



Women entrepreneurs in Colombia

Overcoming the growth barriers

A.D. Scholten

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Supervisors

dr. J. S. Clancy

dr. M. L. Ehrenhard

Title: **Women entrepreneurs in Colombia**
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Name: A.D. Scholten

Student Number: s1228722

Supervisors: dr. J. S. Clancy
dr. M. L. Ehrenhard

Institute: University of Twente
School of Management and Governance
Department of Business Administration

Postal address: PO Box 217
7500 AE Enschede

Visiting address: Ravelijn building
Drienerlolaan 5
7522 NB Enschede

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Trabajadoras y Emprendedoras.
Mujeres que son ejemplo de trabajo.
Mujeres que se animan y eso es lo que cuenta.

Management Summary

Entrepreneurship becomes more and more recognized as the broad-based driver of economic growth and societal well-being. So is women entrepreneurship. Nevertheless, despite the additional barriers women face as entrepreneurs compared to their male counterparts, only a small part of all research in the field of entrepreneurship is focused on women entrepreneurs. Much work still needs to be done.

Colombia

The country selected for this study is Colombia. The choice is influenced by the fact that in Latin America women's participation in entrepreneurship (on a regional basis) is second highest in the world. However, only 5 per cent of the Colombian women entrepreneurs have been able to run their businesses for more than three and half years (Kelley et al., 2013) and most of them do not expect any job growth beyond 3 employees in the next five years (GEM, Data, 2014). Women entrepreneurs seem to be restricted in their growth paths. The objectives of this study are to gain insights into the barriers women entrepreneurs face when they want to establish or expand their businesses and to find out which solutions would be suitable for them to overcome these barriers. The following central research question can be formulated: *"How can women entrepreneurs in Colombia overcome the barriers they face when they want to establish or expand their micro or small businesses?"*

Delphi study

In order to achieve these objectives, a Delphi study has been done. This type of study can be used to reach a consensus about opinions and perceptions. Three questionnaires were sent out subsequently to a sample of 23 women entrepreneurs in Colombia. The response rate of each round was approximately 55%. The women were asked for their opinions about a number of barriers to growth identified by an extensive search of the literature. They were also asked for suggestions of solutions to these barriers.

Conclusions

The following barriers resulted from the survey as most important to women entrepreneurs in Colombia:

- lack of access to finance
- lack of access to education and training (focused on entrepreneurship)

- lack of technical support (training programmes in e.g. bookkeeping, business development etc.).

Though, it was also stated that not the 'lack of access to education, training or support', but the 'lack of available information regarding these topics', is the main problem for women entrepreneurs in Colombia. In addition, more specific definitions were given of the most important governmental barriers these women face, such as:

- high taxes
- lack of government incentives to small businesses
- lack of production subsidies, lack of promotion for Colombians to buy products made in Colombia
- the feeling of personal insecurity in the country/city

However, the women in the sample did not rank the barrier 'work-family culture' as important. Though, this barrier was often appointed in literature as a hindering factor for women entrepreneurs resulting from the traditional gender roles still present in Latin American cultures. This difference could be explained through the fact that most women in the sample do not have children and might not have experienced the barrier of the family-work culture (yet). In addition to the barriers, the following solutions resulted from the survey as most important to women entrepreneurs in Colombia:

- Easier access to education (e.g. entrepreneurship, finance etc.)
- Easier access to training (e.g. focused on starting a business etc.)
- Access to vocational training
- Support with administrative matters (e.g. bookkeeping etc.)
- Educating children to be less macho
- Collaboration instead of competition
- Change the mind-set to realize you can start small and grow your business just one step at a time
- Greater personal safety in the city/country
- Availability of affordable kindergarten
- Easier access to finance
- Lower interest rates
- Financial support
- Special loans for women entrepreneurs
- Programs to promote investors to support women entrepreneurs

The majority of the solutions are in accordance with the most important barriers to women entrepreneurs in Colombia. However, no barriers regarding culture, attitude or social services were ranked as most important, though solutions such as 'educating children to be less macho', 'a change of mind-set to start small', 'collaboration instead of competition' and 'availability of affordable kindergarten' were mentioned as important solutions. A conclusion that can be drawn, though with caution, is that

these latter solutions regarding culture, attitude or social services might suggest underlying barriers for women entrepreneurs in Colombia. Therefore, it is important to take these solutions into account as well, as they can also serve as a basis for both further research to get a better understanding of these possible underlying barriers, as well as for useful policies and practices enabling women entrepreneurs to overcome the barriers they face.

Resulting from the study the following conclusion can be drawn regarding attitude of family and friends towards the women entrepreneur and her business: all friends and family members, either male or female, support the respondent and her business. However, it was also stated that not all friends and family were supportive in the same way. This conclusion shows dissimilarity with the literature, which suggests that inequality between men and women as well as masculinity is still largely present in Colombia. Also, the following conclusion can be drawn regarding the attitude of employees of institutions: most women entrepreneurs feel equally treated by either male or female employees of institutions. However, some respondents also have experienced differences in attitude, mentioning the effect of 'male chauvinism' and 'male employees are more supportive towards women' in their explanations for the perceived differences in attitude. This conclusion is more in accordance to the literature, which suggests that inequality between men and women as well as masculinity is still largely present in Colombia.

Practical implications

Regarding practical implications, women entrepreneurs themselves could proactively search for more information at e.g. associations for women entrepreneurs or institutions focused on (women) entrepreneurship. Also, they could exchange experiences and ideas with each other (collaborate) to tackle the problems they encounter and they could try to change their mind-set, meaning that taking small, well-considered steps could eventually contribute to the intended business growth. Likewise, the roll of business associations or institutions could imply increasing and developing (administrative) support and training and improving the availability of transparent information regarding education on entrepreneurship, financial matters and regulations. In the long term, policy makers could develop programs regarding financial support, special loans or subsidies focused on women entrepreneurs that could greatly contribute to enabling them to overcome the barriers they face when they want to establish or expand their businesses.

Acknowledgements

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List of Abbreviations

BLS	Bureau of Labour Statistics
CIA	Central Intelligence Agency
DANE	Departamento Administrativo Nacional de Estadística – National Bureau of Statistics Colombia
EBA	Established Business Activity
FARC	Fuerzas Armadas Revolucionarias de Colombia - Revolutionary Armed Forces of Colombia
GDP	Gross Domestic Product
GEM	Global Entrepreneurship Monitor
GGGI	Global Gender Gap Index
IDB	Inter-American Development Bank
IFC	International Finance Corporation
MSE	Micro and small sized enterprises
OECD	The Organisation for Economic Co-operation and Development
SEDLAC	Socio-Economic Database for Latin America and the Caribbean
SME	Small and medium sized enterprises
TEA	Total entrepreneurial Activity
WEF	World Economic Forum
WEVentureScope	Women's Entrepreneurial Venture Scope

1. Introduction

“As the global economy slowly regains ground following the worldwide recession, entrepreneurship is increasingly recognized as the broad-based driver of economic growth and societal well-being.”¹

1.1 Entrepreneurship and the economy

Joseph Schumpeter, one of the most influential economists on the concept of entrepreneurship in the 20th century, explains that the entrepreneur is the prime source of economic development through a process of creative destruction. Meaning, when innovative entrepreneurs introduce new developments, the current technologies or products produced by the large leading businesses become obsolete. Moreover, this is one of the findings by (Van Stel et al., 2005). Their research, based on a sample of 36 countries, about the influence of Total Entrepreneurial Activity (TEA²) on GDP growth showed that entrepreneurship has a large impact on the economy through innovations by entrepreneurs inventing new products or new production processes. Additionally, they found that entrepreneurship could affect economic growth in several other ways as well, such as increasing competition by the increase of productivity or introducing variations of existing products and services in the market in order to develop the knowledge about what consumers want and what is technically feasible. Furthermore, Franco & Haase (2009) consider entrepreneurship as an important influence on the economy as well. Their study, based on data from 8 Portuguese small and medium sized enterprises (SME), shows that this type of business is of great significance to the economic development of a country in terms of job creation and added value. Job creation by small businesses is done in two different ways: through creation of new businesses and through expansion of existing enterprises (Liedholm, 2002). To put it in numbers, in the European Union more than 99% of the existing firms are SME, which account for two-third of the jobs in the private sector and more than 50% of the value-added by businesses in the European Union (Franco & Haase, 2009). Moreover, Haltiwanger & Miranda (2010) describe that young businesses (younger than 10 years) in the United States made a substantial contribution to job creation, with an average of over 20%, between 1994 and 2005. Naudé (2008), who did a literature review in order to

¹ dr. Kerry Healey, 2012 Women's Report by Kelley et al. (2013) p.2.

