



Women In Entrepreneurship Report

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Executive Summary

Entrepreneurial activity is one of the key stimulants to a country's economy. However, despite the ubiquitous nature of entrepreneurship in world economies, one consistent finding continues to emerge — women are less involved in entrepreneurial pursuits when compared to their male counterparts. Some researchers posit that this is because women across the world are not socialised to become economically independent (Kelly, Brush, Greene, Litovsky, 2013).

The Global Entrepreneurship Monitor (GEM) consortium, which comprises a number of National Teams from across the world, conducts an annual assessment of entrepreneurial activity in participating territories. The large compilation of data collected by the National Teams indicates that gender disparities in entrepreneurial activity are prevalent in a number of territories. This gender difference in entrepreneurial pursuits is especially evident in Barbados and has continued to emerge over the three year period (2011-2013) for which Barbados has been a part of the GEM consortium. However, despite the plethora of evidence suggesting that this disparity exists, there is a dearth of research that focuses on female entrepreneurs in Barbados and some of the key variables associated with female entrepreneurial activity.

Recognising this gap in the literature, the current report focuses on female entrepreneurial activity in Barbados. Using the data collected from the GEM Adult Population Survey (APS) in 2013, the report gives a brief synopsis of the attitudes, aspirations and entrepreneurial activity of the female population in Barbados. More specifically, it highlights key areas of entrepreneurship among the female population as identified by the GEM model, these include: potential entrepreneurship, intentional entrepreneurship, Total early-stage Entrepreneurial Activity (TEA), established business ownership and business discontinuance. Some of the main findings for 2013 are highlighted below.

Key Findings:

Potential Entrepreneurship: The 2013 findings indicated that among the Barbadian female population, a low percentage of females believed that fear of failure would dissuade them from starting a business (20.5%). In addition, 69.4% reported that they possess the requisite skills and knowledge to commence a business. However, less than half of the female population (39.9%) were optimistic about the opportunities to start a business in the near future.

Intentional Entrepreneurship: With regards to intentional entrepreneurship, only a small percentage of the female population (15.2%) signalled their intentions of starting a business in the near future (by 2016).

Total early-stage Entrepreneurial Activity (TEA): In light of entrepreneurial activity, Barbados had the highest percentage (19.6%) of females engaged in TEA among those countries that are categorised as transitioning from efficiency-driven to innovation-driven economies. It should also be noted that this (19.6%) marked a significant increase in entrepreneurial activity among this group from 2011 (the rate was 5.5% during this period).

Established Business Ownership: Among other countries at the same stage of development, Barbados had the second highest percentage of females (7.9%) who had transitioned from early-stage entrepreneurs to established business owners.

Business Discontinuance: Barbados has a female business discontinuance rate of 3.9%; most females indicated that personal factors accounted for their decision to decision to discontinue their business.

Table Of Contents

3

| | |
|---|-----------|
| Executive Summary | 1 |
| List of Tables | 4 |
| List of Figures | 5 |
| Chapter 1 | 6 |
| Introduction..... | 6 |
| Chapter 2..... | 7 |
| Research Methodology | 7 |
| Chapter 3..... | 10 |
| The GEM Entrepreneurial Pipeline..... | 10 |
| The GEM entrepreneurial process | 10 |
| Chapter 4..... | 12 |
| Potential and Intentional Entrepreneurship..... | 12 |
| Perception of Opportunities | 13 |
| Perceived Capabilities..... | 13 |
| Fear of failure..... | 13 |
| Intentional Entrepreneurship..... | 14 |
| Summary | 15 |
| Chapter 5..... | 16 |
| From intentional entrepreneurship to enterprise: TEA | 16 |
| Total early-stage Entrepreneurial Activity..... | 16 |
| Nascent and New Entrepreneurs | 18 |
| Education Level and female TEA..... | 21 |
| Age and TEA among the female population..... | 23 |
| Summary | 23 |
| Chapter 6..... | 24 |
| Established Businesses: Sustaining the business after an early start | 24 |
| Female established business owners | 24 |
| Demographic factors associated with female established business owners..... | 25 |
| Summary | 26 |
| Chapter 7..... | 28 |
| Discontinuance of business: The decision to quit..... | 28 |
| Business Discontinuance | 28 |
| Summary | 29 |
| Chapter 8 | 30 |
| Conclusion & Recommendations..... | 30 |
| References..... | 32 |

List Of Tables

| | |
|---|----|
| Table 2.1 Sample distribution by age and parish | 7 |
| Table 2.2 Education levels of participants | 8 |
| Table 2.3 Employment statuses of participants..... | 8 |
| Table 4.1 Female analysis: perception of opportunities, perception of abilities, fear of failure..... | 13 |
| Table 5.1 Societal perceptions of entrepreneurship | 17 |

List Of Figures

| | |
|--|----|
| Figure 3.1 The GEM entrepreneurial process | 10 |
| Figure 4.1 Potential entrepreneurship in efficiency-innovation driven economies | 14 |
| Figure 5.1 Female TEA rates in efficiency-innovation driven economies | 16 |
| Figure 5.2 Female TEA in Barbados (2011-2013) | 17 |
| Figure 5.3 TEA motives among the female population in efficiency-innovation driven economies | 19 |
| Figure 5.4 Growth intentions among the female TEA population..... | 19 |
| Figure 5.5 Percentage of competitors offering the same or similar product..... | 20 |
| Figure 5.6 Potential customers' perception of new or unfamiliar..... | 21 |
| Figure 5.7 Education levels of females engaged in TEA..... | 22 |
| Figure 5.8 Age and TEA among the female population | 23 |
| Figure 6.1 Established Business owners among the female populations in efficiency-innovation driven economies | 25 |
| Figure 6.2 Age ranges of female established business owners | 26 |
| Figure 6.3 Education levels of female established business owners..... | 26 |
| Figure 7.1 Reasons for discontinuance | 29 |

Chapter 1

Introduction

In 2012 an estimated 126 million women were starting or running new businesses, while another 98 million owned established businesses (Kelley, Brush, Greene, & Litovsky, 2013). These astounding figures point to the importance of female entrepreneurs to economies; these business-oriented women not only increase employment among themselves, but they also create employment opportunities for others (Kelley et al., 2013). As such, knowing the nature and the state of female entrepreneurial activity in a country's economy can provide useful information that informs policy, while contributing to the fiscal stability and economic growth in that country.

Given the important contribution of female entrepreneurship to economies, there is a general consensus among persons in academic circles as well as policy makers on the need to increase female entrepreneurial activity to assist with economic growth and development. This point is supported by Varela and Soler (2012) who note that female businesses play a major role in innovation, job creation and productivity and as such, help to sustain and promote healthy economies. Yet, despite such sentiments and the undeniable importance that has been attached to female entrepreneurship, research in this area continues to be sparse.

The Global Entrepreneurship Monitor (GEM), through the National Teams assigned for each territory, gathers data from a variety of economies and gives a snapshot of the state of female entrepreneurship across the world. One of the primary concerns of the GEM team has been the disparate levels in entrepreneurial activity between males and females.

Though research has been sparse, this topic has continued to garner significant attention among the business diaspora, as many persons are beginning to recognise the inherent value of female entrepreneurial activity and the growth that it brings to economies.

