”, <https://www.gemconsortium.org/reports/latest-global-report>

In the figures showing the percentage of adults agreeing there are good opportunities to start a business, that they have the skills and experience to do so, and that starting a business is easy, the same economies recur towards the top of these scales, and these include Saudi Arabia, Brazil, Qatar, Puerto Rico, the Netherlands and Poland. However, in each of these economies, around a half of those agreeing there will be good opportunities would not start a business because of fear of failure. Hence, the share of adults expecting to start a business in the next three years in these economies appears severely constrained by the fear of failure. Overcoming this fear — for example, through better knowledge of risk management techniques, mitigating the costs of failure through changes in insolvency regulations, or better promotion of entrepreneurial success stories — could all contribute to an increase in startup rates.

# WHAT DO WE KNOW ABOUT STARTING A BUSINESS AND THE RECOGNITION OF OPPORTUNITIES? (in the project countries)

Public attitudes and perceptions (% of adults aged 18–64 somewhat or strongly agree)

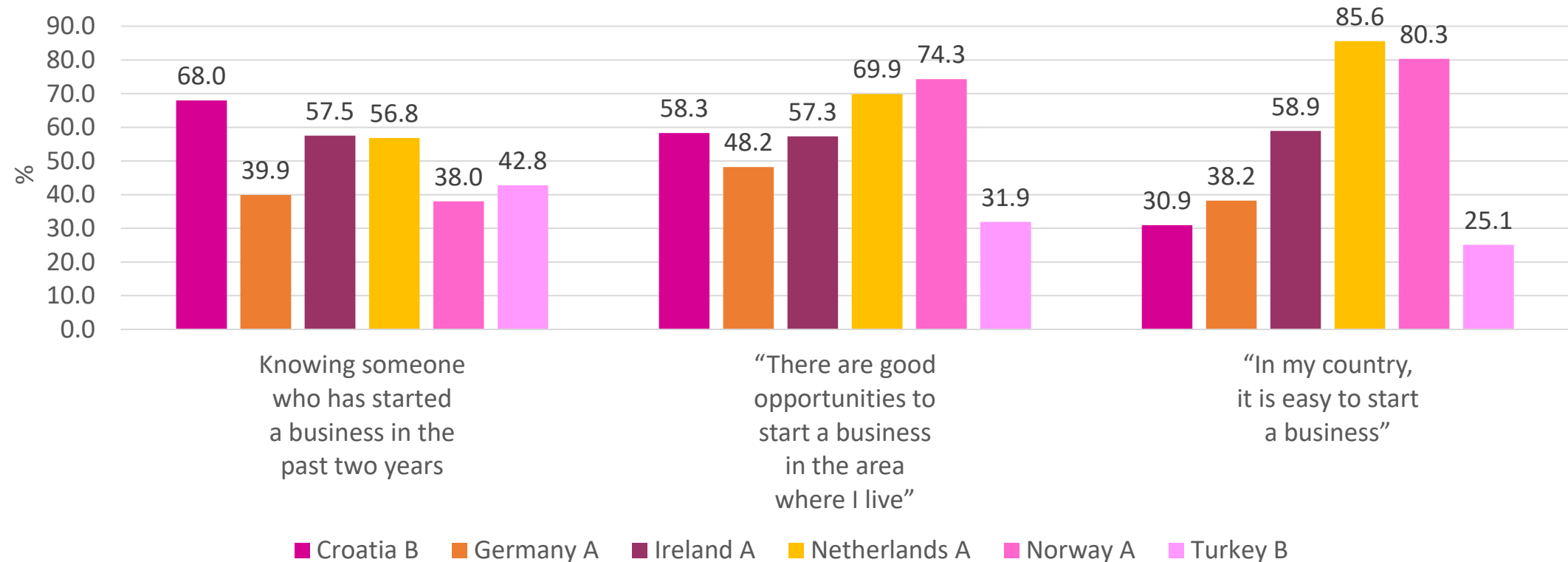


# Teaching Notes – Slide 27

- Level A: economies with a Gross Domestic Product (GDP) per capita of more than \$40,000; - Germany, Ireland, Netherlands and Norway
- Level B: economies with a GDP per capita of between £20,000 and \$40,000; - Croatia and Turkey
- Level C: economies with a GDP per capita of less than \$20,000
- We see that there are differences according to the income level and similarities between some countries in our project.

# WHAT DO WE KNOW ABOUT STARTING A BUSINESS AND THE RECOGNITION OF OPPORTUNITIES? (in the project countries)

Public attitudes and perceptions (% of adults aged 18–64 somewhat or strongly agree)



# Teaching Notes – Slide 29

- Here is the graphic representation that makes easier to compare the reasoning in the observed countries.

# WHAT DO WE KNOW ABOUT STARTING A BUSINESS AND THE RECOGNITION OF OPPORTUNITIES? (in the project countries)

The most recent data:

**Table 1.** Public attitudes and perceptions (% of adults aged 18–64 somewhat or strongly agree)

Spatial coverage	Income group	<i>Knowing someone who has started a business in the past two years</i>	<i>“There are good opportunities to start a business in the area where I live”</i>	<i>“In my country, it is easy to start a business”</i>
Croatia	B	66.5	60.0	34.0
Germany	A	34.2	39.5	34.6
Ireland	No data	No data	No data	No data
Netherlands	A	54.5	61.6	82.9
Norway	A	42.6	73.6	82.8
Turkey	No data	No data	No data	No data

**Source:** Made by author according to Global Entrepreneurship Monitor 2022/2023 Global Report Adapting to a “New Normal”

**Note:** They are not complete because some countries didn’t run research during the pandemics.

# MOTIVATIONS FOR STARTING A BUSINESS

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- individuals tend to **start businesses for different reasons** across *different economies and income groups*
  - **social and environmental objectives** as well as the traditional **profit motive**
- motives for starting a business **in GEM APS:**



- **Opportunity vs necessity motives?**



# Teaching Notes – Slide 32

GEM, [2023](https://www.gemconsortium.org/reports/latest-global-report) - Global Entrepreneurship Monitor 2022/2023 Global Report Adapting to a “New Normal”, <https://www.gemconsortium.org/reports/latest-global-report>

- Individuals tend to start businesses for different reasons *across different economies and income groups*. Significantly, these motivations increasingly include social and environmental objectives as well as the traditional profit motive. This bodes well for potential shifts towards more purpose-driven companies that add value to society and address some of the world’s biggest challenges according to the United Nations Sustainable Development Goals.
- Since 2019, the GEM APS (‘Adult Population Survey’) has asked those starting or running a new business whether they agreed with the following four defined motivations:
  - To make a difference in the world;
  - To build great wealth or very high income;
  - To continue a family tradition;
  - To earn a living because jobs are scarce.
- Entrepreneurs can somewhat agree or strongly agree with each motivation — and many do so. The proportions of those starting or running a business, and agreeing<sup>25</sup> with either of the first two motivations are shown in Figure 4.3, and those agreeing with the third or fourth motivations in Figure 4.4

[GEM 2021/22 Women’s Entrepreneurship Report From Crisis to Opportunity](https://www.gemconsortium.org/file/open?fileId=51084), <https://www.gemconsortium.org/file/open?fileId=51084>

- Entrepreneurs by their very nature are both passionate and creative when it comes to starting businesses. Their world can be exciting and dynamic, with many drivers at play. For this reason, there can be a wide variety of motives for starting a business: trying to make a difference in the world, building great wealth or income for themselves, their families and community, continuing a family tradition or generating an income when jobs are scarce. These reasons are all common. However, the most popular reason for starting a business is the desire of the entrepreneur to have independence and autonomy. This chapter takes an in-depth look at the major reasons that entrepreneurs start a business according to the 2021 GEM data collected during the COVID-19 pandemic.
- The GEM APS specifies four motivations for starting a business, and then asks those already starting or running a new business whether they agree or disagree<sup>33</sup> with each motivation. The four specified motivations are:
  - To make a difference in the world;
  - To build great wealth or very high income;
  - To continue a family tradition;
  - To earn a living because jobs are scarce.

# MOTIVATIONS FOR STARTING A BUSINESS

## Most popular choices:

- “to earn a living because jobs are scarce” (1.)
- “to build great wealth or very high income” (2.)
- “to make difference in the world” (3.)
  - almost as popular
  - generally higher in low-income economies
- “to continue a family tradition” (4.)
  - important in a few specific economies
  - support typically also fell as income level rose

# Teaching Notes – Slide 34

- These slides again include a few hidden slides that follow that explain the data more thoroughly for the presenter.
- GEM, [2023](https://www.gemconsortium.org/reports/latest-global-report) - Global Entrepreneurship Monitor 2022/2023 Global Report Adapting to a “New Normal”, <https://www.gemconsortium.org/reports/latest-global-report>
- When those starting or running a new business were asked whether they agree with four defined motivations for starting their business, “to build great wealth or very high income” and “to earn a living because jobs are scarce” were the most popular choices, although support for the latter declined as income level increased. The motivation “to make difference in the world” was almost as popular, although the proportion of new entrepreneurs agreeing was generally higher in low-income economies. The motivation “to continue a family tradition” was important in a few specific economies, although its support typically also fell as income level rose.