² This rate includes all female adults between 15 and 64 years old who are starting a business or running a new business longer than three months, but not longer than 3.5 years (Kelley et al. 2013).

extract a general theory of entrepreneurship in economic development, found that entrepreneurs play an important role in the structural economic transformation of countries all around the world; “from low income, primary-sector based societies into high-income service and technology-based societies” (Naudé, 2008, p.1). According to him the role of entrepreneurship has varied in different parts around the world, over the past five decades. Successful economic transformations can be found in East Asia and in countries such as Finland, India, Ireland and the US the economy grew fast due to innovations. In contrast, many transition economies (former countries of the Soviet Union) were less successful as well as several African countries, which encountered growth stagnation and conflicts. Naudé (2008) found that in the developed economies a need for obtaining new sources of productivity growth, and with that, competitiveness could be created through entrepreneurship. On the other hand, in emerging economies entrepreneurship first needs to start before it can accelerate growth. Moreover, it should provide a movement to the structural transformation of economies. Also, Van Stel et al. (2005) found that entrepreneurs have a significant influence on the early evolution of industries. In their study they enumerate several successful American entrepreneurs such as Michael Dell, Thomas Edison, Henry Ford and Bill Gates who made their contribution to economic growth.

1.2 The importance of women entrepreneurs³

Remarkable is that, regarding entrepreneurship and economic growth, Van Stel et al. (2005) only mention male entrepreneurs in their research. What about female or women entrepreneurs? In 2012 almost 50% of the world population were women (World Bank, Data, 2013a) and 55% of women between 15 and 64 years old participated in the labour force (World Bank, Data, 2013b). Are they just overlooked or do they not make an important contribution to the economy? Neither one is true, at least, not anymore. In the past, women entrepreneurship was overlooked according to Ahl (2006). She points out that, until the 1980s, entrepreneurship or entrepreneurs were male-gendered concepts. A reason for this could have been that entrepreneurs traditionally have been men. Although, some researchers (Baker & Nina, 1997) found that women entrepreneurs were ignored both in research and in the media. However, in recent years a “dramatic expansion” of research has taken

³ In this study the definition of a women entrepreneur is: “the female head of a business who has taken the initiative of launching a new venture, who is accepting the associated risks and the financial, administrative and social responsibilities, who is effectively in charge of its day-to-day management and who is aiming for growth”. This definition will be discussed more elaborately in the theoretical framework (section 2). Also, in this study the terms women entrepreneur and women business owner will be used interchangeably.

place and the field of women entrepreneurship and it continues to develop and mature (Hughes et al., 2012). Nevertheless, Brush and Cooper (2012) found, in recent literature reviews, that still only 10 per cent of all research in the field of entrepreneurship is focused on women entrepreneurs. This means that, even though the amount of research is expanding, there is still much to be done. Regarding the second part of the question about the contribution women entrepreneurs make to the economy, the next two sections show the contribution of women entrepreneurs respectively in developed countries and emerging countries.

Developed countries

The International Finance Corporation (2011) found that women entrepreneurs make significant contributions to their economies. In many developed economies, for example the United States, women-owned businesses contribute substantially to job creation and economic growth as they are responsible for almost \$3 trillion to the U.S. economy and they have directly and indirectly created 23 million jobs. It is predicted by the Guardian Life Small Business Research Institute that women entrepreneurs in the U.S. will have created between 5 million and 5.5 million new jobs by 2018. To put these numbers in perspective, this is 33 per cent of the total new jobs the projects of the Bureau of Labour Statistics (BLS) will have created by then. Likewise, in Australia the percentage of women entrepreneurs to male entrepreneurs rose from 48 in 1999 to 71 in 2003 (Brush et al., 2006). Additionally, women entrepreneurs contribute almost 40 per cent of the GDP and approximately 20 per cent of private sector job creation in Australia (Brush et al., 2006). Also, in Germany women have created one-third of the new businesses, generating over 1 million new jobs since 1990 (Irving, 2012). These findings show that women entrepreneurs do make a significant contribution to the economy of developed countries. Women-owned businesses might make a significant contribution to the economy in terms of job creation and economic growth, but their score among the top 10% largest businesses (in terms of employment, asset values and shareholder capital) in developed economies, is still very low. Women-owned enterprises in Germany, Denmark or Switzerland do not even score above 10% in neither of the aforementioned terms (OECD, 2012).

Emerging countries

Also in emerging countries women do make an important contribution to the economy, but also in other areas. Minniti and Naudé (2010), who did a review of the existing literature on the role and experience of female entrepreneurs in emerging countries, found that women do have a special role in the economy. They found that

women-owned micro and small enterprises (MSE) tend to have a more significant influence on overall household welfare and consumption than man-owned MSE. The reason behind this finding might be that women spend more on household health, nutrition and education than men according to Nichter & Goldmark (2009), who based their findings on a comprehensive survey of literature on small firm growth. Also, Fafchamps and Quisumbing (2005) found, based on their research among 1500 households in Ethiopia, that entrepreneurship may contribute in itself to empowerment of women and welfare as it is the return from investing in education for women. As aforementioned fostering women's development can have an influence in several areas. Anderson and Eswaran (2009) found, based on the Matlab Health and Socio Economic Survey conducted among 4364 households in Bangladesh, that entrepreneurship can be a contribution in order to lower infant mortality and a better health and educational status for women in emerging economies. Additionally, Weeks and Seiler (2001) found, based on surveys conducted in Argentina, Brazil and Mexico among 2200 respondents (men and women) in the early 2000s, that national governments and international organizations began to see the positive impact in several areas by supporting women's economic development. This development is increasing economic growth. Their research showed that a positive relationship exists between the percentage of women who either are employers or self-employed and GDP growth. Furthermore, it can contribute to the social, educational and health status of women and their families (Weeks & Seiler, 2001). Moreover, women are seen as a critical driver of entrepreneurship in emerging countries in order to among others empower women (Fafchamps & Quisumbing, 2005) and reduce poverty (Anderson & Eswaran, 2009). Also, the World Bank (2012) found, based on surveys among 16 countries in Latin America and the Caribbean by the Socio-Economic Database for Latin America and the Caribbean (SEDLAC), that female income had reduced extreme and moderate poverty by 30% between 2000 and 2010. However, Zhao and Wry (2013)⁴ found that there is cross-national variation in the effect of microfinance organisations owned by women on social issues due to heterogeneous economic and cultural environments.

1.3 Women entrepreneurship in Latin America

In 2012 the participation of women in entrepreneurship is second highest in Latin America, compared to other regions in the world according to Kelly et al. (2013), who based their findings on data from 67 economies collected by the Global

⁴ Zhao & Wry (2013) based their findings on research into the establishment of microfinance organisations and their social outreach in 168 countries between 1995 and 2007.

Entrepreneurship Monitor (GEM). The female Total Entrepreneurial Activity (TEA) rate of Latin America was 15 per cent in 2012. It does not seem there is anything wrong with this percentage. Nevertheless, a large part of the women entrepreneurs in Latin America and the Caribbean are unable to grow beyond microenterprises or to move out of the informal economy⁵ (Women's Entrepreneurial Venture Scope, 2013). Moreover, Babson College Professor Donna J. Kelley, who based her findings on data from 67 economies collected by the GEM said: "in most economies around the world, there are fewer women than men starting and running new businesses, but there are even fewer running mature⁶ ones. This raises a red flag about the ability of women to easily transition from starting to sustaining their businesses" (GEM Caribbean, 2013, p.5). Bruhn found that "50 per cent of microenterprise owners in Latin America are women, though the share of female owners declines with firm size and is as low as 12 per cent for firms with more than 11 employees" (Bruhn, 2009, p.21). The Women's Entrepreneurial Venture Scope (2013) found that in Latin America female business owners account for 23 per cent of the small businesses in 2012. Is it a problem that women-owned businesses seem to stay micro or small sized? According to the Inter-American Development Bank (2010) firm size does matter, as it is positively linked to the profitability of the business and the income of the owner. The International Finance Corporation (2011) found that "women-owned businesses appear restricted in their growth paths. Women's entrepreneurship is largely skewed towards smaller firms" (IFC, 2011, p.6). Moreover, Minniti and Naude (2010) found in their research evidence for emerging economies, which suggests that women's firms tend to grow slower in terms of sales and employment. According to the IDB (2010) there could be several reasons why a majority of the women-owned businesses stay micro or small sized. The first reason they mention is the possession of entrepreneurial skills needed to run a larger business successfully, which just a small part of women might possess. Women could also be constrained from performing well or from growing their businesses by more specific women-related reasons such as childcare and household obligations. Other reasons could be access to finance or regulatory difficulties and market conditions. The last reason they give is that women just simply prefer to run smaller firms than men. However, Powers & Magnoni (2010) found that the types of businesses women (are considered appropriate to) start are in the low-margin industries such as commerce and services. The Women's Entrepreneurial Venture

⁵ Informal economy is defined by the International Labour Organisation as "all economic activities by workers and economic units that are – in law and practice – not covered or insufficiently covered by formal arrangements" (Husmanns, 2004).