Chapter 2

Research Methodology

To facilitate the comparison of results among participating countries, the GEM methodological approach is standardized worldwide. In addition, each territory is required to submit a Request for Proposal (RFP) so as to ensure that the execution of data collection adheres to GEM's rigorous standards. This chapter highlights the methodological approach used to collect the GEM data in Barbados. It includes a brief description of the sample, data collection procedures and the research instrument.

The Participants

The 2013 sample comprised 1325 female participants between the ages of 18-64 who were randomly selected from the 11 parishes across the island. The participants were from various educational and socio-economic backgrounds. The sample was stratified based on age and parish so as that the percentage of participants reflected the general distribution of the Barbadian female population across these different categories. Table 2.1 provides a breakdown this stratification.

Table 2.1 *Sample distribution by age and parish*

| Female Sample Distribution | | | | | | |
|----------------------------|------------|------------|------------|------------|------------|-------------|
| Parishes | 18-24 | 25-34 | 35-44 | 45-54 | 55-64 | Total |
| St. Lucy | 7 | 9 | 13 | 9 | 5 | 43 |
| St. Andrew | 7 | 5 | 12 | 3 | 3 | 30 |
| St. Peter | 8 | 10 | 12 | 7 | 4 | 41 |
| St. James | 17 | 32 | 36 | 27 | 14 | 126 |
| St. Thomas | 6 | 18 | 8 | 7 | 6 | 45 |
| St. Joseph | 6 | 8 | 6 | 6 | 3 | 29 |
| St. John | 6 | 10 | 9 | 6 | 2 | 33 |
| St. George | 14 | 18 | 20 | 17 | 11 | 80 |
| St. Philip | 18 | 28 | 29 | 20 | 10 | 105 |
| Christ Church | 56 | 73 | 64 | 80 | 47 | 320 |
| St. Michael | 83 | 108 | 109 | 108 | 65 | 473 |
| Total | 228 | 319 | 318 | 290 | 170 | 1325 |

Furthermore, to ensure that the sample distribution is representative of the labour force (which is aligned with the most recent census data), GEM recommends weighting the data by this variable. When the data was weighted among the 2013 Barbadian female sample was reduced to 1193 participants. Data analyses were only performed on the responses from persons with this dataset.

Educational attainment

The sample comprised females from various educational backgrounds; however, the majority ($n = 483$) of participants had completed up to the post-secondary level of education. Table 2.2 gives a breakdown of the different educational levels of the female participants.

Table 2.2 *Education levels of participants*

| Educational Levels | No. of persons |
|---------------------------|-----------------------|
| None | 43 |
| Some Secondary | 79 |
| Secondary Degree | 474 |
| Post-secondary | 483 |
| Graduate | 105 |

*Nine persons did not respond to this item

Employment status

Most participants ($n = 521$) were employed either full-time or part-time; while only 228 reported that there were self-employed. Table 2.3 provides the distribution of persons that fell into each employment category.

Table 2.3 *Employment statuses of participants*

| Employment Status | No. of persons |
|--------------------------|-----------------------|
| Full or part-time | 521 |
| Part-time only | 81 |
| Retired or disabled | 74 |
| Homemaker | 43 |
| Student | 41 |
| Not working, other | 143 |
| Self-employed | 228 |

Adult Population Survey

The GEM Adult Population Survey (APS), is a questionnaire which was orally administered to the female adult population in Barbados between the ages of 18-64. The questionnaire assesses different elements of entrepreneurship. However, the primary measures of the survey are the proportion of individuals who belong to the following entrepreneurial categories: nascent

entrepreneurs, new entrepreneurs and established entrepreneurs. Varela and Soler (2012) note that the first two categories are combined to measure Total early-stage Entrepreneurial Activity (TEA), the main metric captured by GEM. The survey also assesses the attitudes, intentions and perceptions of entrepreneurship.

Data collection procedures

A mixed-mode of data collection was used. The GEM surveys were orally administered to female participants via face-to-face and telephone interviews. Telephone interviews were conducted among persons who resided in those parishes with the largest number of residents (St. Michael and Christ Church).

Chapter 3

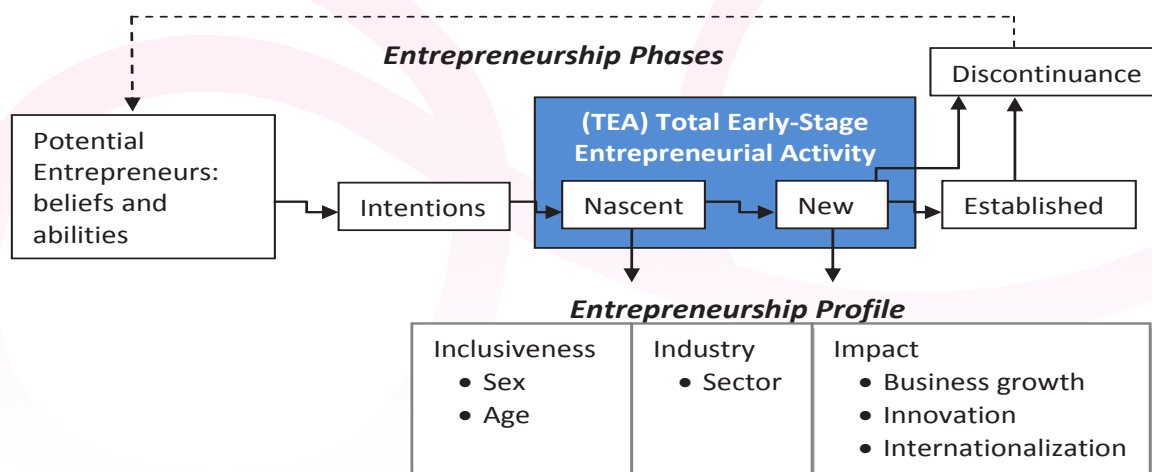
The GEM Entrepreneurial Pipeline

The previous chapter highlighted the methodological approach used to collect the GEM data in Barbados. The current chapter zooms in on the GEM entrepreneurial process. Included in this chapter therefore are the operational definitions associated with each stage of the GEM entrepreneurial pipeline.

The GEM entrepreneurial process

GEM considers entrepreneurship as a series of phases that an entrepreneur passes through, up to the decision to discontinue a business. GEM uses a stage-model which highlights the key stages in each transitional phase of entrepreneurship. More specifically, the model emphasises stages prior to, during and after an individual has made the decision to start a business (See Figure 3.1). However, it must be noted that these stages are not considered as streamlined given that different socio-economic, political and psychological factors may affect the transition from one stage to the next. For example, a country may have a high percentage of potential entrepreneurs but have few business start-ups or intentional entrepreneurs.

Figure 3.1 *The GEM entrepreneurial process*



As illustrated in Figure 3.1, each stage in the entrepreneurial pipeline is characterised by a particular group of individuals. These individuals are classified as either potential, intentional, nascent, new or established entrepreneurs. The following are operational definitions provided for each stage in the GEM entrepreneurial process:

The Potential Entrepreneur: Potential entrepreneurship is considered as the first stage in the entrepreneurial process. Potential entrepreneurs are regarded as those individuals who believe that there are good opportunities to start a business in their country; believe that they possess the requisite competencies and knowledge to start a business, and are not deterred by fear of failure (Varela & Soler, 2012).