# MOTIVATIONS FOR STARTING A BUSINESS

*“ To make a difference in the world”*

- most challenging to interpret
- it **generally declined with income level** with rather less agreement in Level A than in B or C, but not by much
  - entrepreneurs in low-income economies have high awareness about global issues
    - United Nations Sustainable Development Goals
- **younger entrepreneurs** (aged 18-34)

# Teaching Notes – Slide 36

- [GEM, 2023](https://www.gemconsortium.org/reports/latest-global-report) - Global Entrepreneurship Monitor 2022/2023 Global Report Adapting to a “New Normal”, <https://www.gemconsortium.org/reports/latest-global-report>
- The proportion of entrepreneurs agreeing with the motivation “to make a difference in the world” in 2022 generally declined with income level, with rather less agreement in Level A than in B or C, but not by much. More than seven out of 10 new entrepreneurs agreed with this motive in four out of 13 Level C economies, two out of 15 Level B and just one out of 21 Level A economies.
- If Figures 4.3 and 4.4 contain a surprise, it is that “to make a difference in the world” had, on the whole, more agreement among low-income economies than in high-income economies.
- [GEM 2021/22 Women’s Entrepreneurship Report From Crisis to Opportunity](https://www.gemconsortium.org/file/open?fileId=51084), <https://www.gemconsortium.org/file/open?fileId=51084>
- The blue bars in Figure 5.2 represent the percentage of those starting or running a new business in that economy that agree with the motivation “to make a difference in the world”. Of the four listed motivations, this is the most challenging to interpret, since making a difference in the world may mean very different things in different places or to different income groups.<sup>34</sup> Certainly, any presumption that making a difference in the world is a preoccupation of only wealthier economies is misplaced, with seven out of 10 Level C economies having more than half of their entrepreneurs agree with this motive, compared to five out of 18 Level B economies and nine out of 19 Level A. Seven economies had seven out of 10 or more of their entrepreneurs agree with this motive: five from Level C plus Canada and the United States from Level A. Five economies had less than one in five of their entrepreneurs agree with this motive, including two — Republic of Korea and Kazakhstan — where less than one in 10 entrepreneurs agreed.
- “Making a difference in the world” as an entrepreneurial motivation is not just restricted to Level A economies. More than half of the entrepreneurs in seven out of 10 Level C economies agreed with this motive. As is often the case, low-income economies are often the hardest hit when major global events such as climate change or global pandemics strike. Entrepreneurs in low-income economies therefore have high awareness about global issues that need resolution such as those outlined in the United Nations Sustainable Development Goals.
- Younger entrepreneurs (aged 18–34) are more likely to agree with the aspirational motive “to make a difference in the world”, while older entrepreneurs favour “Earning a living because jobs are scarce”. Differences between motivations between the age groups may also play some part in explaining differences in levels of entrepreneurial activity between them.

# MOTIVATIONS FOR STARTING A BUSINESS

*“To build great wealth or very high income”*

- **consistent** across the countries: as popular in high-income as in low-income economies
- only five economies had less than 40% of their entrepreneurs agreeing with this motivation
  - all were in Europe
- ***wealth generation remains a formidable driver of entrepreneurial activity***

# Teaching Notes – Slide 38

GEM, 2023 - Global Entrepreneurship Monitor 2022/2023 Global Report Adapting to a “New Normal”, <https://www.gemconsortium.org/reports/latest-global-report>

- The proportion of new entrepreneurs agreeing with the motivation “to build great wealth or very high income” was generally a more popular choice than “to make a difference in the world”, with a higher proportion agreeing in 34 of the 49 economies, although the differences were usually small. The motivation “to build great wealth or very high income” was as popular in high-income as in low-income economies, agreed by more than three out of four of those starting or running a new business in five Level C economies and five Level A. Only five economies had less than 40% of their entrepreneurs agreeing with this motivation. Interestingly, all were in Europe. Last year’s Global Report noted that “wealth generation remains a formidable driver of entrepreneurial activity”. Results from the 2022 GEM APS offer strong confirmation of this assessment.
- Recall that “to build great wealth or very high income” had been equally popular in both low-income and high-income economies.

GEM 2021/22 Women’s Entrepreneurship Report From Crisis to Opportunity, <https://www.gemconsortium.org/file/open?fileId=51084>

- Wealth generation remains a formidable driver of entrepreneurial activity. Results for the proportion of entrepreneurs agreeing with the business creation motive “to build great wealth or very high income” (the orange bars in Figure 5.2), were more consistent. This was agreed with by more than two out of three entrepreneurs in 17 economies including six from the Level C group, seven from Level A and just four from the Level B group. Less than a third of those starting or running a new business agree with this motivation in just two economies: the Slovak Republic and Hungary.

# MOTIVATIONS FOR STARTING A BUSINESS

## *“To continue a family tradition”*

- continues to be important in a minority of economies, especially low-income ones
- very strong cultural component
- pandemic has brought new challenges



# Teaching Notes – Slide 40

GEM, 2023 - Global Entrepreneurship Monitor 2022/2023 Global Report Adapting to a “New Normal”, <https://www.gemconsortium.org/reports/latest-global-report>

- The motivation “to continue a family tradition” continues to be important in a minority of economies, especially low-income ones. This motivation was agreed with by over half of the new entrepreneurs in three Level C economies, but just one Level B and one Level A. Conversely, this was agreed by one in four new entrepreneurs or less in two Level C economies, five Level B, and 11 Level A economies.

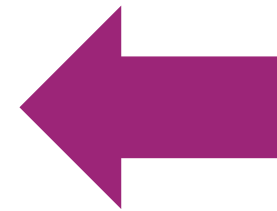
GEM 2021/22 Women’s Entrepreneurship Report From Crisis to Opportunity, <https://www.gemconsortium.org/file/open?fileId=51084>

- Continuing a family tradition is an important motivation in a minority of economies, agreed by around a half or more of entrepreneurs in just eight of the 47 economies (see Figure 5.3), while in nine economies less than one in five entrepreneurs agree with this motivation. Starting a business to continue a family tradition has a very strong cultural component, giving it high relevance in specific contexts, although the pandemic has brought new challenges.<sup>35</sup>
- According to De Massis & Rondi, family firms — the most ubiquitous form of business organization in any world economy — have been required to rethink the issue of succession for continuity because of the COVID-19 pandemic. De Massis, A., & Rondi, E. (2020). COVID-19 and the future of family business research. *Journal of Management Studies*, 57(8), 1727–31. <https://doi.org/10.1111/joms.12632>

# MOTIVATIONS FOR STARTING A BUSINESS

*“To earn a living because jobs are scarce”*

- popularity declines with **income level**
- dominant motivation for starting a business, especially **outside of Europe**
- **older entrepreneurs**
- compared to than **“to build great wealth or very high income”**
  - **higher agreement** in low-income economies
  - **roughly the same** in middle-income economies
  - **lower agreement** in high-income economies



*jobs are likely to be scarcer in low- compared to high- income economies*

# Teaching Notes – Slide 42

GEM, 2023 - Global Entrepreneurship Monitor 2022/2023 Global Report Adapting to a “New Normal”, <https://www.gemconsortium.org/reports/latest-global-report>

The motivation “to earn a living because jobs are scarce” was more popular, although that popularity declined with income level. This motivation was agreed with by over three out of four new entrepreneurs in 11 Level C economies, four Level B and just one Level A economy, and by under a half of new entrepreneurs in no Level C economy, just one Level B economy, but in 10 Level A economies.

A brief inspection of Figures 4.3 and 4.4 shows that “to earn a living because jobs are scarce” typically had higher agreement than “to build great wealth or very high income” in low-income economies, the two being roughly the same in middle-income economies, but “to build great wealth or very high income” was the more popular of the two motivations in high-income economies, largely because the agreement with “to earn a living because jobs are scarce” had declined with income. None of this is surprising, given that jobs are likely to be scarcer in low- compared to high-income economies.

GEM 2021/22 Women’s Entrepreneurship Report From Crisis to Opportunity, <https://www.gemconsortium.org/file/open?fileId=51084>

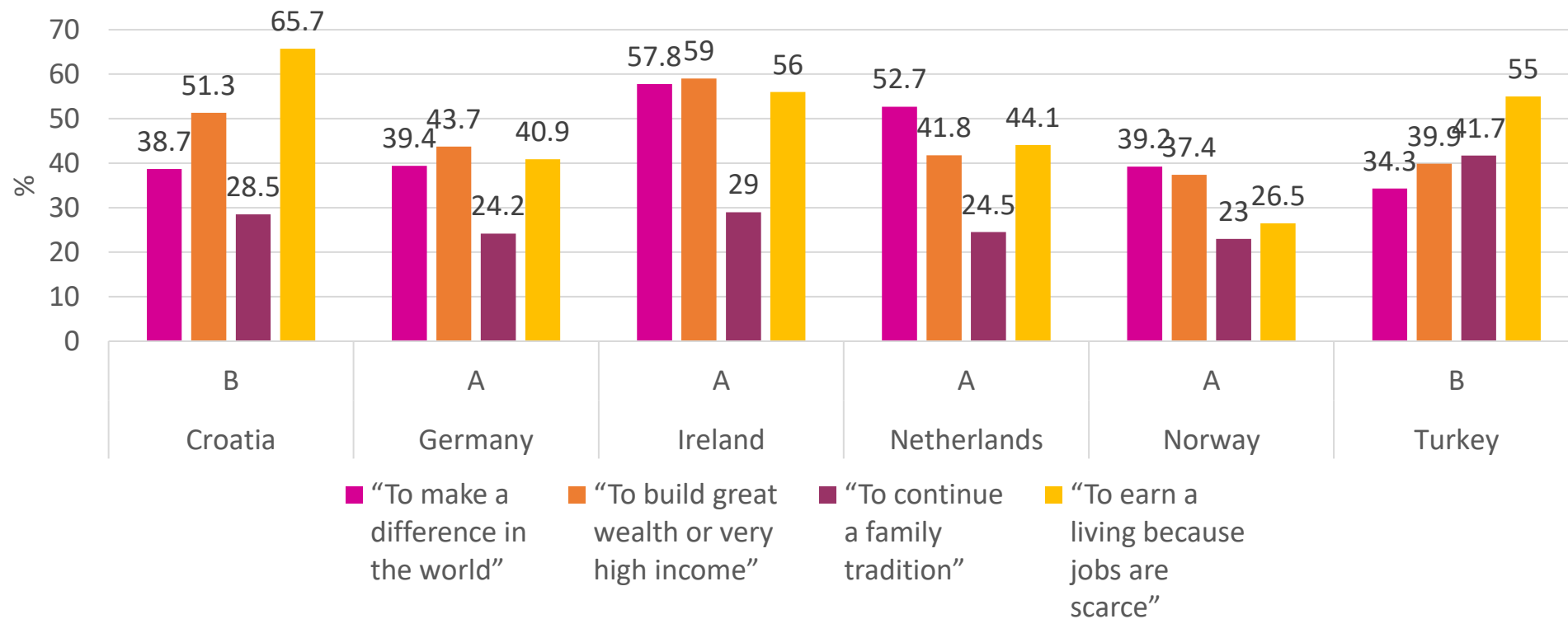
Results for the motive “to earn a living because jobs are scarce” are much more consistent.<sup>36</sup> Of the 28 economies in Levels B and C combined, only Kazakhstan has less than half of its entrepreneurs agreeing with this statement. A half or more of respondents in nine of the 19 Level A economies agree with this motive. Levels of agreement exceeded four out of five entrepreneurs in nine economies, only one of which is in Europe (the Slovak Republic). Meanwhile, less than one in three of those starting or running a new business in just three economies agreed with this motivation, all of them being European (Sweden, Norway and Luxembourg).