⁶ Established business owners are running their businesses for more than 3.5 years; their businesses have become mature (Kelley et al., 2013).

Scope (2013) suggests that women-owned firms could also be constrained by informality. It found that between 55 and 91 per cent of women entrepreneurs in Latin America is active in the informal economy. Consequences of running a business informally for women in Latin America are higher vulnerability to corruption or restricted access to formal sources of finance.

1.4 The case of Colombia

The selected country for this research is Colombia, which is located in the northern region of Latin America. It had a population of 45.7 million with a GDP per capita of \$11,100 in 2013. Women account for 50.8 per cent of the Colombian population (World Bank, 2014a). According to the World Economic Forum (2013) Colombia belongs to the upper-middle income countries. It experienced high economic performance having a GDP growth of more than 4% per year for the past three years. However, the economy relies heavily on energy and mining exports, which makes it vulnerable to a drop in commodity prices. Also, the unemployment rate of 9.7% in 2013 is still one of the highest in Latin America and the income inequality is among the worst in the world as more than 30% of the population lived below the poverty line in 2012. The economic development is impeded by inadequate infrastructure and uncertain security situation as the country suffers from internal conflict and drug related security challenges. Though, “in 2012 the Colombian government started formal peace negotiations with the FARC (Revolutionary Armed Forces of Colombia) to reach a bilateral ceasefire and incorporating demobilized FARC members into mainstream society and politics” (Central Intelligence Agency, 2014).

Gender equality

According to Powers and Magnoni (2010) gender equality is still an issue in Colombia, although it is higher compared to most countries in Latin America. Colombia was ranked 8th on the overall GGGI⁷ in 2013 of 26 Latin American and Caribbean countries (World Economic Forum, 2013). Also, the overall GGGI of Colombia has improved over the past five years, meaning that the relative gap between women and men, across four key areas (health, education, economics and politics) is decreasing (WEF, 2013). The parity of Educational Attainment, Health & Survival and Political Empowerment has not improved nor declined (see Figure 1). However, the Economic Participation of women has improved in 2013 compared to 2012 including an increase in labour force participation with a female-to-male ratio of respectively 0.55

⁷ Global Gender Gap Index (World Economic Forum, 2013).

and 0.72. Also, the female-to-male ratio for professional and technical workers increased from 0.86 to 1.17. Moreover, Colombia is ranking 2nd out of 136 countries in the percentage of women among legislators, senior officials and managers (World Economic Forum, 2013).

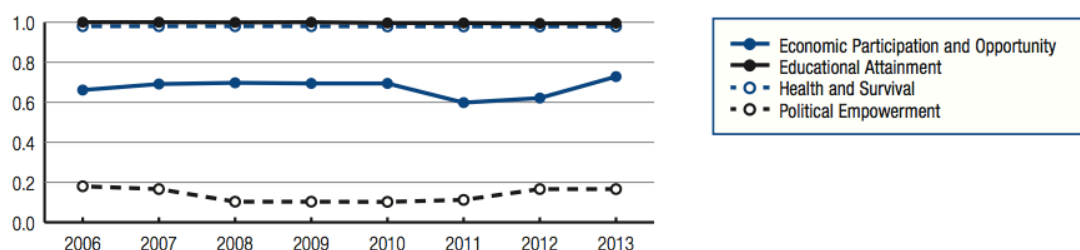


Figure 2 – Global Gender Gap Index for Colombia from 2006-2013 (WEF, 2013)

Women's labour force participation

Between 1985 and 2009 women's labour force participation in Colombia has increased significantly according to Powers and Magnoni (2010), who based their findings on national statistics of 2009 from the Departamento Administrativo Nacional de Estadística of Colombia (DANE)⁸. They also found several reasons for this increase such as various economic crises, an increase in female-headed households and higher female education rates (Powers and Magnoni, 2010). More women than men are enrolled at universities in Colombia, respectively 45 per cent and 41 per cent in 2013 (World Economic Forum, 2013). Also, according to the Ministerio de la Educación Nacional⁹ (2013), who based their findings on a sample of 2,261,294 graduates between 2001 and 2012, more women than men graduated from University between 2001 and 2012, respectively 54.1 per cent and 45.9 per cent. Nevertheless, despite the high enrolment of women at universities their labour force participation is still lower than men, 39 per cent and 53 per cent respectively for women and men between 15 and 24 years old in 2012 (World Bank, 2014b) and 59 per cent and 82 per cent, respectively for women and men between the age of 15 and 64 in 2012 (WEF, 2013). According to the Alta Consejería Presidencial para las Equidad de la Mujer¹⁰ (2010) one of major determinants for this inequality is the fact that family care and household responsibilities are still largely assigned to women. Diekman et al. (2005) underline this finding and point out that machismo and marianismo ideologies have a major affect on gender roles in the Latin American cultures. They define machismo as male power over women, masculine strength and sexuality, and male violence or aggression. Marianismo is defined as female piety,

⁸ National Bureau of Statistics - Colombia

⁹ Ministry of National Education

¹⁰ Colombia's Presidential Council on Women's Equality

sacrifice and virtue. Moreover, Colombia ranks high on the concept of masculinity compared to other Latin American countries, only Mexico and Venezuela score significantly higher (The Hofstede Centre, 2014). Further, on a yearly basis women also earn less than men, respectively \$8,163 and \$13,092 (WEF, 2013). This difference is partly due to discrimination in the workplace (Powers and Magnoni, 2010), or to the fact that women, on average, work fewer hours than men (Galvis, 2010), but it is also due to the sector distribution of men and women (Powers and Magnoni, 2010). Women work more in consumer oriented sectors, 60 per cent, compared to 28 per cent of men. While men work more in transformative sectors, 34 per cent, compared to 16 per cent of women (see Figure 2).

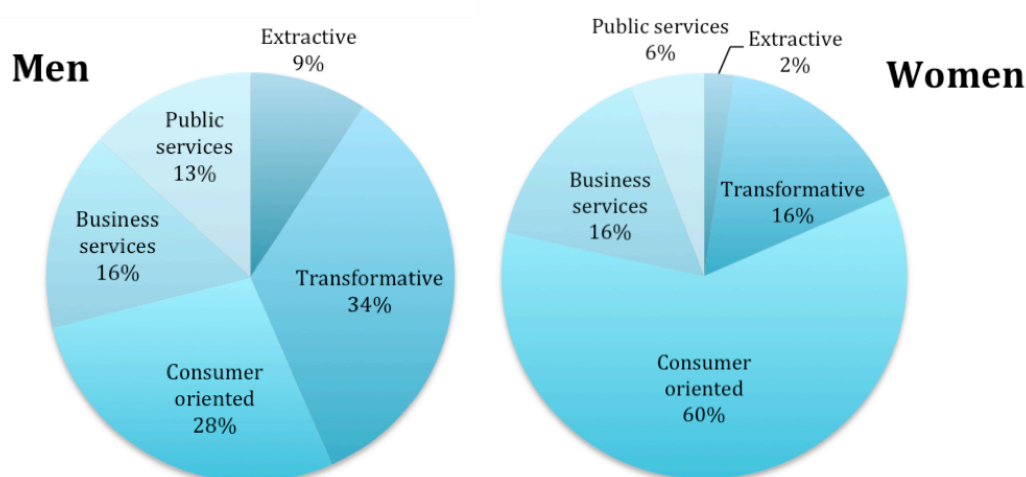


Figure 2 – Distribution of Colombian workforce per economic sector¹¹ in 2011 (DANE, 2013)

Women entrepreneurship

In 2012 the female Total Entrepreneurial Activity (TEA) rate in Colombia was relatively high compared to other countries in Latin America. Together with Peru it shared the third place with a female TEA rate of 18 per cent (Kelley et al, 2013). Moreover, according to the WEVentureScope¹² (2013) Chile, Peru and Colombia provide the best environments for women entrepreneurs in Latin America and the Caribbean. Colombia scores high on Capacity and Skills¹³ and Access to Finance¹⁴, respectively 1st and 2nd out of 20 Latin American and Caribbean countries. In addition,

¹¹ Definitions and economic activities of the economic sectors can be found in Appendix A.

¹² WEVentureScope stands for Women's Entrepreneurial Venture Scope. This is an Economist Intelligence Unit publication funded by and developed in close collaboration with the Multilateral Investment Fund, a member of the Inter-American Development Bank Group.