The Intentional Entrepreneur: Intentional entrepreneurship is the second stage in the entrepreneurial process. Intentional entrepreneurs are regarded as those persons who have moved beyond seeing business opportunities and their belief in their entrepreneurial skills, to making plans to start a business in the near future. As such, these individuals are identified by their *intention* to start a business within the next three years.

The Nascent and New Entrepreneurs (TEA): The third and fourth stages in the GEM entrepreneurial process are typified by those individuals who have transcended from the mere intention to start a business into the start-up process (Bosma, 2013). These phases are characterised by individuals who own and manage businesses (with paid salaries) that are less than 3 months old (nascent businesses/entrepreneurs) and those who own and manage businesses (with paid salaries) that are older than 3 months but less than three and a half years, these are considered as new businesses. Combined, the measures of nascent and new businesses are considered as indicative of Total early-stage Entrepreneurial Activity (TEA) in each territory which is one of the primary metrics captured by GEM. TEA highlights businesses in their embryonic stages of development as well as those that have moved beyond the gestational period (new businesses). This gives a good idea of the state of entrepreneurial activity in the respective countries.

Established Businesses: Established entrepreneurs are those that own and manage businesses (with paid salaries) that have been in existence for more than three and a half years (42 months).

Discontinuance of Businesses: Business discontinuation is assessed by identifying those persons who have discontinued businesses in the last 12 months (prior to the administration of the GEM survey).

Chapter 4

Potential and Intentional Entrepreneurship

The first phase in the entrepreneurial pipeline is potential entrepreneurship. GEM assesses potential entrepreneurship by examining three indicator variables: perception of opportunities, perceived capabilities and fear of failure. These three key features are used to identify persons who can be classified as *potential entrepreneurs*. In contrast, persons who have moved beyond potential entrepreneurship and have signalled their intentions of launching a business within a three year period are considered as *intentional entrepreneurs*. Bearing these factors in mind, this chapter examines potential and intentional entrepreneurship among women in Barbados. It places emphasis on the percentages of female potential and intentional entrepreneurs in Barbados; comparisons are also made with other economies at the same stage of development.

Table 4.1 demonstrates that, in 2013, a high percentage of the female sample (69.4%) believed that they possessed the skills required to start a business. However, only 39.9% were of the opinion that there would be good opportunities to start a business in the near future. While a large percentage of the female population appeared to be unenthused in terms of potential business opportunities in the near future, only 26.6% reported that they would be dissuaded by fear of failure. Moreover, when fear of failure was assessed among the female population who believed that there would be good opportunities to start a business in the near future, only 20.5% indicated that they would be deterred by the possibility of failure.

In terms of assessing entrepreneurial activity the traditional approach of GEM participating teams is to assess each characteristic (belief in ability, perception of opportunities and fear of failure) separately. However, this may not provide a complete picture of the percentage of persons who can be classified as potential entrepreneurs; that is, the percentage of persons who indicated that they are *not* dissuaded by fear of failure; *believe* in their entrepreneurial skills; and perceive that there will be *good* opportunities to commence a business in the near future. In 2013, twenty-one percent of the female population in Barbados met each of these aforementioned criterion.

Table 4.1 *Female analysis: perceived opportunities, perceived capabilities and fear of failure.*

| Perceived Opportunities | Perceived Capabilities | Fear of failure* |
|-------------------------|------------------------|------------------|
| 39.9 | 69.4 | 20.5 |

*Assessed among persons who perceived that there would be good opportunities to start a business in the near future

Perception of Opportunities

Table 4.1 indicates that less than half of the female sample believed that there will be good opportunities for them to start a business in the near future. This particular finding is interesting as it indicates that there may be entrepreneurial barriers that mitigate against potential business opportunities for females in the island. However, this finding must be taken in context; that is to say that, the perception of the existence of business opportunities is contingent on the type of business that the entrepreneur is likely to commence. As such, it is plausible to conclude that those females who indicated that opportunities for business start-up in the island are not forthcoming, may have business ideas that they perceive will be unattainable in the near future because of the particular market they are interested in. What's more, the business climate in Barbados may be such that these females may believe that they will be unable to attract clientele to their particular business.

Perceived Capabilities

From Table 4.1 it can also be concluded that most females believed that they possessed the requisite skills and competencies that are necessitated for business start-up. Taken in light of the previously discussed finding, this result insinuates that if the opportunities existed to start a business, a large percentage of the Barbadian female population would be likely to engage in business start-up activity, particularly given that they believe that they are competent enough to undertake business pursuits. This point is also supported by the fact that only a small percentage of the female population reported that they would be dissuaded by fear of failure.

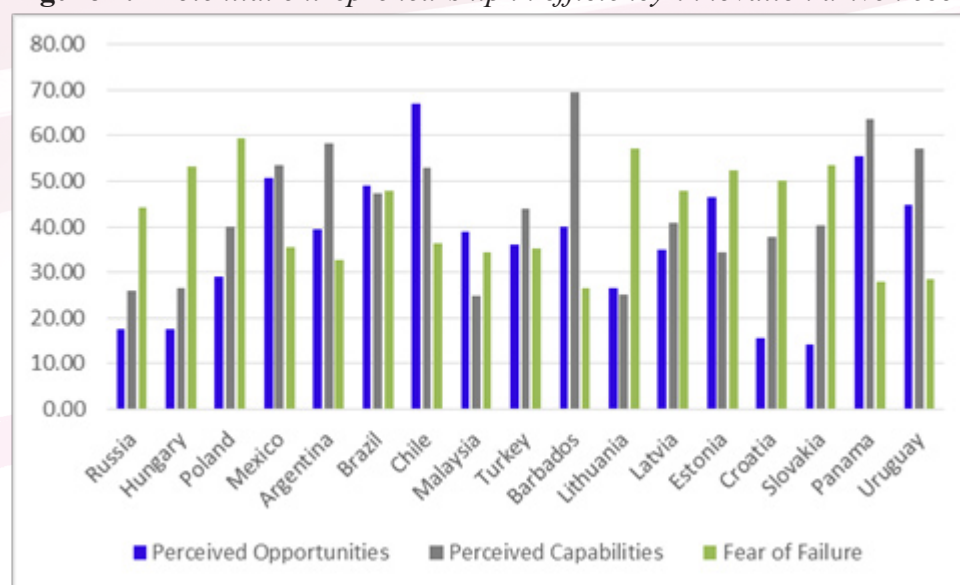
Fear of failure

One of the quintessential characteristics of an entrepreneur is that he or she is willing to take risks. The low percentage of females that indicated that they would be dissuaded by fear of failure suggests that most Barbadian females possess the aforementioned characteristic. That is, they are willing to take the associated risks that are inherent in entrepreneurial pursuits.

Comparison to other efficiency-driven economies in transition to the innovation stage

When Barbados is compared to other efficiency-driven economies in transition to the innovation-driven stage of development, it is recognised that, in 2013, the country had the highest percentage of females who believed that they were competent enough to start a business and the lowest percentage of females who are dissuaded by fear of failure (See Figure 4.1). In terms of perceived opportunities for business start-up, Barbados ranked sixth when compared to the other territories. These findings hint to the fact that Barbadian females compare extremely favourably to these territories with regards to potential female entrepreneurs.