That said, the more obvious “Earning a living because jobs are scarce” is a dominant motivation for starting a business, especially outside of Europe. More than two out of three entrepreneurs agree with this motive in nearly half of the economies participating in the GEM APS in 2021. It will be interesting to see if agreement with this motive declines as economies begin to recover.

Younger entrepreneurs (aged 18–34) are more likely to agree with the aspirational motive “to make a difference in the world”, while older entrepreneurs favour “Earning a living because jobs are scarce”. Differences between motivations between the age groups may also play some part in explaining differences in levels of entrepreneurial activity between them.

# MOTIVATIONS FOR STARTING A BUSINESS (in project countries)

The motivation to start a business (% of Total early-stage Entrepreneurial Activity who somewhat or strongly agree)



Source: Made by author according to Global Entrepreneurship Monitor 2021/2022 Global Report Opportunity Amid Disruption

# Teaching Notes – Slide 44

GEM, 2023 - Global Entrepreneurship Monitor 2022/2023 Global Report Adapting to a “New Normal”, <https://www.gemconsortium.org/reports/latest-global-report>

The motivation “to earn a living because jobs are scarce” was more popular, although that popularity declined with income level. This motivation was agreed with by over three out of four new entrepreneurs in 11 Level C economies, four Level B and just one Level A economy, and by under a half of new entrepreneurs in no Level C economy, just one Level B economy, but in 10 Level A economies.

A brief inspection of Figures 4.3 and 4.4 shows that “to earn a living because jobs are scarce” typically had higher agreement than “to build great wealth or very high income” in low-income economies, the two being roughly the same in middle-income economies, but “to build great wealth or very high income” was the more popular of the two motivations in high-income economies, largely because the agreement with “to earn a living because jobs are scarce” had declined with income. None of this is surprising, given that jobs are likely to be scarcer in low- compared to high-income economies.

GEM 2021/22 Women’s Entrepreneurship Report From Crisis to Opportunity, <https://www.gemconsortium.org/file/open?fileId=51084>

Results for the motive “to earn a living because jobs are scarce” are much more consistent.<sup>36</sup> Of the 28 economies in Levels B and C combined, only Kazakhstan has less than half of its entrepreneurs agreeing with this statement. A half or more of respondents in nine of the 19 Level A economies agree with this motive. Levels of agreement exceeded four out of five entrepreneurs in nine economies, only one of which is in Europe (the Slovak Republic). Meanwhile, less than one in three of those starting or running a new business in just three economies agreed with this motivation, all of them being European (Sweden, Norway and Luxembourg).

That said, the more obvious “Earning a living because jobs are scarce” is a dominant motivation for starting a business, especially outside of Europe. More than two out of three entrepreneurs agree with this motive in nearly half of the economies participating in the GEM APS in 2021. It will be interesting to see if agreement with this motive declines as economies begin to recover.

Younger entrepreneurs (aged 18–34) are more likely to agree with the aspirational motive “to make a difference in the world”, while older entrepreneurs favour “Earning a living because jobs are scarce”. Differences between motivations between the age groups may also play some part in explaining differences in levels of entrepreneurial activity between them.

# MOTIVATIONS FOR STARTING A BUSINESS (in project countries)

## The most recent data:

**Table 1.** The motivation to start a business (% of Total early-stage Entrepreneurial Activity who somewhat or strongly agree)

Spatial coverage	Income group	<i>“To make a difference in the world”</i>	<i>“To build great wealth or very high income”</i>	<i>“To continue a family tradition”</i>	<i>“To earn a living because jobs are scarce”</i>
Croatia	B	40.8	48.8	26.7	70.2
Germany	A	42.8	47.8	32.9	47.2
Ireland	No data	No data	No data	No data	No data
Netherlands	A	46.8	45.8	24.6	39.4
Norway	A	48.0	46.1	22.9	30.4
Turkey	No data	No data	No data	No data	No data

*Source: Made by author according to Global Entrepreneurship Monitor 2022/2023 Global Report Adapting to a “New Normal”*

# MOTIVATIONS FOR STARTING A BUSINESS BY GENDER

## FEMALE REASONS

- to make a difference (52.9% women vs. 51.0% men)
- due to job scarcity (72.5% women vs. 67.2% men).

## MALE REASONS

- to build wealth (56% women vs. 63.3% men)
- to continue a family tradition (32.9% women vs. 35.7% men)

# Teaching Notes – Slide 47

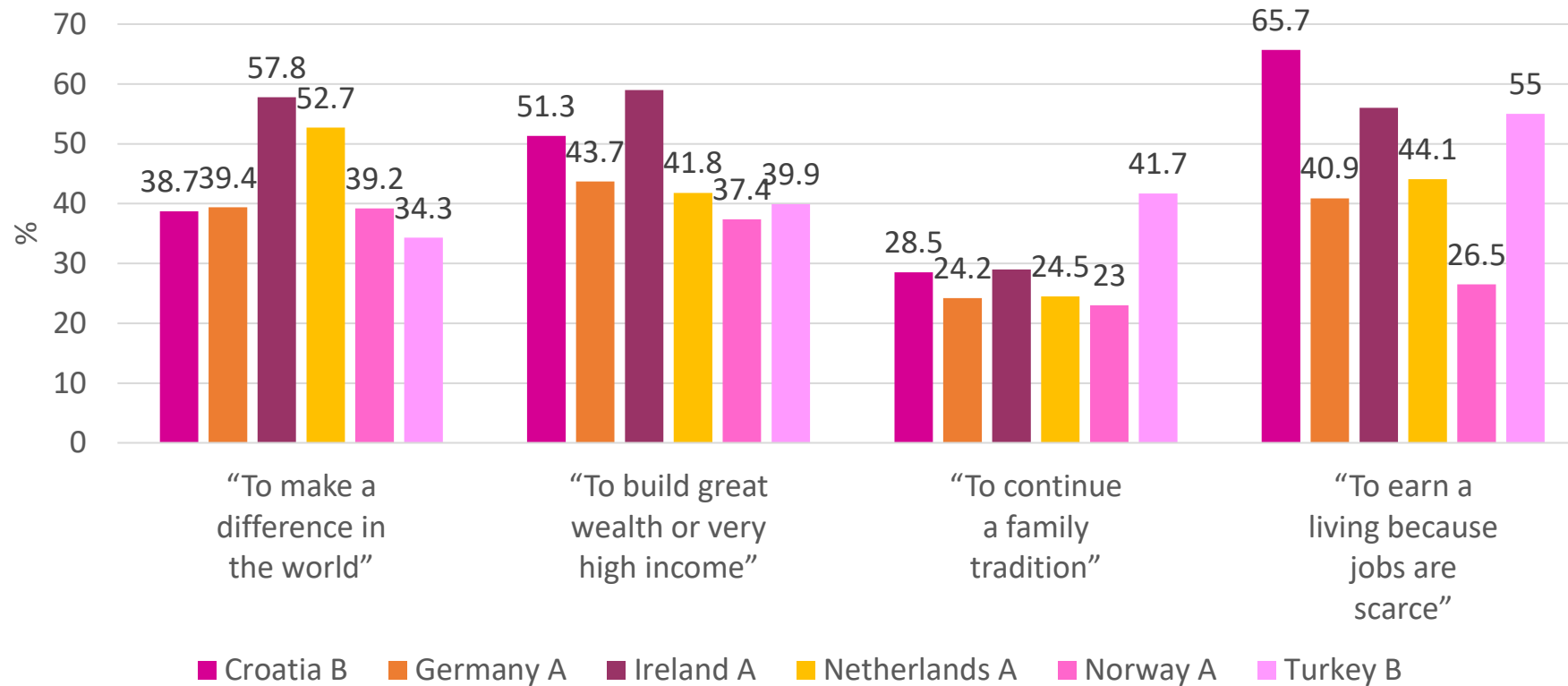
GEM 2021/22 Women's Entrepreneurship Report From Crisis to Opportunity, <https://www.gemconsortium.org/file/open?fileId=51084>

- Women and men tend to start businesses for different reasons, with job scarcity being the most reported startup motivation for all entrepreneurs. Globally in 2021, women were more likely than men to report key motives for starting a business being to make a difference (52.9% women vs. 51.0% men) or due to job scarcity (72.5% women vs. 67.2% men). Meanwhile, men were more likely to report starting a business in order to build wealth (56% women vs. 63.3% men) or to continue a family tradition (32.9% women vs. 35.7% men) (see Figure 3).



# MOTIVATIONS FOR STARTING A BUSINESS (in project countries)

The motivation to start a business (% of Total early-stage Entrepreneurial Activity who somewhat or strongly agree)



Source: Made by author according to Global Entrepreneurship Monitor 2021/2022 Global Report Opportunity Amid Disruption

# MOTIVATIONS FOR STARTING A BUSINESS BY REGION AND GENDER

- **largest gender difference** was found in **Europe** for the ***wealth building motivation***
  - **on the male side** (0.83 female–male ratio)
- **gender gap in the reverse direction (on the female side)** was found in all regions except Central & East Asia for ***job scarcity***
  - the greatest in Latin America & Caribbean
- ***continuing a family tradition***
  - on the male side in all region except Latin America & Caribbean (37.3% women vs. 36%)
  - largest gender difference was observed in Europe (20.6% women vs. 23.1% men)
  - countries with low vs high rates of women’s labour force participation and entrepreneurial activity

# Teaching Notes – Slide 50

GEM 2021/22 Women's Entrepreneurship Report From Crisis to Opportunity, <https://www.gemconsortium.org/file/open?fileId=51084>

- Across regions, the largest gender difference was found in Europe for the wealth building motivation, with a very wide gap of a 0.83 female– male ratio. Two out of five women entrepreneurs in Europe reported wealth building as a startup motive compared to about half of their male counterparts (41.8% women vs. 50.9% men). In contrast, a gender gap in the reverse direction was found in Latin America & Caribbean for job scarcity. Among entrepreneurs in this region, four in five women reported job scarcity as a startup motive compared to less than three-quarters of men (82.4% women vs. 73.0% men). In fact, women entrepreneurs are more likely to report job scarcity as a startup motive in all regions except Central & East Asia where they were at gender parity.
- In all regions except Central & East Asia, women are more likely than men to report making a difference as a startup motive.
- Women are generally less likely than men to report continuing a family tradition as a reason for starting a business in all regions except Latin America & Caribbean (37.3% women vs. 36%). Continuing a family tradition is the least reported startup motive for both men and women. The largest gender difference was observed in Europe where women are much less likely to cite family tradition as a motive (20.6% women vs. 23.1% men). The largest gender differences were found in Hungary (0.38 female–male ratio), Luxembourg (0.39 female–male ratio), Iran (0.43 female–male ratio) and Oman (0.47 female–male ratio). This is not a surprising finding in countries in which women's labour force participation and entrepreneurial activity is historically low; however, the finding is less well understood in countries in which women have high rates of economic participation.