¹³ Capacity and Skills “considers the availability and affordability of tradition education programmes for women, as well as basic and advanced business and financial skills training” (WEVentureScope, 2013, p.8).

¹⁴ Access to Finance “measures the availability and use of formal financial products by female managers of MSMEs” (WEVentureScope, 2013, p.8).

in 2012 more women started their businesses out of opportunity motives, 84 per cent, than out of necessity motives, 15 per cent (Kelley et al., 2013). Though, in 2006 the number of informal women business owners was much larger than the number of formal women business owners, respectively 2,416,000 and 178,000. According to the WEVentureScope (2013), the informal sector is a significant source of employment for women in Latin America and the Caribbean. Regarding the distribution of businesses per economic sector (see Figure 3), the majority of women, 61 per cent, own businesses in the consumer oriented sector, compared to 28 per cent of men. In contrast, men have a much larger share of businesses in the extractive sector.

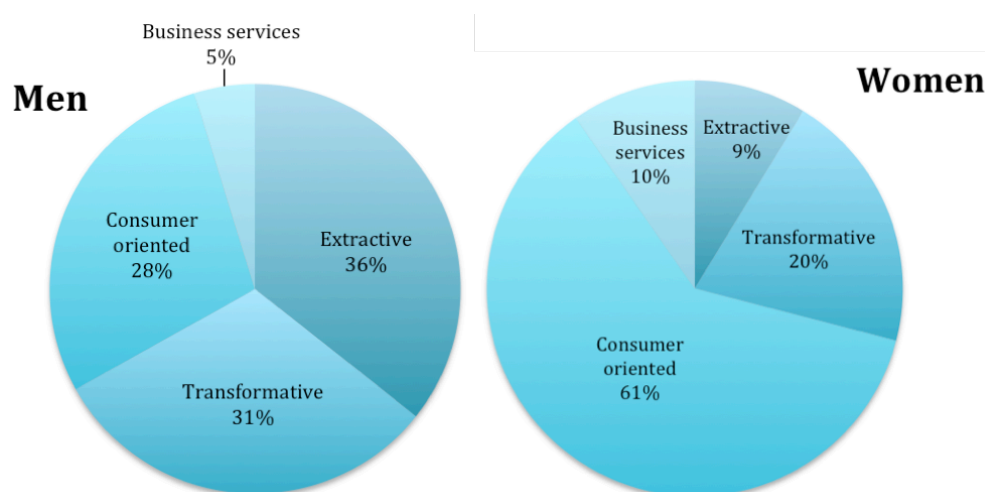


Figure 3 – Distribution of Colombian business owners per economic sector in 2011 (DANE, 2013)

However, the female TEA rate of Colombia of 18 per cent is still lower than the TEA rate of men, with 23 per cent. Also, fewer women think they have the capabilities to start a business compared to men, respectively 49 per cent and 64 per cent. Moreover, the percentage of fear of failure is higher for women than men, respectively 38 per cent and 27 per cent. Furthermore, in the same year the female Established Business Activity (EBA¹⁵) rate in Colombia was only 5 per cent, compared to 9 per cent of men. In addition, the percentage of Established Business owners with no employees is much higher for women than for men, respectively 47 per cent and 17 per cent (Kelley et al, 2013). On an individual basis that may not be so bad, but for the economy it is not so good. Also, using the data of Colombian women business owners from the Adult Population Survey Global Individual-level Data set of 2010, it was found that the majority of both TEA business owners as well as established business owners in

¹⁵ Established business owners are running their businesses for more than three and a half years; their businesses have become mature (Kelley et al., 2013).

Colombia do not expect to grow their businesses, in terms of employees, by more than 5 in the next five years (GEM, Data, 2014). Moreover, Kelley et al. (2013) found throughout Latin America and the Caribbean the highest rates of single person business, among women, compared to the rest of the world. However, it might have one of the highest female TEA rates; it also has low rates of established business ownership. Looking at the impact women entrepreneurs have in this region, it can be seen that just a few are running mature businesses and half of them does not create jobs for others. Women in this region are willing to launch new businesses, but there are also concerns about their ability to grow and sustain their businesses. According to the Inter-American Development Bank “microenterprises may be important in the short run from the point of view of women’s economic empowerment or poverty reduction, but unless their natural progression to succeed and grow or fail and re-start is enabled, their link to macroeconomic growth remains tenuous” (IDB, 2010, p.14).

1.5 Research aim & research questions

The objectives of this study are to gain insights into the barriers women entrepreneurs face when they want to grow their businesses and to find out which solutions would be suitable for them to overcome these barriers.

Central research question

In line with the research aim of this study the following central research question can be formulated: *“How can women entrepreneurs in Colombia overcome the barriers they face when they want to establish or expand their micro or small businesses?”*

In order to solve the central research question, the following sub-questions are formulated:

1. What are the main barriers for women entrepreneurs in emerging economies when they want to establish or expand their MSE?
2. What are the main barriers for women entrepreneurs in Colombia when they want to establish or expand their MSE?
3. What policies and practices are available for women entrepreneurs in Colombia to overcome these barriers?

1.6 Justification

In this section first the contribution of this study to the academic literature will be discussed, then the policy and practical relevance of this study will be explained.

Academic relevance

In the field of women entrepreneurship considerable research has already been done, however it is far from being exhausted and the field certainly allows for further extensive research (Minniti, 2009). The theory of this research is build from a structured literature review, as will be more elaborately explained in Chapter 2. According to Zahra (2007) theory-based research can make a great contribution to the understanding of complex entrepreneurial phenomena and challenges, which entrepreneurs encounter when they develop and manage their (new) firms. Furthermore, this study could also contribute to the academic literature as it presents empirical data of the solutions how women entrepreneurs can overcome the barriers they face.

Policy relevance

Acs and Szerb (2007) found that policymakers increasingly recognise entrepreneurship as an important factor to establish and sustain economic growth. However, according to Parker (2010) the scholarly literature has provided little practical directions thus far for policy makers who seek to improve the entrepreneurial business environment. One of the aims of this study is to find out what barriers women entrepreneurs face when they are aiming for growth with their businesses. Therefore, this study could provide policy makers with a better insight into women entrepreneurs' additional barriers.

Practical relevance

The practical relevance of this study is twofold. First of all, women entrepreneurs could use the solutions that resulted from the research as guidelines to overcome the barriers they face. Second, the solutions could also contribute to the understanding of useful practices for e.g. business associations to create possibilities and inform women entrepreneurs about those possibilities to improve the way in which they run their businesses resulting in the intended business growth.

1.7 Thesis outline

In this first chapter an introduction is given on the topic of women entrepreneurship in Colombia. Subsequently, the central research question and sub questions are described, together with the academic, policy and practical relevance of the study. In Chapter 2 the concept and definition of women entrepreneurship will be more elaborately discussed as well as the various theoretical and empirical contributions in

the literature to the understanding of the barriers women entrepreneurs face when aiming for growth with their businesses. In Chapter 3 the methodology, including the explanation of the Delphi study, used for this research, will be explained. Then the findings of the research will be presented in Chapter 4. Finally, the conclusions will be given and discussed in Chapter 5 as well as the limitations of this study complemented by suggestions for further research.

2. Theoretical Framework

In this chapter first the definition of women entrepreneur will be described and discussed. Subsequently, the most important growth factors and barriers for women entrepreneurs in Latin America will be described to serve as a foundation for the research.