Figure 4.1 Potential entrepreneurship in efficiency-innovation driven economies



Intentional Entrepreneurship

As identified in the GEM model those persons who have moved beyond the belief that there are capable of starting a business and have pointed to their intentions of launching a business in the near future are considered as intentional entrepreneurs. In Barbados among the female population only 15.2% of the female sample (not currently involved in TEA) signalled their intentions of starting a business in the next few years. This result must be taken in light of the fact that a low percentage of females (39.9%) believed that there will be good opportunities to start a business in the near future. Combined, these findings suggest that the perception of the lack of business opportunities may curtail women's intentions of commencing a business.

Summary

This chapter examined potential and intentional entrepreneurship in Barbados. The overall findings for females are similar to the general findings (inclusive of male respondents) of the 2013 GEM results. That is, while most females believe that they have the competencies required to commence a business and are not dissuaded by fear of failure; they do not foresee good opportunities being available for business start-up in the near future. This finding may also be reflective of the possibility that the entrepreneurial environment in Barbados may be such that it is not conducive to female business start-up activity.

In addition, the findings suggest that, when compared to other economies which are at the same stage of development, Barbados had the highest percentage of females who believe that they have the skills to start a business and the lowest percentage of females who indicated that they are dissuaded by fear of failure.

Chapter 5

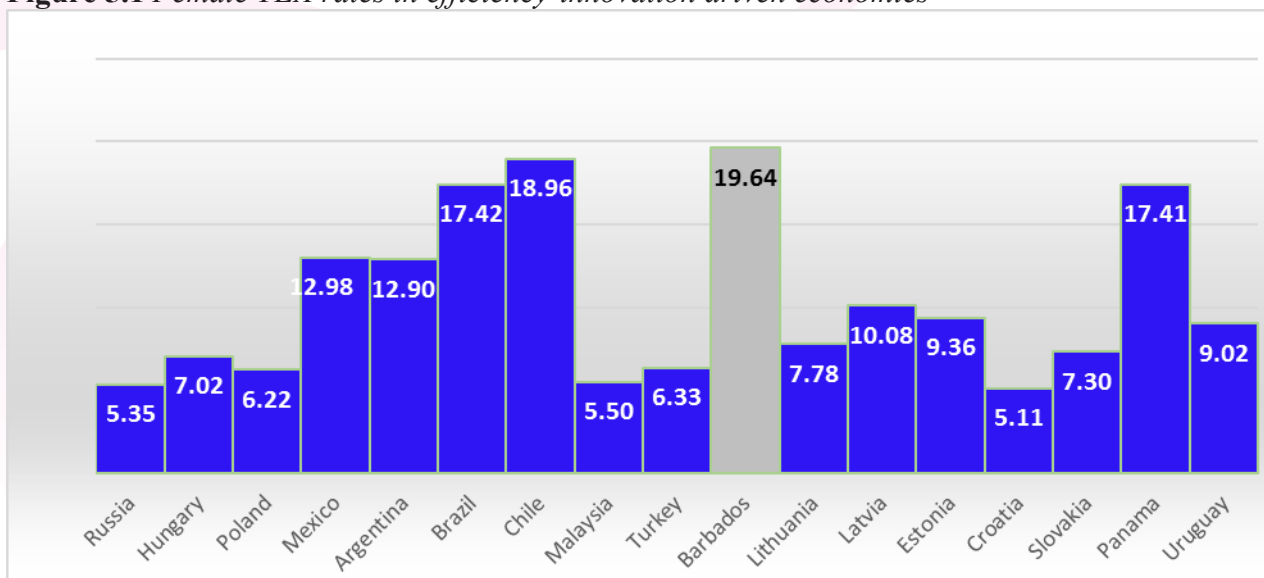
From intentional entrepreneurship to enterprise: TEA

The preceding chapter examined potential and intentional entrepreneurship. However, moving beyond mere intentions to start a business requires the individual to engage in business start-up activity. The following chapter will examine the level of Total early-stage Entrepreneurial Activity among the Barbadian female population, along with the key demographic and motivating factors associated with TEA among this group.

Total early-stage Entrepreneurial Activity

Establishing a business requires the individual to move beyond the belief in their capabilities and intentions of starting a business to the commencement of the business. As such, while GEM emphasises the underlying importance of potential and intentional female entrepreneurs, of equal significance is the TEA among this segment of the population. This metric provides a gauge of the level of early-stage entrepreneurial activity among women across the different economies. Figure 5.1 shows that in Barbados, 19.6% ($n = 234$) of the female respondents were engaged in TEA in 2013.

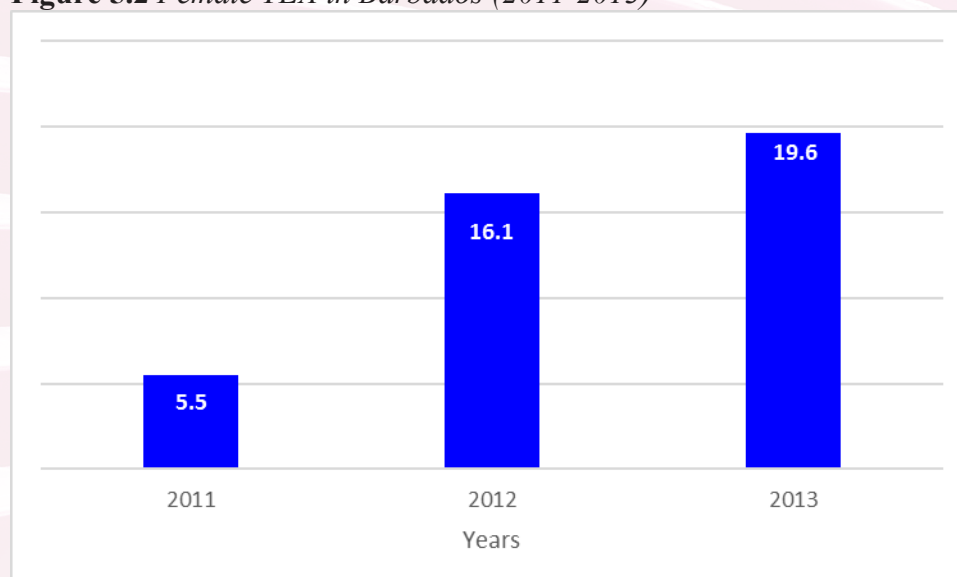
Figure 5.1 Female TEA rates in efficiency-innovation driven economies



However, it should be noted that even though this female TEA rate is lower than that of their Barbadian male counterparts (23%), it is the highest (followed closely by Chile) among other economies at the same stage of development. What is also noteworthy is that the percentage of females involved in TEA in Barbados has been marked by a significant increase since 2011,

which indicates that female entrepreneurial pursuits are on the rise. Figure 5.2 illustrates this increase.

Figure 5.2 *Female TEA in Barbados (2011-2013)*



It is also important to consider that a person's decision to start a business may be influenced by their knowledge of other persons who have also begun to pursue a business opportunity. In fact, most ($n = 122$) females who engaged in TEA, in this year's sample reported that they knew someone who had commenced a business within the last two years.

Apart from the knowledge of individuals who have decided to start a business, the general societal perception of entrepreneurship may also influence a person's decision to engage in TEA. GEM assesses this societal perception, by asking individual's three main questions: 1) whether successful entrepreneurs are afforded a high status in society; 2) whether entrepreneurship is viewed as a desirable career choice and 3) whether successful entrepreneurs are given a significant amount of media attention. Table 5.1 shows the percentage of women involved in TEA who agreed with each of these questions.