# MOTIVATIONS FOR STARTING A BUSINESS BY INCOME GROUP AND GENDER



- **high-income countries**
  - the least important reason: ***due to job scarcity***
    - **women outnumbered men** (68.9% women vs. 61.9% men)
      - **exceptions:** Kuwait, Germany, Switzerland, Sweden, Kazakhstan, Iran, Canada, Luxembourg and **the Netherlands**

# Teaching Notes – Slide 52

GEM 2021/22 Women's Entrepreneurship Report From Crisis to Opportunity, <https://www.gemconsortium.org/file/open?fileId=51084>

- Women and men entrepreneurs in high-income countries are the least likely to report starting a business due to job scarcity, although again women outnumbered men (68.9% women vs. 61.9% men). These findings are consistent with published academic research using GEM data.<sup>2</sup> Women are just as likely or more likely to report job scarcity as a startup motive in all but nine countries where men showed higher rates (Kuwait, Germany, Switzerland, Sweden, Kazakhstan, Iran, Canada, Luxembourg and the Netherlands). Women in Taiwan and South Korea are much more likely to report job scarcity as a motive compared to men.
- Hechavarría, D.M., Terjesen, S.A., Ingram, A.E., Renko, M., Justo, R., & Elam, A. (2017). Taking care of business: The impact of culture and gender on entrepreneurs' blended value creation goals. *Small Business Economics*, 48(1), 225–57

03

What does the  
WeRIn project  
say about this  
principle?



## Key Issues Across the Regional Scans (*among others*)

- *motivations of female entrepreneurs differ from traditional values associated with entrepreneurship*
- *female entrepreneurs worry about **balancing** entrepreneurship with other commitments*



# Teaching Notes – Slide 55

## Key Issues Across the Regional Scans

- Subsequently, UIIN presented a synthesis report of the regional scans showcasing ten common issues that appeared to be reoccurring across the regions (Appendix 4):
- The entrepreneurial ecosystem still perceived as a male space
- Stereotypes about women in entrepreneurship are still prevalent
- Motivations of female entrepreneurs differ from traditional values associated with entrepreneurship
- Female entrepreneurs tend to have poorer access to funding
- There is a lack of female role models in the entrepreneurship field
- There is a hidden bias associated with women in entrepreneurship
- There are wider inclusivity issues in the entrepreneurship field
- There are elements missing from (women's) entrepreneurship education
- Do women-only entrepreneurship networks lead to segregation or integration?
- Female entrepreneurs worry about balancing entrepreneurship with other commitments



Not at all important

Motivations of Female Entrepreneurs differ from traditional entrepreneurship values associated with entrepreneurship

7.2

Female Entrepreneurs worry about balancing entrepreneurship with other commitments

6.2

How we go beyond the traditional narrative and how can we shape it now

7.4

There are elements missing from (women's) entrepreneurship education

6.8

Female entrepreneurs tend to have poorer access to funding

7.6

Extremely Important



# Teaching Notes – Slide 57

- This are the factors that the participants of WeRin international and regional Think-tanks chose to be the most important if we want to make entrepreneurial ecosystem more inclusive.
- We see that the most focus was on poorer access to funding which stops women from starting a business, traditional views of a society that entrepreneurship is primarily reserved for the “privileged” mature white men who want to make fortune, and women tend to have different goals and values in mind when starting their businesses.

---

Women often have **non-traditional entrepreneurship values**, like focus on sustainable business and organic growth (instead of just profit & fast growth)

**Action** is necessary in the sphere of **changing** the normative and cultural-cognitive social milieu stemming from traditional (and persistent) attitudes and behaviours



**How do we go beyond  
the traditional  
narrative and how do  
we change it now?**



# How do we go beyond the traditional narrative and how do we change it now?

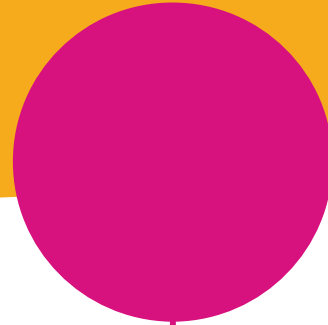
- changing the narratives that describe entrepreneurship from solo hero to ecosystem networks and the resource providers
- including broader aims of entrepreneurship, such as **sustainability, social mission, and value creation** instead of focusing only on profit & business growth



# How do we go beyond the traditional narrative and how do we change it now?



Create a safe space for groups to share and collect data as input for Train-the-Trainer



Design Train-the-Trainer sessions



Create communities to share issues and work together on solutions

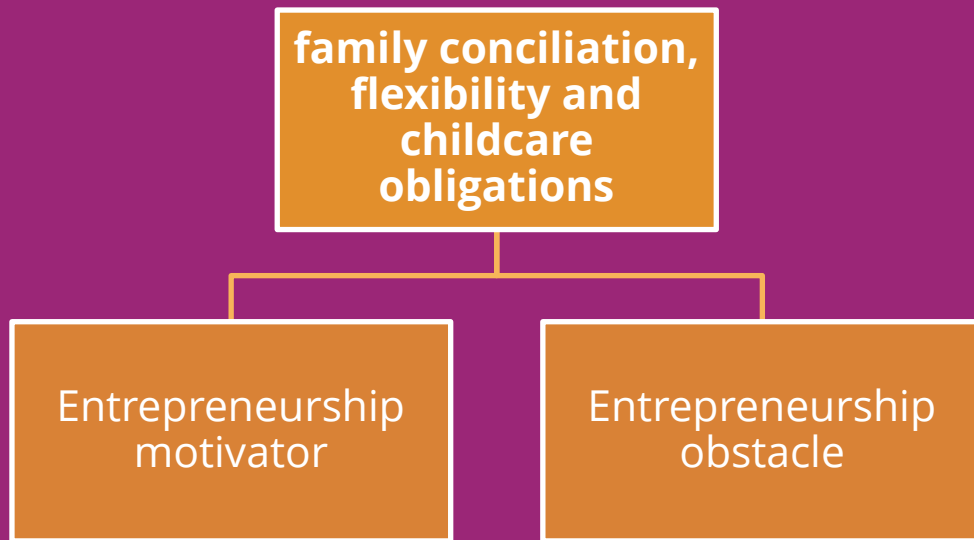
04

**Exercise**



## 4. Exercise

Representatives of each country discuss and state whether







	Motivator	Obstacle
Croatia		
Germany		
Ireland		
Netherlands		
Norway		
Turkey		

# Teaching Notes – Slides 64-65

- This exercise is intended more for the audience comprising the entrepreneurship educators (EE) or women entrepreneurs (WE) or managers of the entrepreneurship programs and policymakers (PM).
- The literature agrees that more women enter into entrepreneurship due to necessity rather than the pursuit of opportunity. For instance, family conciliation, flexibility and childcare obligations as strong motivators to become entrepreneurs.
- Whereas UIIN (WeRin) presented a summary report on the regional reviews which outlined ten common problems that appeared to be recurring across the regions. One of them is that female entrepreneurs take care of balancing between entrepreneurship and other obligations (family, children).
- (Representatives of each country) discuss and state whether obligations to family and children are a motivator for entering entrepreneurship or an obstacle to entering entrepreneurship.

## 4. Exercise

---

### *“Image Insights”* by Jennifer Capps

#### Description:

This exercise will help your students to identify opportunities in everyday situations.

Allows students to find entrepreneurial opportunities.

Groups from 20-100 participants.

Time frame: about 30-60 minutes, but flexible according to the needs of the educator



## Example:

### First iteration:

Randomly assign students into groups of 3-4 people. Give them the following assignment:

*Based on the image that has been provided to your team, conduct a brief 3-4 minute search to identify at least 3 interesting entrepreneurial ventures that have a product or service that is impacting your given scene.*

Have each group show their pictures and quickly present:

- The company they found
- The pain/problem that company is solving



### Discussion

*The aha moment happens when the 2nd or 3rd team waiting to present on an image keeps hearing the same companies that they found. They realize they didn't dig deep enough.*

### Second iteration (Presentation - Discussion)

Tell them they cannot talk about the same companies, and they cannot talk about the same problems. Encourage students to not restrict themselves to just the image they are seeing.

*The goal is for students to learn to expand the way they think about opportunities in the world around them.*

*(Source: Capps, J. Image Insights)*

05

Discussion and  
implications



# 5. DISCUSSION AND IMPLICATIONS

---

## Gender lenses

- **dominant narrative and stereotypes** around entrepreneurship:
  - innovative leadership of male entrepreneurs
  - over-representation of women among the poorest
- **simple dichotomy** like *necessity versus opportunity* entrepreneurship opposition
  - reproduction of gender inequality in entrepreneurship
- **What is the truth?**
  - false dichotomy?
  - opportunity motivations are also strong among the necessity entrepreneurs

# Teaching Notes – Slide 70

**GEM 2021/22 Women's Entrepreneurship Report From Crisis to Opportunity, <https://www.gemconsortium.org/file/open?fileId=51084>**

Much of the **dominant narrative around entrepreneurship** has focused on the **innovative leadership of male entrepreneurs** and the **over-representation of women among the poorest, most vulnerable businesses** in a given economy. While there is evidence to support both of **these stereotypes of entrepreneurship**, the key role that women play at both ends of the spectrum gets lost in the conversation. As such, the **stereotypes of males as successful, high growth entrepreneurs** and **females as the poorest, most vulnerable entrepreneurs** represent a false dichotomy, much like the **necessity versus opportunity** entrepreneurship opposition.