2.1 Definition of the women entrepreneur

In the introduction the terms ‘women entrepreneur’ and ‘women business owner’ were used interchangeably. However, to what extent can these terms be used synonymously? Is there a distinct difference between being a women entrepreneur and being a women business owner or can they be assumed the same? A clear definition is needed of what comprises ‘women entrepreneur’ and ‘women business owner’ to avoid any misinterpretation of both terms in this study. Before being able to define these terms, a distinct definition of ‘entrepreneur’ and ‘business owner’ is required as the word ‘women’ simply modifies these terms. Literature about ‘entrepreneurship’ or ‘business ownership’ shows that, in the past decades, much has been written about these two terms and, whether or not, the existing difference between them. Some say they are different entities (Carland et al., 1984; Stewart et al., 1999) while other researchers use these terms interchangeably (Lee-Gosselin & Grise, 1990). Nevertheless, defining the term ‘entrepreneur’ is a rather challenging task as there is not just one definition formulated yet since the term is continuously being reinterpreted and revised through the years (Bull & Willard, 1993). Moreover, Audretsch & Keilbach (2010) define this explanation as they ascribe the multidimensionality of the concept as a factor that makes it hard to find one definition. Also, Drucker (2002) states that still today there exists much confusion about a proper definition of entrepreneurship, which makes it in this case more difficult to formulate a definition of the term women entrepreneur. The quest to find a clear and workable definition, with regard to the purpose of this paper, is started using the definitions of two frequently cited economists since their explanations of entrepreneurship have served “as the foundation for the contemporary use of the concept” (Dees, 1998, p.2). In the early 19th century, Frenchman Jean-Baptiste Say described an entrepreneur as someone who “shifts economic resources out of an area of lower and into an area of higher productivity and greater yield” and so including the concept of value creation (Martin & Osberg, 2007, p.31). A century later, Austrian Joseph Schumpeter defined the entrepreneur as “the person who carries out new combinations, causing discontinuity. The role is completed when the function is completed” (Bull & Willard, 1993, p.186). These two definitions seem somewhat

abstract but, as aforementioned, they serve as a foundation for other researchers to build their definitions on. One of these researchers is Peter F. Drucker, who amplified the description of Say using the innovative aspect of being an entrepreneur in his definition by stating “innovation is the specific function of entrepreneurship, whether in an existing business, a public service institution, or a new venture started by a lone individual in the family kitchen” (Drucker, 2002, p.5). Kelley et al. define innovation as “the extent to which entrepreneurs offer products or services that are new to some or all customers, with additional consideration for the extent that no or few other businesses offer that same product” (Kelley et al., 2013, p.32). Also, Drucker explains that entrepreneurship does not refer to a company’s size or age but to a “certain kind of activity” and “at the heart of that activity is innovation: the effort to create purposeful, focused change in an enterprise’s economic or social potential” (Drucker, 2002, p.6). Furthermore, Carland et al. (1984) explain innovation as the critical factor, which differentiates entrepreneurs from small business owners. With that, they give a definition of both an entrepreneur and a small business owner. According to them an entrepreneur is “an individual who establishes and manages a business for the principal of profit and growth. The entrepreneur is characterized principally by innovative behaviour and will employ strategic management practices in the business” (Carland et al., 1984, p.358). A small business owner is defined as “an individual who establishes and manages a business for the principal purpose of furthering personal goals. The business must be the primary source of income and will consume the majority of one’s time and resources. The owner perceives the business as an extension of his or her personality, intricately bound with family needs and desires” (Carland et al., 1984, p.358). With these two definitions they make a clear distinction between entrepreneurs and business owners. They demarcate both terms as though a person either is an entrepreneur or a business owner. Now, including the female concept to these definitions of entrepreneur and businesses owner another important researcher, Dina Lavoie, gives a more comprehensive definition of a women entrepreneur, which is an important addition for the purpose of this study. According to her, a female entrepreneur is “the female head of a business who has taken the initiative of launching a new venture, who is accepting the associated risks and the financial, administrative and social responsibilities, and who is effectively in charge of its day-to-day management” (Moore, 1990, p.276). Examining the aforesaid definitions, Lavoie’s will be taken as the basic assumption of what a women entrepreneur implies. With regard to the aims of this research, this definition needs to be extended with the criteria ‘aiming for growth’ and ‘innovative behaviour’ from the definition proposed by Carland et al. (1984). Together, they give

a comprehensive set of criteria for the selection of articles needed for this study. As mentioned earlier, the terms ‘women entrepreneur’ or ‘women business owner’ are used interchangeably throughout several articles (Kelly et al., 2013; IFC, 2011) without clearly defining whether or not these terms are similar to each other. In the remainder of this paper both terms ‘women entrepreneur’ and ‘women business owner’ will also be used interchangeably on the condition that they both conform to the aforementioned definition of Lavoie complemented with the criteria of growth and innovative behaviour from Carland et al. (1984) to avoid any misunderstanding. As a result, the following criteria will be used to make a selection of articles that define ‘women entrepreneur’ and/or ‘women business owner’ in accordance with the aforementioned definition of Lavoie and Carland et al. (1984). The criteria that will be used are:

- she took the initiative to create a new venture and with that accepting the associated risks and the financial, administrative and social responsibilities
- she is the head of the business
- she is in charge of the day-to-day management
- one of the goals of her business is growth
- she employs innovative behaviour, meaning “making the effort to create purposeful, focused change in an enterprise’s economic or social potential” (Carland et al., 1984).

2.2 Growth factors and barriers for women entrepreneurs in emerging economies

In the introduction an explanation has been given about the necessity of growth for women-owned micro and small businesses to be able to contribute to the economy and societal well-being. In this section first the growth factors for entrepreneurs in emerging countries will be described. Subsequently, the first sub question of this study will be answered describing the growth barriers for women entrepreneurs in emerging countries. This sub question is: *“What are the main barriers for women entrepreneurs in emerging economies when they want to establish or expand their MSE?”* A structured literature review using Scopus, Google Scholar and Science Direct, with keywords such as ‘entrepreneur’, ‘business owner’, ‘growth’, ‘growth factors’, ‘barriers’, ‘growth barriers’, ‘women entrepreneur’, ‘women business owner’, ‘female entrepreneur’, resulted in the following growth factors and barriers.

Growth factors

According to Nichter and Goldmark (2009) much less literature has been written about what a positive business environment looks like for small firm growth than about what a negative businesses environment implies. Nichter and Goldmark (2009) identified the following factors of a positive business environment which have been agreed upon, in general, in the literature: a stable macroeconomic environment, the existence of mechanisms for contract enforcement and dispute resolution, consistency, so that business owners know what to expect and can assess risks, an uninhibited flow of capital for foreign and domestic investment, a flexible labour regime, access to information and investment in education and technology. Moreover, Grosh and Somolekae (1996) state that macro reforms, even though they are not directly focused on micro enterprises, such as improving the licensing system, regulating financial institutions, bank examination and reforms focused on land tenure, could create possibilities for new businesses, to graduate into medium and large businesses. In addition, Nichter and Goldmark (2009) identified four types of factors that influence small firm growth in emerging countries. These four types are: 1. individual entrepreneur characteristics (education, work experience, gender and household), 2. firm characteristics (firm age, formality/informality, access to finance), 3. relational factors (social networks, value chains, inter-firm cooperation and 4. contextual factors (business environment).

Table 1 – Most important barriers for women entrepreneurs

No.	Barriers
1	Lack of access to finance
2	Lack of access to education and training
3	Lack of access to technology (internet access, electronic payment, online services etc.)
4	Lack of technical support (training programmes in e.g. bookkeeping, business development etc.)
5	Restrictive business legislation
6	Lack of healthcare access
7	Lack of maternity/paternity leave
8	Lack of childcare services
9	Lack of elderly care services
10	Corruption (e.g. bribery to get permits etc.)
11	Presence of crime (crime, theft, etc.)
12	No equal property rights (equality of ownership rights of men and women)
13	Lack of business networks (associations, access to information etc.)
14	Work-family culture
15	Lack of family support
16	Social background

Growth barriers

Besides growth factors, entrepreneurs also experience growth barriers. Moreover, the enumeration of barriers in this sub section as a result of the structured literature review mentioned before will be focused on women entrepreneurs (see Table 1). In the remainder of this section all barriers, included in the list, will be discussed.

One of the most frequently mentioned barriers for micro and small businesses is access to finance (Abdulsaleh & Worthington, 2013; IDB¹⁶, 2010; WEVentureScope, 2013). In addition, barriers such as insufficient asset accumulation, lack of financial products for SMEs, lack of traditional savings and guarantees or difficulty accessing credit is present to women entrepreneurs. Moreover, according to the IDB (2010), women entrepreneurs also accumulate assets of less market value. Other barriers are more related to the entrepreneurs' skills, such as access to training and courses on entrepreneurship, which is more difficult for women entrepreneurs due to traditional roles for men and women, according to the IDB. Also, they found that many women entrepreneurs lack experience and knowledge of the formal banking system (IDB, 2010). The WEVentureScope also mentioned 'lack of access to technology' in order to increase connectivity and streamline the business activities, as a main barrier. For example, in Latin America, the percentage of women-owned businesses that have access to technology (availability of e.g. internet or electronic payments) is not even 50 per cent (WEVentureScope, 2013). The same accounts for 'lack of technical support (training programmes in e.g. bookkeeping, business development etc.)' (Ahl, 2006; WEVentureScope, 2013). Moreover, there are governmental barriers that affect entrepreneurs such as regulations and the institutional environment (World Bank, 2006), business legislation (Ahl, 2006) or legal factors (Beck et al., 2005). In addition, De Soto (1989) found that strict regulations and high taxes keep firms small and informal. Tybout (2000) suggests that regulatory and institutional challenges prevent MSE owners from making investments in their business to enable growth, while the larger firms, which are often more capable of lobbying, do this by getting special subsidies and trade protection. Also, unpredictable government policies decrease the growth-enabling investments of smaller firms. Additionally, the IDB (2010) found that a lack of information about firm registry and permits, difficult procedures and, sometimes, extremely high taxes or labour law affect female disproportionately compared to male entrepreneurs. Furthermore, the WEVentureScope (2013) found that lack of access to affordable healthcare, childcare,