Table 5.1 *Societal perceptions of entrepreneurship*

| Desirable Career Choice | High Status | Media Attention |
|-------------------------|-------------|-----------------|
| 71.7 | 70.8 | 65.7 |

The above table illustrates that women involved in TEA believed that, generally speaking, the Barbadian population has a positive perception of entrepreneurship and successful entrepreneurs.

It is also important to note that when this analysis was run among the non-TEA female population, the percentages only varied slightly in each category. This is indicative of the fact that, among the Barbadian female population, it is believed that the societal perceptions of entrepreneurship are favourable.

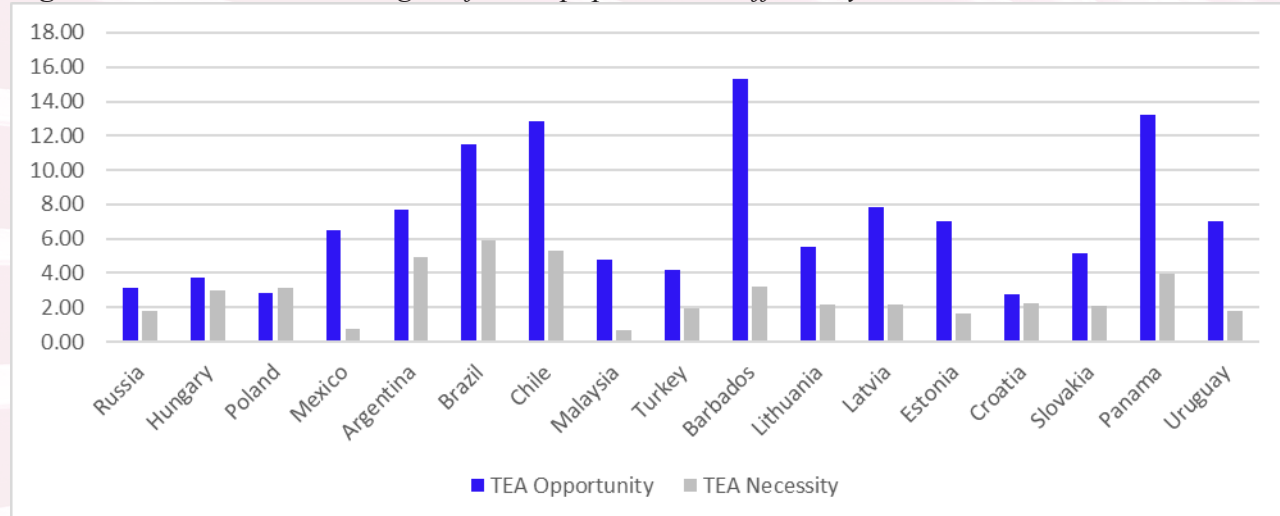
Nascent and New Entrepreneurs

As discussed in previous chapters, GEM considers businesses classified as early-stage businesses, as those businesses that have not been established beyond 42 months. Two types of businesses exist in this classification, nascent—businesses not established beyond three months and have been paying salaries, and new—businesses established for up to 42 months and have been paying salaries. A relatively equal percentage of businesses among the female population were either in the nascent (9.7%) or new business (9.9%) phase.

Entrepreneurial motives

Among the female population that reported being engaged in early-stage entrepreneurial activity, 15.3 % indicated that they were driven primarily by an opportunity motive; that is, they pursued a business opportunity primarily for an additional source of income. On the other hand, 3.2% indicated that they were driven by necessity — pursued a business because there were no other available opportunities for employment (See Figure 5.3). These findings are also reflective of the general findings (inclusive of males) in Barbados in 2013. More succinctly put, they are indicative of the fact that the majority of female entrepreneurs actively seek out and exploit potential business opportunities as an additional source of income. Moreover, it should also be emphasised that when compared to other economies in their stage of transition, Barbados has the highest percentage of females that are driven by the opportunity motive.

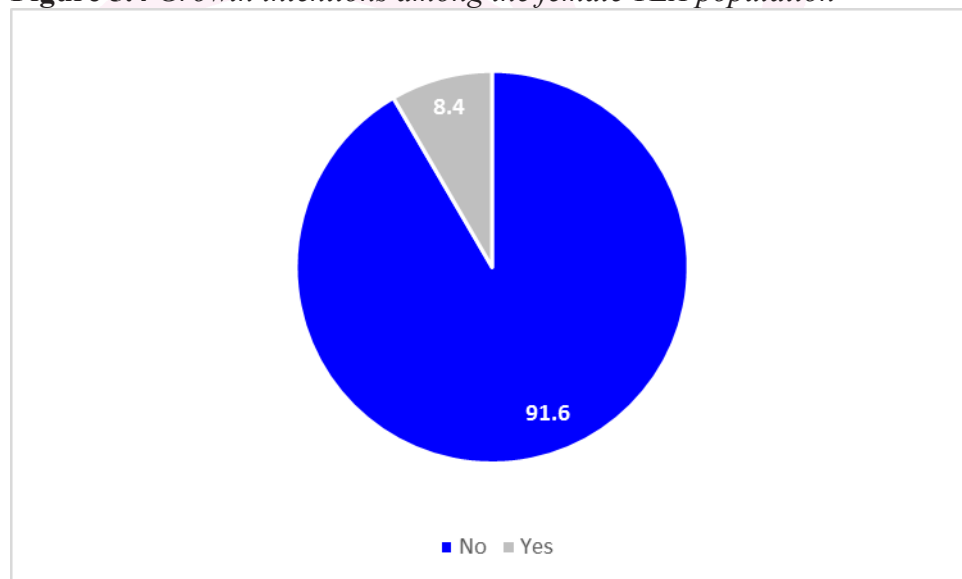
Figure 5.3 TEA motives among the female population in efficiency-innovation driven economies



Growth Aspirations

As business owners develop their enterprises, they may also be making plans for expansion. The decision to expand their business may be dependent on whether or not the business is making a profit. However, a good indicator of the growth aspirations of a business owner, is the number of employees he or she intends to employ in the near future. As illustrated in Figure 5.3, among the female population engaged in TEA in Barbados, only a small percentage of females indicated that they had intentions of employing more than five employees in the next five years.

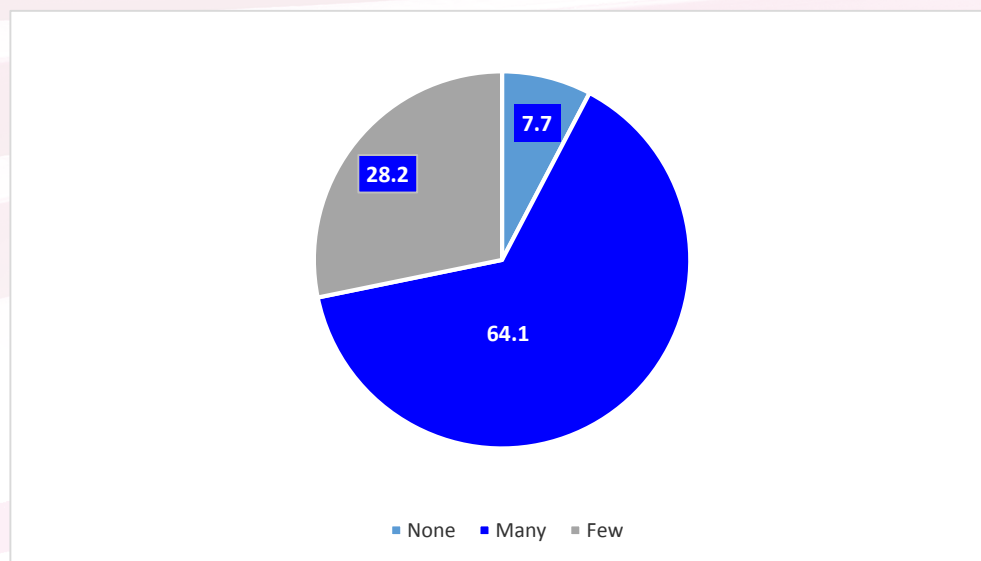
Figure 5.4 Growth intentions among the female TEA population



Competitors

A number of factors may influence a business owner's decision to expand, one of these factors include the number of competitors offering the same or similar products. Knowledge of the number of competitors that produce and or sell similar products is imperative for early-stage business owners, as this can determine how successful their business will be. In Barbados, the majority of female TEA business owners indicated that they have many competitors (See Figure 5.5).