## 5. DISCUSSION AND IMPLICATIONS

---

# WRAP UP Principle Opportunity-driven Entrepreneurship

Develop policy that underpins a mobilization of financing and support in the sectors in which women are active

Address structural barriers by debunking gender norms in entrepreneurship

**Celebrate successful women founders as important role models that show younger women what is possible**





# Teaching Notes – Slide 73

GEM 2021/22 Women's Entrepreneurship Report From Crisis to Opportunity, <https://www.gemconsortium.org/file/open?fileId=51084>

The findings presented in this special report on women and entrepreneurship suggests that significant work remains to be done to encourage and support women entrepreneurs as they *create businesses that advance both economic and social development for themselves, their families, their communities and their countries*. As researchers reveal a clearer understanding of how and why women entrepreneurs start and grow new businesses, the evidence points policymakers and program leaders towards more effective solutions to address the *barriers to business startup and growth that women face in different industry sectors and countries*. Inspired by the findings in this report, four main recommendations are offered:

- Support high-potential women entrepreneurs in all sectors and at all levels of income. Women are starting high-growth businesses in all sectors and all economies across the world. However, their efforts are too often stymied by negative stereotypes reinforced by the narrative that women entrepreneurs are less capable and more disadvantaged by poverty, low education and younger age. We all need to move past the false narrative of the successful male entrepreneur and the disadvantaged woman entrepreneur, to acknowledge and support high-potential women entrepreneurs.
- Develop policy that underpins a mobilization of financing and support in the sectors in which women are active. Policy responses to the pandemic have failed to consider the plight of women entrepreneurs and established business owners in many parts of the world. In those cases where the needs of women entrepreneurs have been well addressed, such successful policy interventions did the following: directly addressed the industry sectors in which these women were operating; offered provision and support for the smallest businesses, including the self-employed; and focused on supporting families during the pandemic crisis. Applying a gender lens in economic policymaking in the normal course of business, as well as during times of crisis, helps not only women but also those men who share their circumstances.
- Address structural barriers by debunking gender norms in entrepreneurship. Business characteristics and market conditions are much more important predictors of business success than the gender of the founder. Contrary to many of the negative stereotypes about women entrepreneurs, academic research suggests that women are just as likely as men to succeed in business *ceteris paribus*, i.e. when starting similar businesses in similar industry sectors. However, this reality is often lost in the presentation of research and statistics by researchers, policymakers and the media. A clearer view of structural inequality and barriers to financing, for example, will result in better policy solutions and program support for women entrepreneurs.
- Celebrate successful women founders as important role models that show younger women what is possible. Not only are entrepreneurial perceptions lower for women compared to men globally, but national experts tend to concur that there is little cultural support for women entrepreneurs in most countries. Perhaps lower rates of startup confidence and opportunity recognition for women result from a rational assessment of the odds of their personal success as entrepreneurs and investors. Instead of warning young women that the odds are stacked against them, provide them with examples of women founders and business leaders who have effectively navigated the system to start and grow a successful business.

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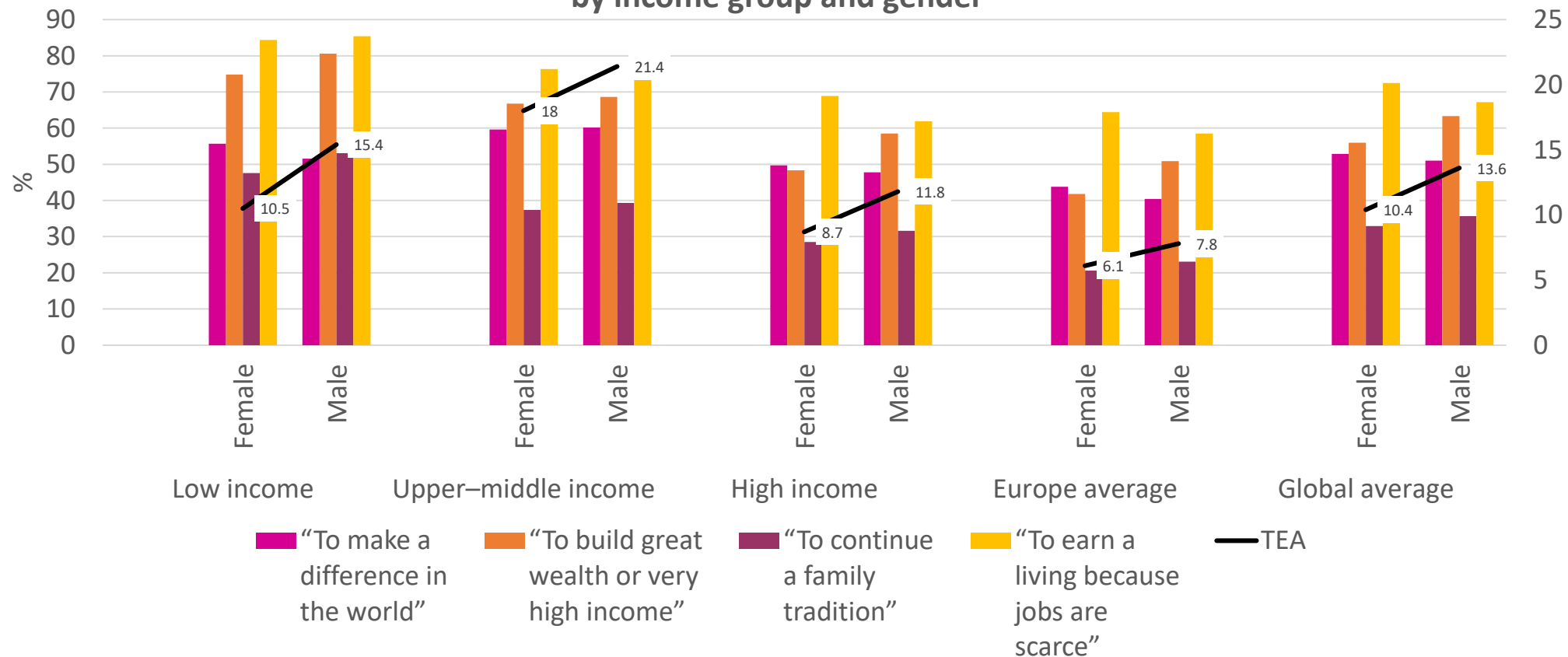
**06**

**Appendices**



# MOTIVATIONS FOR STARTING A BUSINESS BY INCOME GROUP AND GENDER

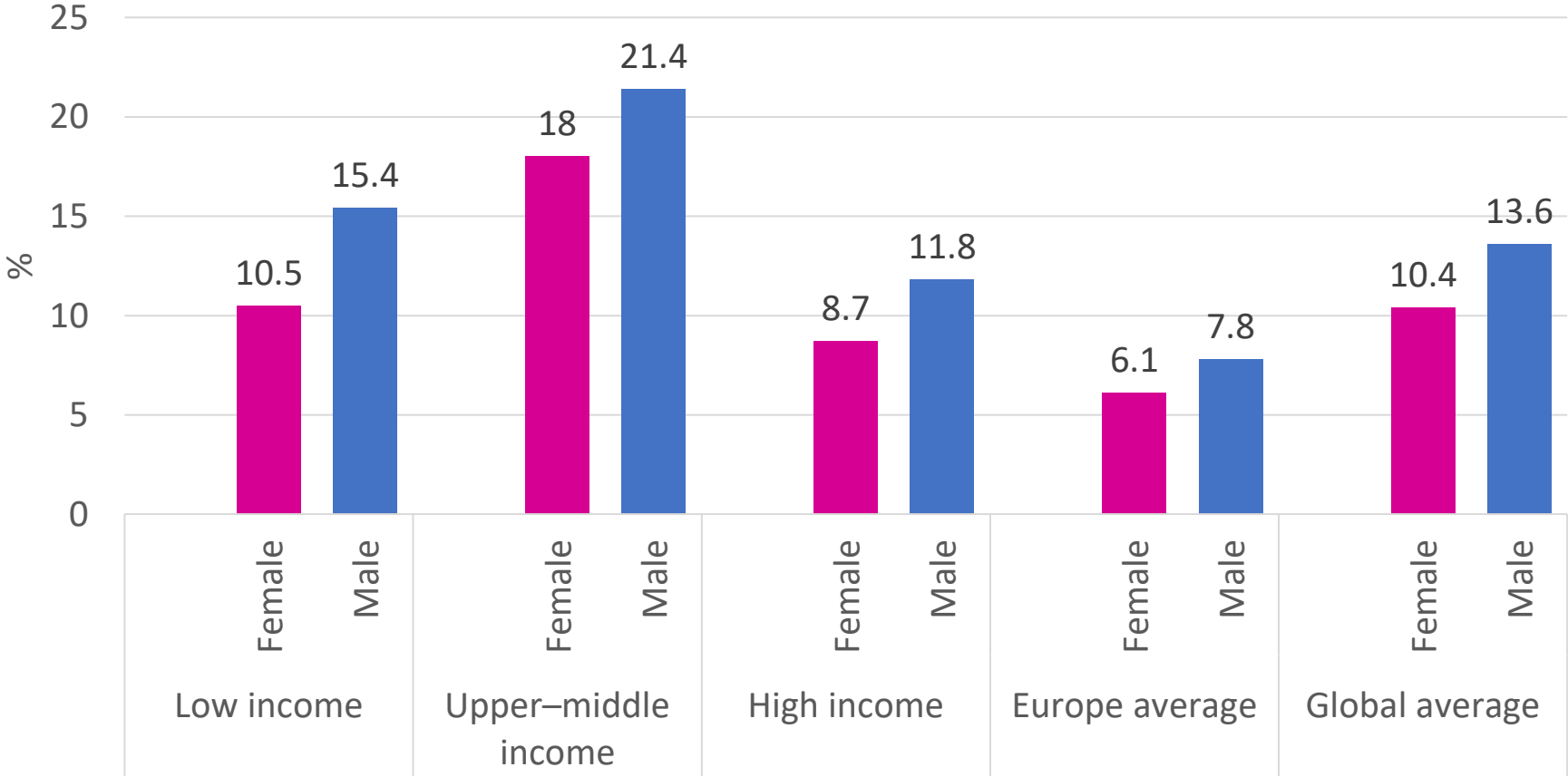
The motivation to start a business (TEA and % of TEA who somewhat or strongly agree) by income group and gender