¹⁶ Analysis based on data from: Argentina, Bolivia, Brazil, Chile, Guatamala, Jamaica, Mexico, Nicaragua, Peru and Uruguay.

elderly care and maternity/paternity leave negatively affects women entrepreneurs as they cannot save money for their businesses due to the high costs for these social services. Another factor women perceive as a main barrier, is corruption (Beck et al., 2005), or the exposure to corruption through high regulation (IDB, 2010). According to the WEVentureScope, corruption demands a lot of energy from small businesses, which could be better used for growing the business. Also, the presence of crime has a negative influence, due to e.g. high costs for security to prevent theft (WEVentureScope, 2013). More important barriers to women entrepreneurs regarding equal property rights are mentioned by the IDB (2010) such as problems regarding land or real estate registry and titling, or the requirement of husbands to approve personal assets and business transactions, the required use of collateral and asset ownership (land and real estate) by husbands and fathers are still present. Another barrier, according to the IDB (2010), is the difficulty female entrepreneurs have to access business networks, which are of high importance as they might give easier access to trade channels, technology, and finance. Furthermore, cultural norms, a lack of family support (Ahl, 2006) and social conventions influence the types of businesses women start, mostly low-margin industries with limited growth prospects such as commerce or services (Powers & Magnoni, 2010). Moreover, family or household obligations are, according to the IDB (2010) and Ahl (2006) disproportionately assigned to women due to traditional gender roles. As well as the fact that many women are single mothers, divorced, or widowed and have run the household all by herself (IDB, 2010). Finally, a more social barrier preventing MSE growth is the lack of access to networks limited by social class, which is defined by e.g. someone's last name and the school he or she went to (IDB, 2010).

3. Methodology

In this chapter the research design, research method, selection of the sample, data collection and data analysis will be discussed based on the central research question of this study: *“How can women entrepreneurs in Colombia overcome the barriers they face when they want to establish or expand their micro or small businesses?”*

3.1 Research design

As aforementioned, the two objectives of this study are first, to find out what barriers Colombian women entrepreneurs face when aiming for growth of their businesses and second, which policies and practices could be used as solutions to overcome these barriers. Therefore, this research will be predominantly of an exploratory nature. However, this research also includes partly descriptive research as that type of research is directed at making a detailed documentation of the phenomenon of interest (Bhattacharjee, 2012). In this study, following a deductive approach, a structured selection of the existing literature on barriers is used as a foundation to document what barriers women entrepreneurs in Colombia experience. The objective of exploratory research is to become more familiar with the topic. Subsequently, in this study an exploration is done of the solutions that could enable women entrepreneurs in Colombia to overcome the barriers they face. Usually, there is no model in exploratory research and the concepts of interest need to be better understood and measured (Malhotra & Grover, 1998). Exploratory studies are quite valuable in social research as these studies almost always provide new insights into a topic for research and they are a source of grounded theory according to Babbie (2010).

3.2 The Delphi Method

A method used mainly for theory generation, rather than for testing or evaluation is the Delphi Method (Day & Bobeva, 2005). Also called the Delphi Survey Technique (Hasson et al., 2000), or Delphi study (Okoli & Pawlowski, 2004). This method is particularly suitable for situations where personal contact is not possible due to time and cost constraints (Linstone, 1978; Day & Bobeva, 2005). It is designed to transform opinion into group consensus (Hasson et al., 2000). Since the research question of this study concerns the search for solutions to overcome the barriers Colombian women entrepreneurs face, this type of method is used to find a consensus among the experts about the policies and practices available to overcome the barriers. The Delphi Method has three characteristics: 1. anonymous response, 2.

iteration and controlled feedback, 3. statistical group response (Dalkey, 1969). The method consists of successive rounds between two and ten, but mostly around two or three. The groups of participants can be either homogeneous or heterogeneous. Its main importance is the expertise of the participant, which affects the quality of the outcomes. The anonymity among the participants is ensured when using postal or electronic communication methods (Day & Bobeva, 2005). The main advantages of the Delphi Method are the way it is designed as to minimize the biasing effects of dominant individuals, of irrelevant communications and of group pressure toward conformity (Dalkey, 1969). The main shortcomings of a Delphi study are the potential for low response rates due to the various rounds inherent to the study, which might affect the quality of the results, the time-consuming process as a result of the iterative and sequential characteristics and the possible moulding, by the researcher, of opinions to conform to group ratings (Hsu & Sandford, 2007). These drawbacks have to be taken into account and should be minimised as much as possible to ensure the quality of the data.

Three rounds

This Delphi study consists of three rounds. The first round will be used to identify which factors were considered as barriers for Colombian women entrepreneurs and what solutions would be effective to overcome them (Appendix B). Also, questions about the attitude of both men and women towards the women entrepreneur and her business will be asked. The second round will be used to identify the most important, neutral and least important barriers and solutions for Colombian women entrepreneurs (Appendix C). Also, two statements, based upon the questions about attitude of the first questionnaire will be asked to agree/disagree upon. The third, and final, round will be done to verify the categorisation of the barriers and solutions and to collect specific demographic information about the respondents (Appendix D). Lastly, the participants are allowed to respond in a later round even if they did not contribute to an earlier round; they can join in at any round.

Web survey

The Delphi study will be done using a web survey. This type of survey is chosen for several reasons. The sample for this study, which will be explained more elaborately later on in this chapter, consists of Colombian women who own a micro or small business (in Colombia). Therefore, to avoid any inconvenience due to the time difference between The Netherlands and Colombia (6 hours) a web survey will be used, as the respondents can fill out the questionnaires whenever suits them best.

Also, this type of survey avoids interpretation or translation problems, as there is more time to get clarification when translating questions and answers from English to Spanish and vice versa compared to e.g. a face-to-face interview (via Skype) or a telephone survey. Furthermore, a web survey is low-cost (Umbach, 2004) and more quickly done than e.g. face-to-face interviews, a telephone survey or a paper survey (Gunn, 2002). Moreover, a web survey invitation or reminder directly reaches the respondents (Umbach, 2004). Also, when the respondents have filled out the questionnaires the responses are directly available on the website (Umbach, 2004). The web survey tool used for this study is www.e-encuesta.com. Primarily, this tool is used to make it more convenient for the respondents as the entire context of the questionnaire is in Spanish.

Errors

One of the main requirements of the women in the sample is that they are literate and have access to the internet. This will result in sampling bias; this has to do with the fact that each member of a population should have the same chance to be included in the sample. However, when a member is not literate and does not have access to the Internet, there is no equal chance and sampling error appears (Umbach, 2004). However, this can be taken into account choosing a more focused population. In addition, due to factors such as the respondent's web browser, operating system, screen configuration, or hardware, the survey may appear different to the respondents than initially was intended by the researcher. Through that unequal appearance, not all respondents are exposed to the same stimuli and could cause a measurement error (Dillman & Bowker, 2001). Furthermore, measurement error can occur when the responses are inaccurate due to survey mode effects, this is a form of bias, and can have a negative effect on the analysis (Umbach, 2004). Moreover, a nonresponse bias should neither be overlooked. A nonresponse bias occurs when the respondents of a survey differ, in terms of demographics or attitudes, from the ones who did not respond to the survey (Umbach, 2004). Another disadvantage that should not be overlooked is the consideration of ethical issues resulting from web-based surveys (Umbach, 2004). There are many people who think of “spamming”, the practice of sending unwanted e-mails, as a misuse of technology” (Cho & LaRose, 1999, p.422). In addition, some people even view mass mailings with invitations to participate in a web survey as a violation to their privacy. It appears that people experience, so called, electronic intrusions, to have a greater impact on their privacy violation than a letter or telephone call does (Cho & LaRose, 1999). Researchers should be careful with collecting information from respondents through the web, for

the reason that a few careless researchers can have negative impact on web surveys in the future (Umbach, 2004). However, these issues are tackled as the respondents have agreed to participate before sending out the survey. Furthermore, in the first and each subsequent questionnaire, the respondents have been informed of what they will be asked to do and their anonymity and confidentiality is guaranteed.