Figure 5.5 *Percentage of competitors offering the same or similar product*

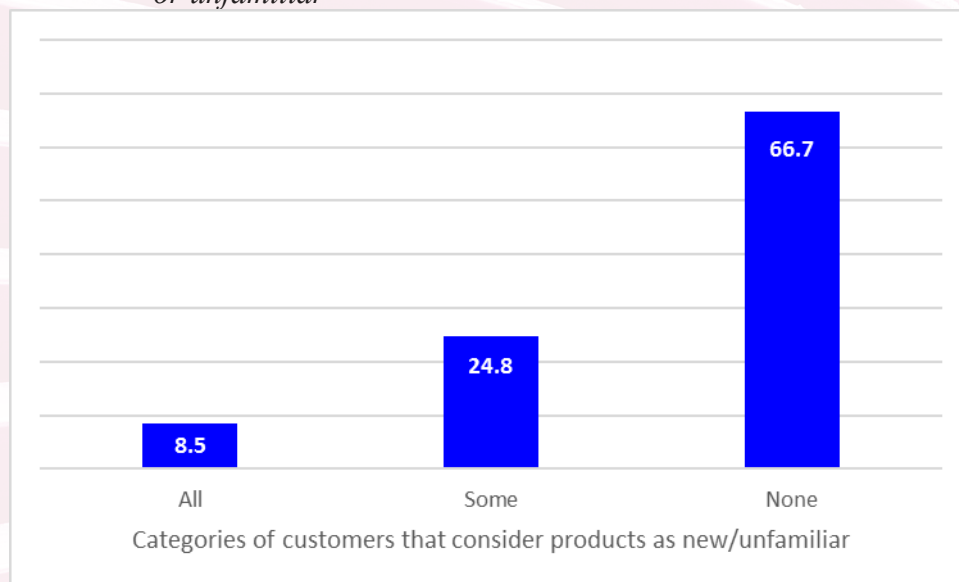


Customers

The level of competitiveness of a business may also be contingent on the way potential customers perceive the product or service in terms of whether it is new or unfamiliar. More specifically, a business is likely to be more competitive if it has products or services that are considered as new or innovative by customers and potential customers (Hannah & Piezunka, 2014). The 2013 GEM results show that most female TEA business owners believed that the majority of their potential customers would not consider their product as new or unfamiliar. This information is illustrated in Figure 5.6.

It is also important to note that some business may primarily attract customers from overseas markets. According to GEM, businesses that make sales to more than 25% of their customers from overseas are said to have a strong international orientation. In Barbados, among the female TEA population in 2013, only 19.3% of these businesses met this criterion, which suggests that the majority of customers are locals. This result implies that there may be a need for female businesses in Barbados to market their products beyond local shores.

Figure 5.6 *Potential customers' perception of product as new or unfamiliar*

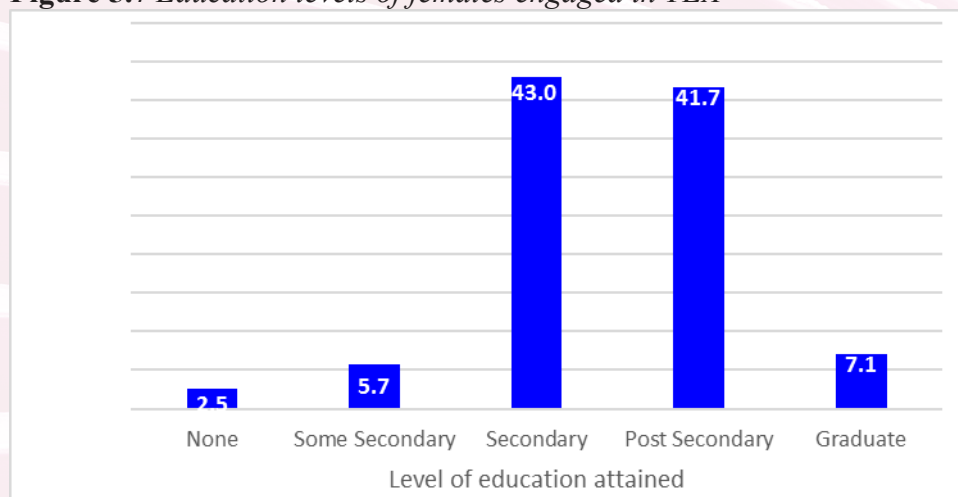


Demographic factors among females engaged in TEA

Given that females are less likely to be engaged in entrepreneurial activities than their male counterparts, it is important to consider some of the demographic factors associated with females who engage in early-stage entrepreneurial activity, so as to ascertain if there are any unique or distinguishing factors relating to this group. Such demographic factors include education level and age.

Education Level and female TEA

The findings on educational attainment among this group indicate that most females who are engaged in TEA possess post-secondary degrees (See Figure 5.7). This finding is consistent with previous findings from previous GEM reports on women in entrepreneurship (Kelley et al., 2013) Some researchers contend that this finding may be indicative of the possibility that increased education levels among potential female entrepreneurs may serve to inhibit fear of failure and foster greater confidence in their belief and ability to start a business as well as assist them in the transition from potential and intentional entrepreneurs to early-stage business owners (Varela & Soler, 2012).

Figure 5.7 Education levels of females engaged in TEA

Employment status and TEA among the female population

On the one hand, a person's decision to start a business may be driven by the need to improve their financial status on the other hand, individuals may perceive that there are no other alternative sources of income and may decide to pursue their own enterprise. Although these factors are directly related to the motives for entrepreneurial activity, they may be impacted by the employment status of the individual. Given this, it is important to consider the employment statuses of those females who reported that they were engaged in TEA. Table 5.1 illustrates that the majority of the TEA female population were employed either full-time (with the exclusion of self-employed persons) reported that they were employed full-time. This suggests that females who engaged in TEA were likely to be driven by the opportunity-motive.