Source: Made by author according to GEM 2021/22 Women's Entrepreneurship Report From Crisis to Opportunity

# MOTIVATIONS FOR STARTING A BUSINESS BY INCOME GROUP AND GENDER

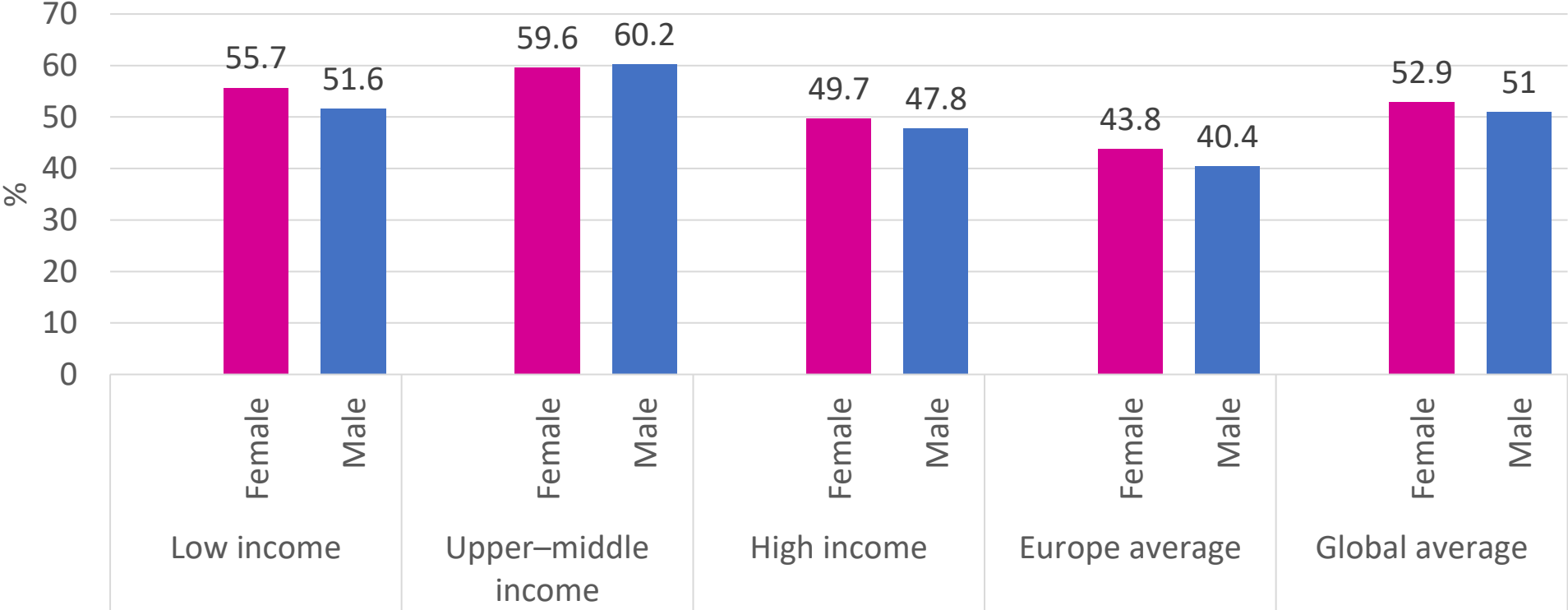
TEA by income group and gender



Source: Made by author according to GEM 2021/22 Women's Entrepreneurship Report From Crisis to Opportunity

# MOTIVATIONS FOR STARTING A BUSINESS BY INCOME GROUP AND GENDER

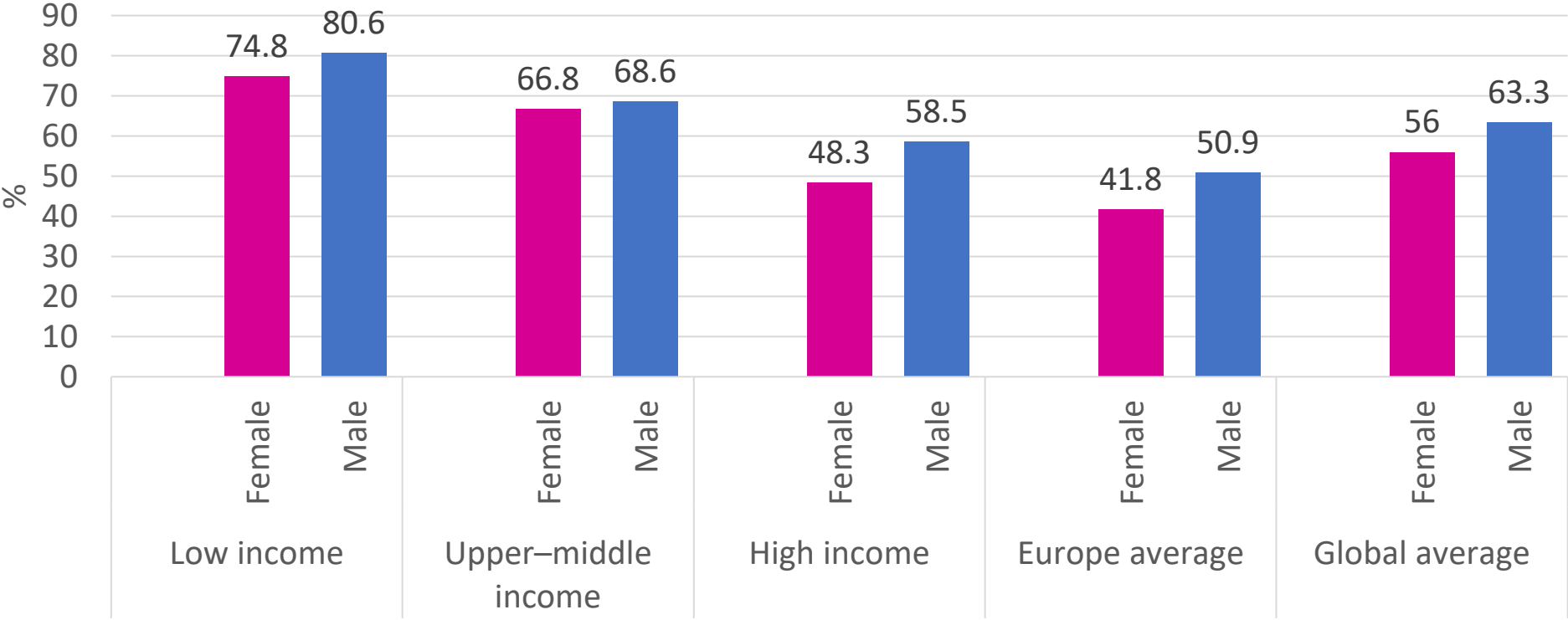
% of TEA who somewhat or strongly agree with motive “To make a difference in the world” by income group and gender



Source: Made by author according to *GEM 2021/22 Women's Entrepreneurship Report From Crisis to Opportunity*

# MOTIVATIONS FOR STARTING A BUSINESS BY INCOME GROUP AND GENDER

% of TEA who somewhat or strongly agree with motive “To build wealth or very high income” by income group and gender

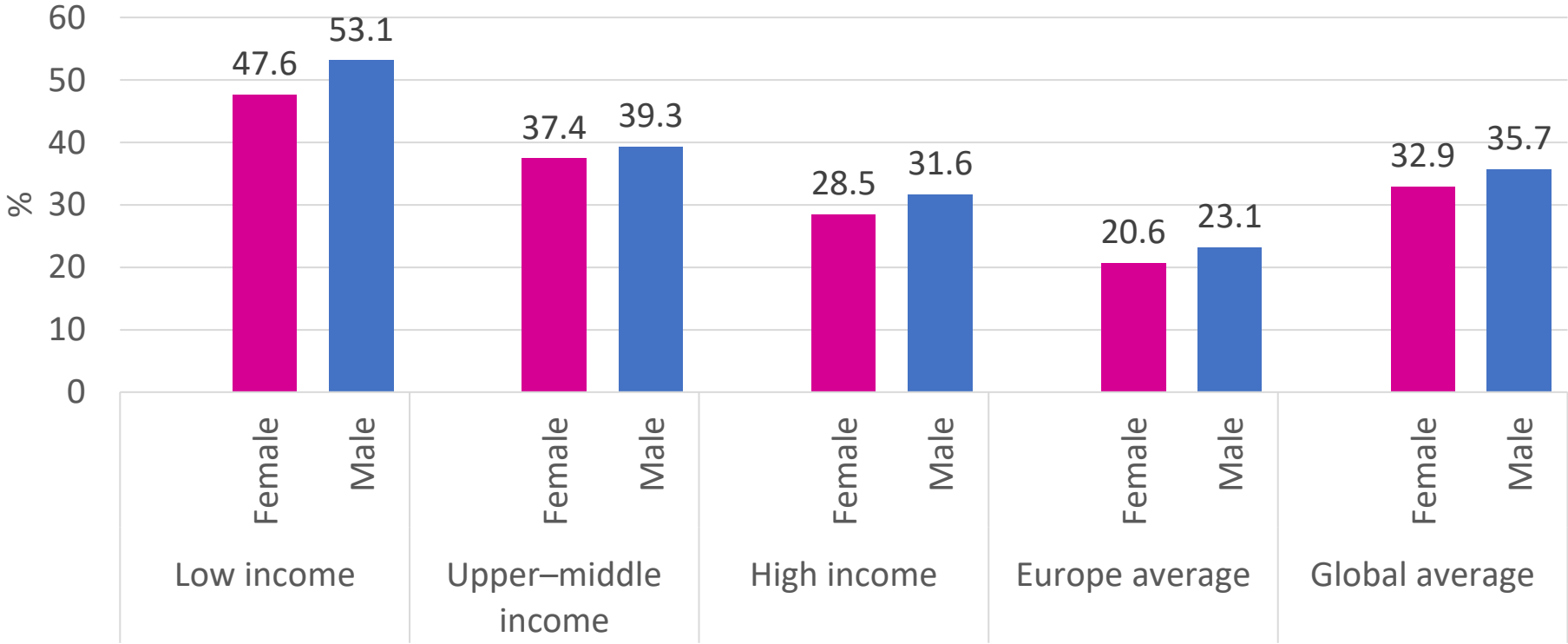


Source: Made by author according to GEM 2021/22 Women's Entrepreneurship Report From Crisis to Opportunity