3.3 Sample selection

The selection of participants for the research is an important element of a Delphi study since it is their expert opinions upon which the output of the research is based. There are four requirements for “expertise”: 1. knowledge and experience with the issues under investigation, 2. capacity and willingness to participate, 3. sufficient time to participate, and 4. effective communication skills (Skulmoski et al., 2007). This study does not attempt to represent the general population; it rather aims to provide insights into the solutions for Colombian women entrepreneurs to overcome the barriers they face. To get direct information of the barriers and (possible) solutions, it was decided to select a purposive sample of Colombian women entrepreneurs who own a business. They were assumed to be ‘expert’ in the field of starting up and expanding their businesses, as those women had experienced barriers and had overcome them. To be included in the sample, all participants had to meet the requirements showed in Table 2. To identify the initial experts a Colombian colleague, Ms Marin, of the supervisor, Ms Clancy, contacted two Colombian women entrepreneurs. Subsequently a nonprobability sampling method will be used to identify more experts for the sample. The method used is Snowball sampling. “Snowball” refers to the process wherein each participant is asked to suggest other participants to be included in the sample. The sample size does not depend on statistical power, it rather provides a dynamic environment to reach a consensus among the participants. The literature recommends between 10 to 18 experts on a Delphi panel (Okoli & Pawlowski, 2004).

Table 2 – Sample requirements

Requirements
Colombian
Woman
Owning a (micro or small) business in Colombia
Producing/providing an innovative product/service
Growth aspiration
Being literate
Having internet access
Willingness and time to participate

Sample

In total, 42 women entrepreneurs were contacted by e-mail of which 23 women (55%) agreed to participate in the survey. The characteristics of the women and their businesses, such as age of business owner, year of business establishment, business industry and location are visualized in Table 3¹⁷. The majority of the businesses in the sample is located in the major cities (Bogotá and Medellín), rather than in the rural areas. Also, most women are active in the food and beverages or fashion industry. Moreover, 43% of the businesses are not older than 4 years. Most women, 35%, are between 30 and 39 years old and respectively 31% and 17% is undergraduate or graduate. The majority, 44%, do not have children, but there is not such a large difference between the percentages of single (22%) or married (22%) women.

Table 3 – Characteristics of the sample (N=23)

	Scale	Percentage
Age business owner (years)	20 - 29	13%
	30 - 39	35%
	> 40	0%
	Unknown	52%
Year business established	2000 - 2004	9%
	2005 - 2009	17%
	2010 - 2014	43%
	Unknown	31%
Industry	Art & decoration	13%
	Branding	4%
	Event organisation	13%
	Fashion	22%
	Food & beverages	35%
	Photography	13%
Location	Bogotá	87%
	Medellin	9%
	Zipación	4%
Level of education	Undergraduate	31%
	Graduate	17%
	Unknown	52%
Marital status	Single	22%
	Married	17%
	Divorced	4%
	Other	0%
	Unknown	52%
Children	Yes	4%
	No	44%
	Unknown	52%

¹⁷ A more detailed overview of the characteristics of each respondent can be found in Appendix E

Finally, before the process of data collection will be described and discussed the Delphi study with its design choices for this specific research is summarised in a short overview in Table 4.

Table 4 – Delphi design choices

Criteria	Choice
Purpose of the study	Exploration
Number of rounds	Three
Participants	Homogenous group
Mode of operation	Remote
Anonymity of panel	Full
Communication media	Computerised
Concurrency of rounds	Sequential

Source: Day & Bobeva (2005)

3.4 Data collection

In this section the data collection steps will be discussed. First the research instrument, then the reliability and validity, followed by the process of the actual collection and finally the analysis will be described.

Research instrument

The instrument used to collect the data is a self-developed questionnaire, which is adjusted in each round. Every questionnaire in each round begins with an introduction text, which explains the purpose of the questionnaire, the process of the survey and it informs the respondents about the anonymity and confidentiality of their participation. The questionnaire of the first round is based on the findings from the theoretical framework. In the second round it is adjusted based on the analysis and results of the first questionnaire and consequently the third questionnaire is based on the second. The questionnaire is written in Spanish in order to make it easier for the respondents to answer the questions, as Spanish is the native language of all respondents. The questionnaire consists of 6 questions in the first round, 5 questions in the second round and 7 questions in the third round. Four different question formats were used throughout the three rounds, depending on the purpose of the questions, namely: five-point Likert-scale questions, open- and closed-ended questions, and dichotomous questions. The five-point Likert scale questions were formatted as follows: (1) most important, (2) important, (3) neither important/unimportant, (4) not so important, (5) least important, (N/A) Not Applicable. The open-ended questions are stated in order to enable the respondents to provide their own answers. The closed-ended questions are stated in a way that the respondents have to select an answer from the list provided in the question. The

dichotomous questions were formatted in a way that the respondent could 'Agree' or 'Disagree' with the statement, complemented by the possibility to provide a reason why they agreed or disagreed with the statement. In the first round 5 out of 6 questions were open-ended, as the main purpose of this round is to collect the respondents' input on barriers, solutions and attitude of friends and family regarding the women and their businesses. The second round mainly consists of Likert scale formatted questions and dichotomous questions to provide the respondents with a summary of the results from the first round questionnaire, which they could rate and agree/disagree upon in this sequential round. The purpose of the final round is to summarize the results from the two previous rounds in two lists with barriers and solutions ranked from important to unimportant, which the respondents could agree/disagree upon. This round is completed with 5 demographic questions in order to complete the list of characteristics of the sample.

Pre-test

Before sending out the first round questionnaire to all the respondents a pre-test was done. First, the questionnaire was translated from English to Spanish. Therefore, a native Spanish speaker checked the questionnaire in order to correct any translation or grammar mistakes. Secondly, the questionnaire was converted into an online-questionnaire using a Spanish survey website (e-encuesta). Finally, the questionnaire was sent to two Spanish-speaking women (one Dutch and one Mexican) who filled out the questionnaire to check whether it worked properly. This included checking for any malfunctions of the clicking-through tools implemented in the questionnaire, typing errors, readability of the text/questions and layout. This process was repeated for every subsequent questionnaire.

Data collection process

The data was collected over a period of six weeks from the end of January until the beginning of March 2014. The respondents were first contacted and later on the questionnaire of the first round was sent. For each round 1 week was used to formulate and test the questionnaire and 1 week for the respondents to fill out the questionnaire. The survey website provides a tool to set up a list of contacts to send out the questionnaire in a personalised e-mail to all respondents at once, including the link to the questionnaire. Also, it has a reminder tool to send a personalised follow-up e-mail to all participants who had not responded yet. Every round, a reminder was sent 4 days after sending out the questionnaire. All responses from each round and each respondent were stored on the website itself. The data could be

downloaded in a document compatible with Adobe Reader, Excel, Access or SPSS which made the data collection and analysis process much more convenient. As visualized in Table 5 the number of responses across the three rounds were 11 in the first round, 13 in the second and 12 in the final round. The average response rate is about 55%. In total 36 responses are collected. Table 6 shows that five respondents have completed all three rounds of questionnaires and 12 have completed at least two rounds of questionnaires. This stability contributes to the validity of the study, which will be more elaborately discussed in the next section.

Table 5 – Response rates of participants across the three rounds

Sample size	Responses	Response rates
Round 1	11	50%
Round 2	13	59%
Round 3	12	55%

Table 6 – Responses of every individual respondent across the three rounds

No.	Round 1 (N= 11)	Round 2 (N=13)	Round 3 (N=12)
1	X	X	X
2	X	X	X
3	X	-	X
4	X	-	-
5	X	X	-
6	X	X	-
7	X	X (no q6)	-
8	X	X	X
9	X	-	X
10	X	X	X
11	X	X	X
12	-	X (q1+2)	-
13	-	X	X
14	-	X	X
15	-	X	-
16	-	-	-
17	-	X	-
18	-	-	-
19	-	-	X (q1)
20	-	-	X
21	-	-	-
22*	-	-	-
23	-	-	X