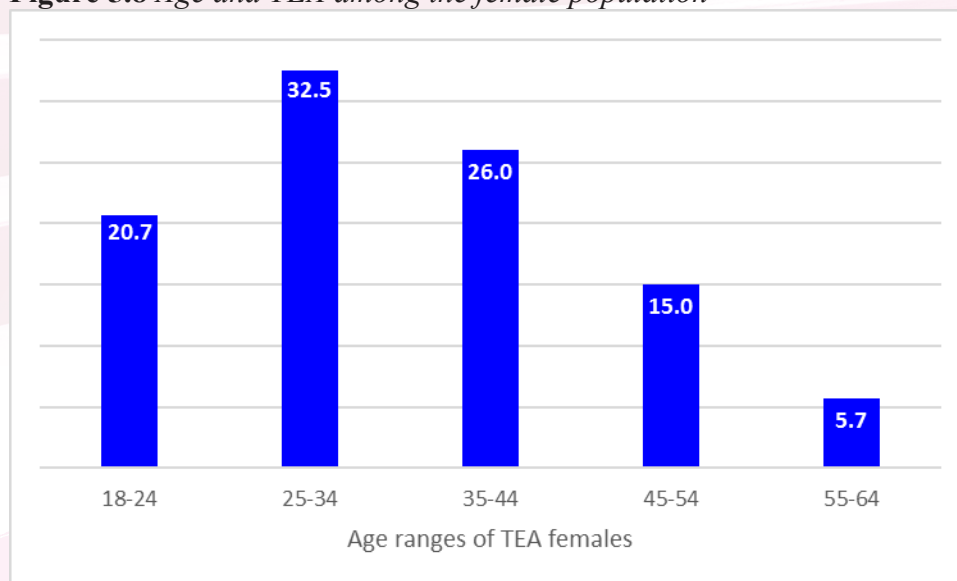
Table 5.2 Employment status of TEA females

| Employment | No. of persons |
|---------------------|----------------|
| Full or part-time | 87 |
| Part-time only | 12 |
| Retired or disabled | 1 |
| Homemaker | 1 |
| Student | 3 |
| Not working, other | 12 |
| Self-employed | 111 |

Age and TEA among the female population

Age is another important consideration that must be taken into account when examining female TEA. The GEM 2013 Barbados findings show that among the female TEA population, entrepreneurial activity was most prevalent among the 25-34 age group (See Figure 5.7). This finding is not surprising, especially in light of the fact that there are a number of organisations in Barbados that have put structures in place to assist entrepreneurs between this age range.

Figure 5.8 *Age and TEA among the female population*



Summary

This chapter highlighted the level of TEA among the female population. Consideration was also given to other factors such as growth aspirations and customer perceptions of products. The results indicated that Barbados has the highest percentage of females engaged in TEA when compared to other countries that are classified as being at the same stage of economic development. In addition, the opportunity motive was most prevalent among females who engaged in TEA. Furthermore, the results showed that the majority of females who are involved in early-stage start-up are between the ages of 25-34 and possess post-secondary degrees.

Chapter 6

Established Businesses: Sustaining the business after an early start

While GEM classifies entrepreneurs engaged in TEA as those persons who have not had businesses in existence for more than three and a half years, established business owners are regarded as those persons that have moved beyond this time frame with regards to business ownership. The latter is also an important measure of GEM as it gives insight into the sustainability or maturity of female businesses, which are considered as key indicators associated with business success.

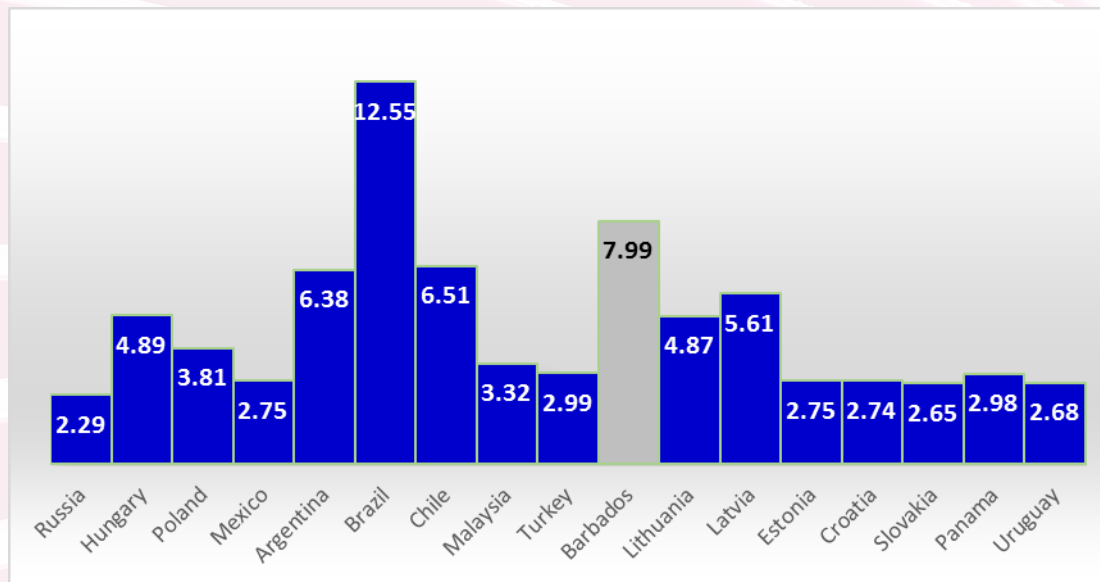
With this in mind, the current chapter highlights the percentage of females in Barbados who are established business owners. It also pinpoints some of the demographic factors such as age and education level among this group, so as to ascertain if there are any unique or distinguishing factors that typify female established business owners.

Female established business owners

Only 7.9% of the Barbadian female population were classified as owning established businesses (See Figure 6.1). This finding must be taken in context, particularly as it relates to the percentage of established male businesses (17%). The disparity in this finding seems to suggest that female entrepreneurs may have more difficulty moving beyond TEA and into the established business phase when compared to their male counterparts. This implies that structures need to be put in place to assist the female population in transitioning from early-stage start-up to established business ownership.

However, when Barbadian female established business ownership rates are compared to those of other female populations in economies at the same stage of development, this rate is relatively high (the second highest after Brazil).

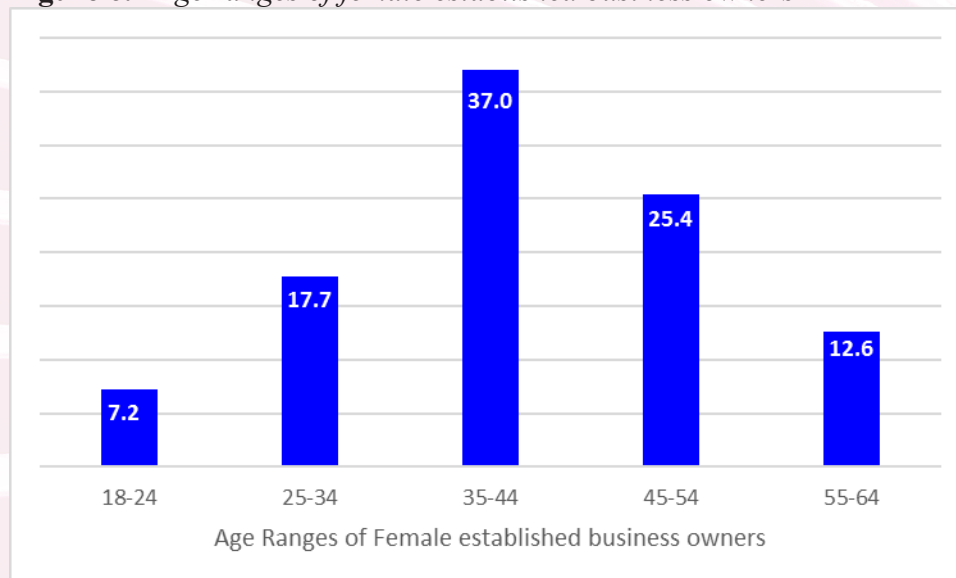
Figure 6.1 *Established Business owners among the female populations in efficiency-innovation driven economies*