# MOTIVATIONS FOR STARTING A BUSINESS BY INCOME GROUP AND GENDER

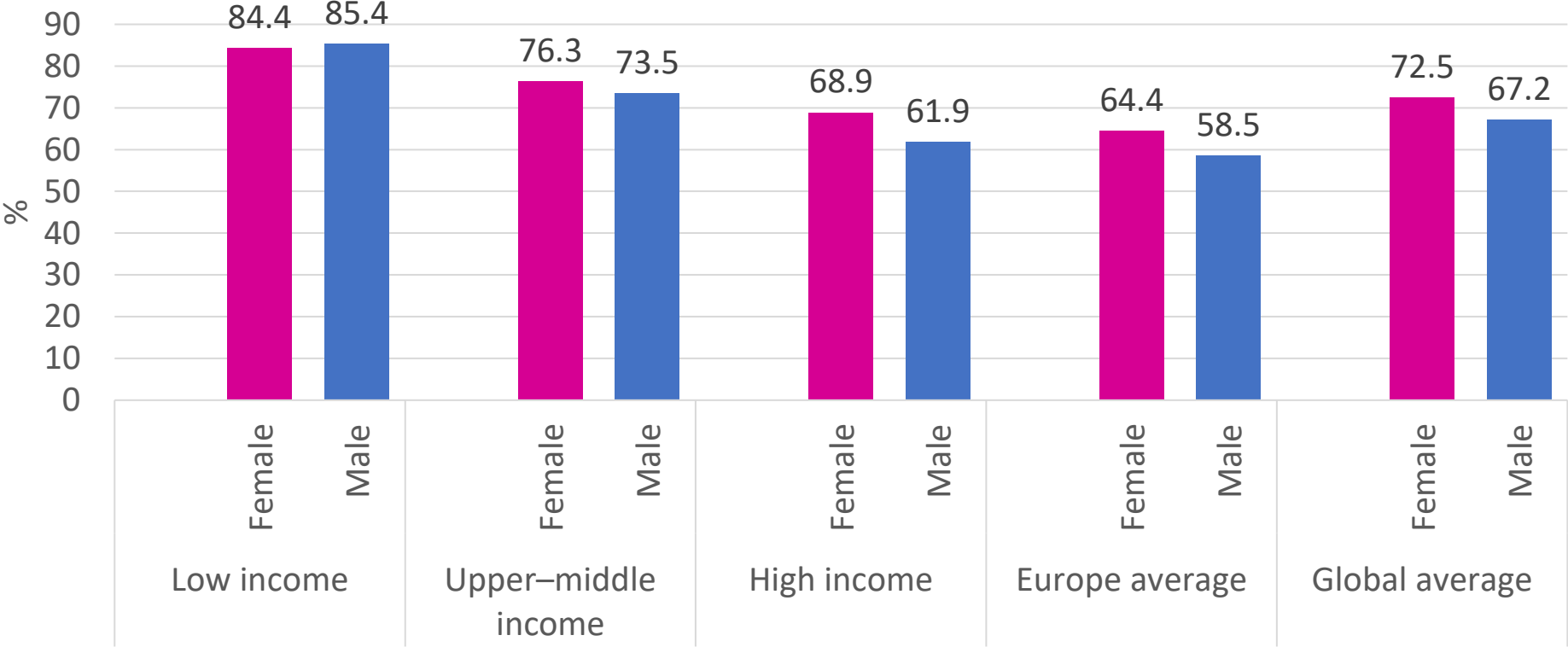
% of TEA who somewhat or strongly agree with motive “To continue a family tradition” by income group and gender



Source: Made by author according to GEM 2021/22 Women's Entrepreneurship Report From Crisis to Opportunity

# MOTIVATIONS FOR STARTING A BUSINESS BY INCOME GROUP AND GENDER

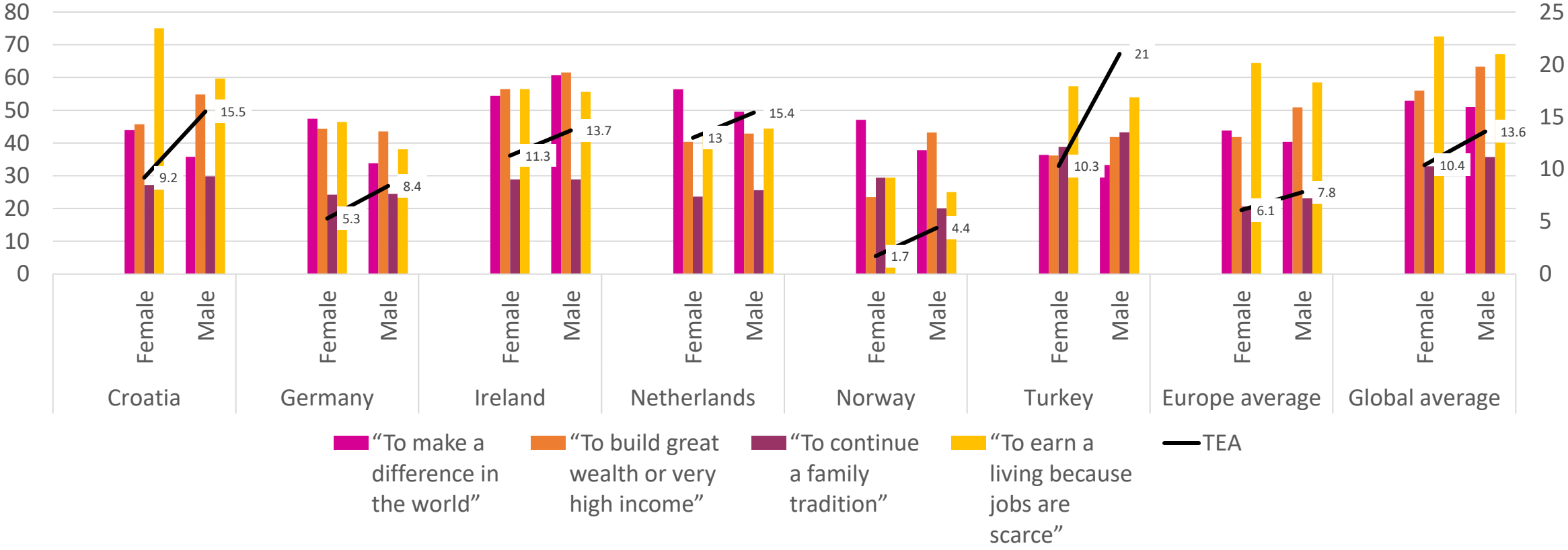
% of TEA who somewhat or strongly agree with motive “To continue a family tradition” by income group and gender



Source: Made by author according to GEM 2021/22 Women's Entrepreneurship Report From Crisis to Opportunity

# MOTIVATIONS FOR STARTING A BUSINESS (in the project countries) BY GENDER

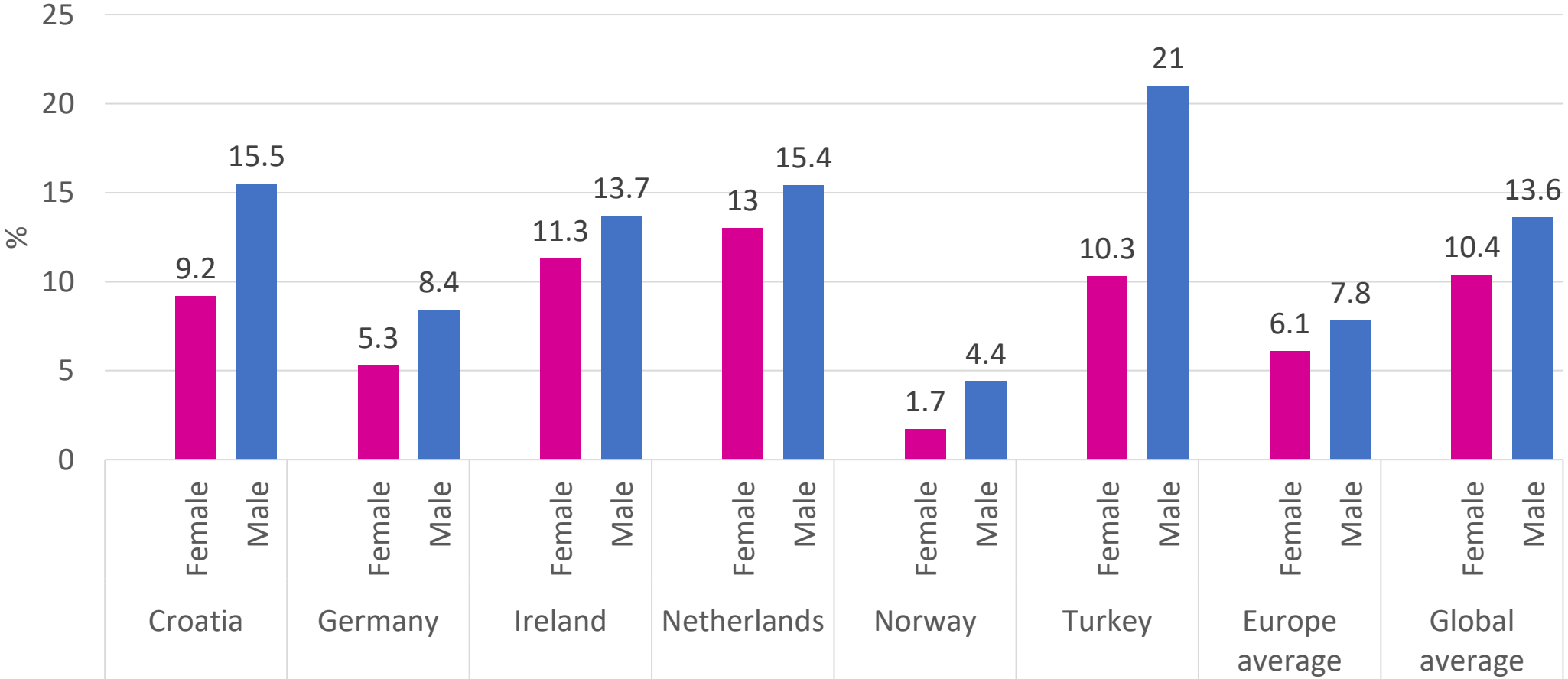
The motivation to start a business (TEA and % of TEA who somewhat or strongly agree) in project countries by gender