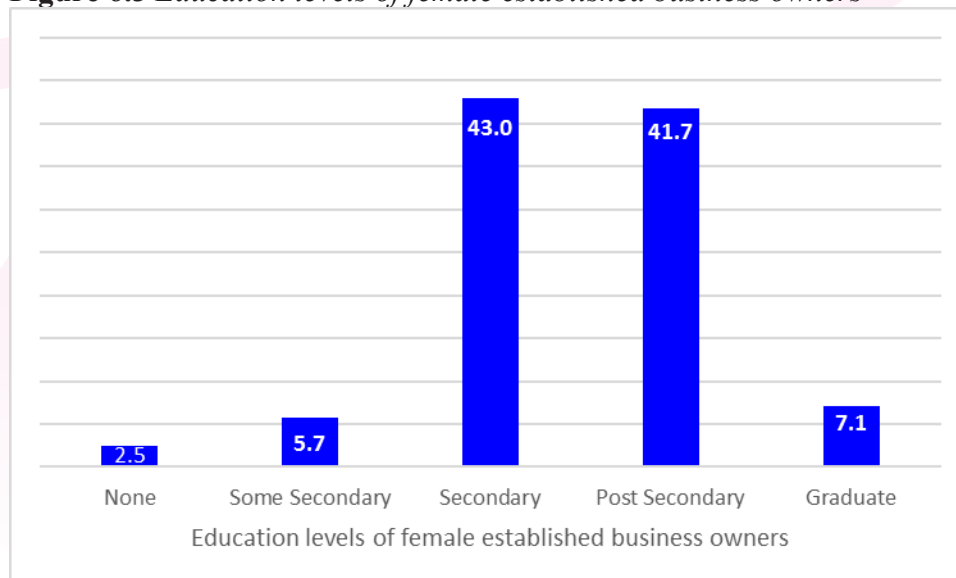
This finding is important in terms of sustainability. More specifically, it indicates that at least 8% of the Barbadian female population are transitioning beyond the boundaries of a new business ownership to established business ownership. In addition, this rate compares favourably with other economies at a similar stage of development. This may be indicative of business success in key areas, most notably: profit, market share and consumer attraction.

Demographic factors associated with female established business owners

Similarly to TEA, there are unique demographic factors associated with female established business owners. For example, the majority of female established business owners fall within the 35-44 age category (See Figure 6.2). As such, it may be plausible to conclude that older female business owners are more likely to make the transition from TEA to established business ownership; this may be due to the experience that they have accrued over the years as a result of their involvement in business.

Figure 6.2 *Age ranges of female established business owners*

In terms of education levels, the results indicate that most female established business owners had obtained at least a secondary degree. Again this suggests that there may be some relationship between education level and established business ownership. This information is displayed in Figure 6.3.

Figure 6.3 *Education levels of female established business owners*

Summary

This chapter highlighted the percentage of females in Barbados who own established businesses. The results indicate that Barbados has the second highest percentage of female established business owners when compared to economies at the same stage of development. In terms of the demographic factors associated with this group, the results pointed to females between the ages

of 35-44 being the most prevalent among established business owners. With regards to education, females who had obtained at least a secondary degree were the most prevalent established business owners.

Chapter 7

Discontinuance of business: The decision to quit

The preceding chapters examined entrepreneurial activity among the female population. However, not all female entrepreneurs are successful in maintaining their business and as such, they may decide to discontinue their business for several reasons. Some of these reasons may be positive, such as selling the business or remodelling, while others may be negative such as unprofitability. The current chapter examines the business discontinuance rate among the Barbadian female population as well as the primary reasons that this segment of the population put forward for their decision to discontinue their businesses.

Business Discontinuance

The 2013 findings indicate that 3.9% of the Barbadian female population decided to discontinue their businesses. This percentage is relatively low compared to the TEA and established business ownership rates among this group. As such, while female business discontinuation may always be a cause for concern, this must also be contextualized in terms of the percentage of new and established businesses in Barbados; that is, the percentages of the emergence of new and established businesses are more than twice than that of discontinuing business percentage. This suggests that more female businesses simultaneously emerge in higher percentages than those that are discontinued.

A number of factors may cause an entrepreneur to decide to discontinue their business. When asked about the primary reasons for terminating their businesses, from among those who responded to this question, the majority indicated that personal factors played the most important part in their decision to discontinue their business (See Figure 7.1).

Figure 7.1 *Reasons for discontinuance*

Summary

Business discontinuation rates among the Barbadian female population are relatively low, particularly in comparison to the rate of emergence of new and established businesses. This can be seen as a good indicator of business sustainability and other markers of business success as well as a gauge of the continued entrepreneurial growth among female entrepreneurs. However, it is also important to consider some of the main reasons for business discontinuance. This information can shed light on strategies that can be used to improved business sustainability.

Chapter 8

Conclusion & Recommendations

Female entrepreneurship is an area that has attracted significant attention by noted scholars around the world. Yet there appears to be a paucity of research in this area. In Barbados, entrepreneurship among this segment of the population is somewhat overlooked and to some extent undervalued. The 2013 GEM findings suggest that there has been a notable increase in female early-stage entrepreneurial activity between 2011 and 2013. This increase was also noted among the percentage of female established business owners. What these findings suggest is that female entrepreneurial activity is on the rise throughout the country. However, the augmentation in business start-up activity seems to be assuaged by women's perception of the lack of available business opportunities of which they can take advantage. Perceptions such as this indicate that more structures will need to be put in place so as to enhance and facilitate opportunities for female business start-up. More specifically, the GEM 2013 findings suggest that if Barbados is to fulfil its mandate of becoming the world's entrepreneurial hub by 2020, female entrepreneurship must be given a lot more attention.

Although the 2013 findings among the female population point to positive growth in terms of entrepreneurial activity, there are still areas of concern that need to be addressed. For example, despite the low percentage of persons who indicated that they would not be dissuaded by fear of failure, the intention rate for business start-up among the female population remains low. Though this may be due to a number of factors may have influenced this low intention rate, it points to the need for structures to be put in place to facilitate a positive perception of the entrepreneurial environment among the female population. This recommendation is given particularly in light of the fact that the majority of the female sample indicated that they do not believe that there will be good opportunities for business start-up in the near future.

In addition, the high prevalence of TEA among the 25-34 age group, suggests that access to entrepreneurial support structures may account for the high percentage of start-up activity among this group. Nevertheless, it should also be noted that the 35-44 age group also accounted for a substantial portion of persons engaged in TEA; however, less support structures are in place for persons among this age grouping. These findings point to the need for more a more equitable access to entrepreneurial support for different age groupings.

In contrast to the high percentage of TEA among the 25-34, a higher percentage of persons in the 35-44 age group were established entrepreneurs. This finding indicates that persons from the former group may be finding it difficult to transition into the established phased. Based on this, it is recommended that business Mentorship Programmes be developed so that younger female entrepreneurs can be given the necessary support and guidance that is required to assist them in making this transition.

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