Source: Made by author according to GEM 2021/22 Women's Entrepreneurship Report From Crisis to Opportunity

# MOTIVATIONS FOR STARTING A BUSINESS (in the project countries) BY GENDER

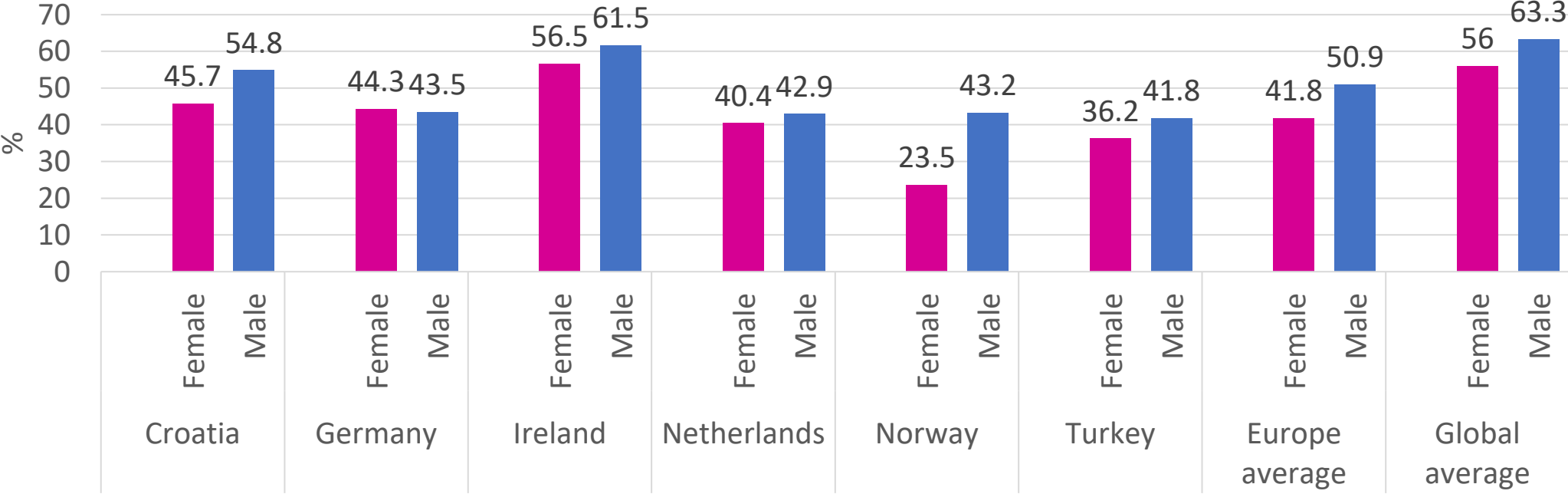
TEA in project countries by gender



Source: Made by author according to *GEM 2021/22 Women's Entrepreneurship Report From Crisis to Opportunity*

# MOTIVATIONS FOR STARTING A BUSINESS (in the project countries) BY GENDER

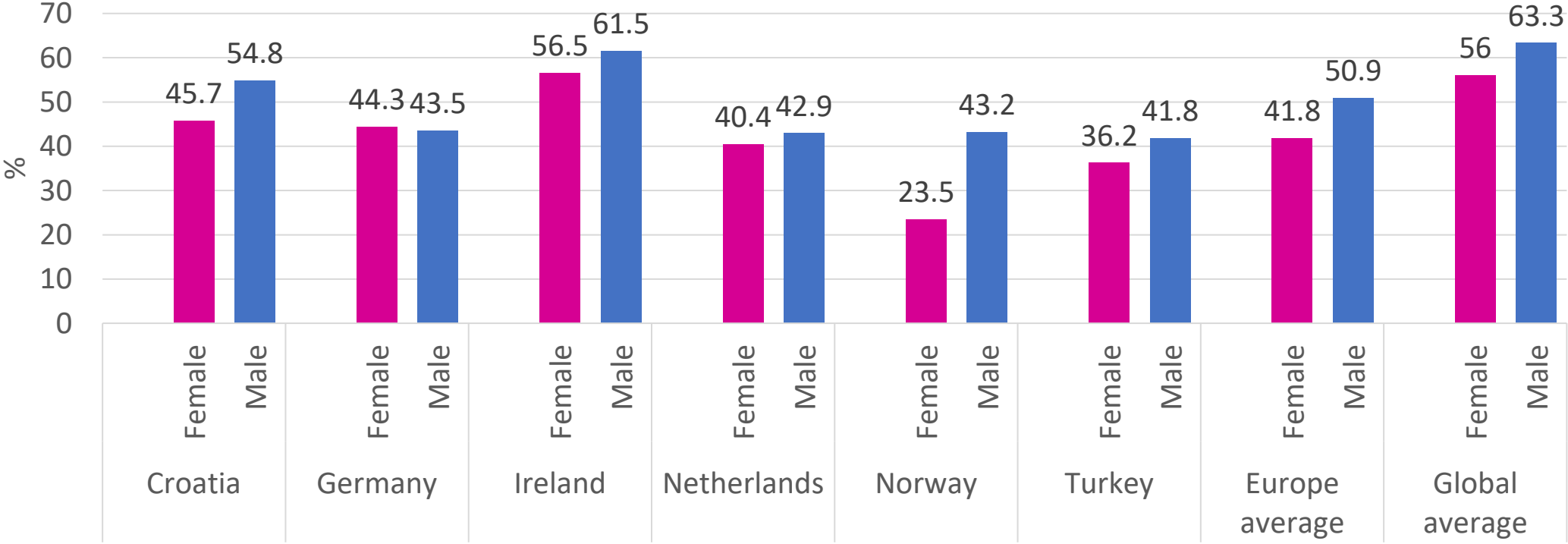
% of TEA who somewhat or strongly agree with motive “To make a difference in the world” in project countries by gender



Source: Made by author according to *GEM 2021/22 Women's Entrepreneurship Report From Crisis to Opportunity*

# MOTIVATIONS FOR STARTING A BUSINESS (in the project countries) BY GENDER

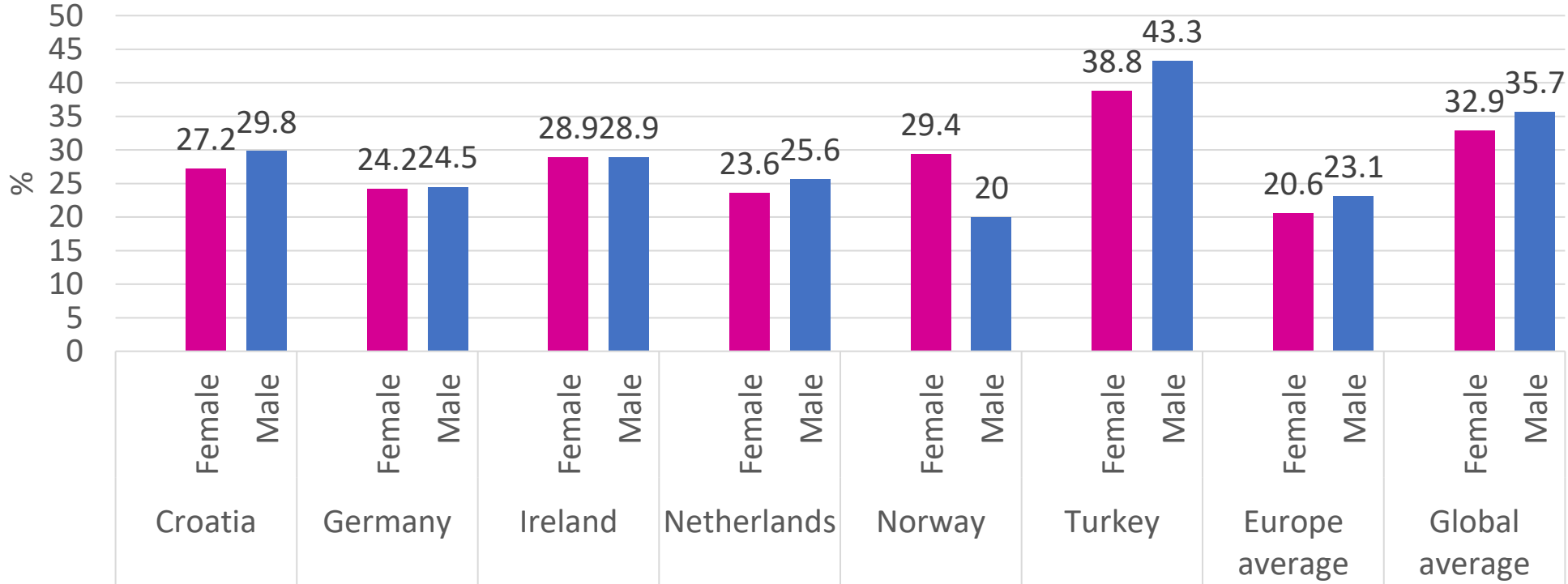
% of TEA who somewhat or strongly agree with motive “To build great wealth or very high income” in project countries by gender



Source: Made by author according to *GEM 2021/22 Women's Entrepreneurship Report From Crisis to Opportunity*

# MOTIVATIONS FOR STARTING A BUSINESS BY GENDER AND REGION

% of TEA who somewhat or strongly agree with motive “To continue a family tradition” in project countries by gender



Source: Made by author according to GEM 2021/22 Women's Entrepreneurship Report From Crisis to Opportunity

# MOTIVATIONS FOR STARTING A BUSINESS BY GENDER AND REGION

% of TEA who somewhat or strongly agree with motive “To earn a living because jobs are scarce” in project countries by gender