3.5 Data analysis

The responses of the open-ended questions from the first round questionnaire were collected and analysed using content analysis (summarizing and counting the items the respondents suggested). The major statistics used in Delphi studies for quantitative data analysis are central tendency measures such as means, median or mode, and level of dispersion as standard deviation or inter-quartile range (Hsu & Sandford, 2007). However, Hsu and Sandford (2007) found that in general the use of median and mode are favoured. Moreover, according to Von der Gracht (2012) the mode is the most suitable measure for ordinal data. Therefore, the Likert scale question responses of the first questionnaire were analysed using the mode and a frequency table (Appendix F) to assess what items most respondents rated important and unimportant. As a result of the content analysis of the barriers and solutions and the quantitative data analysis, two Likert scale questions (one for the barriers and one for the solutions) were formulated for the second round questionnaire. The items in the two Likert scale questions were also categorised into “Personal items” and “Business items” in order to make the questions clearer and easier to answer for the respondents. In addition, the responses to the two questions about attitude of the first questionnaire were analysed and counted. Then both were formatted into dichotomous questions with both a statement regarding attitude for the second round questionnaire. In the second round the Likert scale questions were also analysed using the mode and a frequency table (Appendix G and H). The output was used to set up two dichotomous questions regarding barriers and solutions for round three. These questions contained a list of ranked items (important, neutral and unimportant), which were also categorised into personal and business affecting items. The respondents could agree or disagree upon these questions, complemented by the question if they disagreed, what items they would have ranked differently and why. Resulting from the analysis of the responses on the two attitude questions, it was decided not to take these questions to the third round questionnaire as a degree of consensus had been reached on them in the second round. This decision was made based on the stopping criteria formulated by Dajani et al. (1979). In the findings a more elaborate explanation will be given on the termination of the two attitude questions. The third and final round was done in order to summarize the results from the previous rounds and was analysed to check whether or not a final consensus on the ranking of the barriers and solutions was reached. In many studies consensus is defined as a certain percentage of agreement among the respondents, varying from 51% (Loughlin & Moore, 1979), to at least 60% (Seagle & Iverson, 2002) and more than 67% on a nominal scale (Pasukeviciute & Roe, 2001). In this study a consensus

will be reached when the criteria of agreement (unanimity or a majority of more than 50%) and stability both have been achieved (Dajani et al., 1979). These criteria will be more elaborately explained in Chapter 4. Finally, one remark has to be made, as not all respondents completed all the questions in the second and third round. This will be taken into account when the findings will be presented in the next chapter.

Validity

According to Babbie (2010) validity refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration. There are four types of validity (internal validity, external validity, content validity and construct validity), which will be discussed in this section regarding this Delphi study. Internal validity refers to the correctness of inferences about causal connections between central constructs (Stone-Romero, 2002). In this study the use of content analysis and statistical techniques for quantitative data analysis enhances the internal validity. “External validity refers to the possibility that conclusions drawn from experimental results are generalizable to the ‘real’ world” (Babbie, 2010, p.242). The external validity of this study is rather low due to the small sample size. However, the purpose of this study is not to generalize the results to a larger population, it rather focuses on reaching a consensus among the experts to provide insights in the barriers women entrepreneurs in Colombia face and what solutions are applicable for those women to enable them overcoming these barriers. “Content validity is the degree to which a measure covers the range of meanings included within a concept” (Babbie, 2010, p.155). According to Hasson et al. (2000) content validity can be increased using participants who have knowledge and an interest in the topic. All participants in this study are experts through their own experience with establishing and expanding their businesses. Furthermore, all of them have a high interest in the matter under research. Therefore, the content validity of this study can be considered high. Furthermore, construct validity refers to “the degree to which a measure relates to other variables as expected within a system of theoretical relationships” (Babbie, 2010, p.154). According to Okoli and Pawlowski (2004) construct validity can be assured by careful survey design and pretesting. Also, the Delphi Method can improve construct validation when asking the respondents to validate the researcher’s interpretation and categorisation of the items. The fact that the respondents are not anonymous to the researcher allows this validation process. In this study construct validity can be considered high as each questionnaire of each round is pretested. Also, in every round the respondents were asked to revise the results from the previous questionnaire(s).

Reliability

The reliability of the data research instrument also has to be assessed. In this case the three Likert scale questions used in this study. “Reliability is the quality of the measurement method that suggests that the same data would have been collected each time in repeated observations of the same phenomenon” (Babbie, 2010, p.150). According to Seuring and Müller (2008) reliability can be achieved by documenting every step in the data collection process and by describing how the single rounds of the study build on each other. As aforementioned, in the first and second questionnaire three questions with a Likert scale were included to enable the respondents to rate the listed barriers and solutions.

Table 7 – Alphas and Precision estimates for scales with different numbers of dimensions, items and average inter item correlations

No. of items	Average item intercorrelation					
	r = .30		r = .50		r = .70	
	α	Precision ¹⁸	α	Precision	α	Precision
One dimension						
6	.72		.86		.93	
12	.84		.92		.96	
18	.88		.95		.98	
Two dimensions						
6	.45	.04	.60	.07	.70	.09
12	.65	.02	.78	.03	.85	.04
18	.75	.01	.85	.02	.90	.03
Three dimensions						
6	.28	.03	.40	.05	.49	.08
12	.52	.02	.65	.03	.74	.04
18	.64	.01	.76	.02	.84	.02

Source: Cortina (1993)

The reliability, to test the internal consistency of those Likert scales, was measured using the Crohnbach’s Alpha (α). In a variety of studies the alpha level greater or smaller than 0.70 is assumed to be respectively adequate or inadequate without any further interpretation, which is incorrect usage of the statistic according to Cortina (1993). The number of dimensions, items and average intercorrelations of the items should also be taken into account to assess the reliability of the research instrument (Cortina, 1993). Table 7 can be used as a referent to get an idea to what extent the calculated alpha really reflects internal consistency.

¹⁸ Because the scales with one dimension are absolutely unidimensional, precision = 0 for all of them (Cortina, 1993).

Round 1 – Question 1

In round one the first question was a Likert scale question including sixteen items and one dimension. The ‘Average item intercorrelation’ and Cronbach’s Alpha will be calculated using SPSS.

Table 8 – Reliability of question 1 (round 1) regarding barriers

Measure	Value
No. of dimensions	4
No. of items	16
Average inter item correlation (r)	.23
Cronbach’s Alpha (α)	.82

Using factor analysis the number of dimensions in this Likert scale is 4 (see Table 8). However, in Table 7 the alpha’s for only 1, 2 or 3 dimensions are shown. Therefore, to determine the internal consistency of the Likert scale of question 1, the benchmark alpha’s in when having 3 dimensions are used. Question 1 consists of 16 items and has an average inter item correlation of .23. This means that the alpha should be somewhere between .52 and .64. However, the alpha calculated for this question is .82.

Round 2 – Question 1

Using factor analysis for this question, the number of dimensions is 5 (see Table 9). Therefore, to determine the internal consistency of the Likert scale of question 1, the benchmark alpha’s in when having 3 dimensions are used. Question 1 consists of 23 items and has an average inter item correlation of .06. This means that the alpha should be somewhere between .52 and .64. However, the alpha calculated for this question is .50.

Table 9 – Reliability of question 1 (round 2) regarding barriers

Measure	Value
No. of dimensions	5
No. of items	23
Average item intercorrelation	.06
Cronbach’s Alpha (α)	.50

Round 2 – Question 5

Using factor analysis for this question, the number of dimensions is 4 (see Table 10). Therefore, to determine the internal consistency of the Likert scale of question 5, the benchmark alpha's in when having 3 dimensions are used. Question 5 consists of 16 items and has an average inter item correlation of .27. This means that the alpha should be somewhere between .52 and .64. However, the alpha calculated for this question is .81.

Table 10 – Reliability of question 1 (round 2) regarding solutions

Measure	Value
No. of dimensions	4
No. of items	16
Average item intercorrelation	.27
Cronbach's Alpha (α)	.81

At first the calculated alpha's of all three questions do not seem to reflect internal consistency in a proper way. However, Cortina (1993) makes a remark that the alpha does increase as a function of inter item correlation and it decreases as a function of multidimensionality. This explains why the alpha's of question 1 (round 1) and question 5 (round 2) are relatively high compared to the alpha's in Table 7 as he explains that "the lesson to be learned from the information in this table is that alpha can be high despite of low inter item correlation and multidimensionality". Also, it explains why the alpha of question 1 (round 2) is lower compared to the alpha's in Table 7, as it has a relatively large number of items but a very low inter item correlation.

4. Findings

In this chapter the results of the data collection will be presented. Subsequently the first, second and third round findings will be visualized and analysed.

4.1 Round One

The first questionnaire consisted of one Likert scale question about barriers based on the findings from the theoretical framework, two open-ended questions asking the respondents to suggest other barriers that affect women-owned businesses, two open-ended questions regarding attitude of other people (family, friends and employees from institutions) towards them and their businesses and one open-ended question asking them to suggest solutions to overcome the barriers they face. The Likert scale question was analysed using the mode and a frequency table to determine what items the respondents rated most important.

Table 11 – Analysis of the barriers rated in round 1

No.	Items	Mode	Important	Unimportant
1	Lack of access to finance	3	36.4%	27.3%
2	Lack of access to education and training	3	45.5%	18.2%
3	Lack of access to technology (internet access, electronic payment, online services etc.)	4	18.2%	54.5%
4	Lack of technical support (training programmes in e.g. bookkeeping etc.)	1-3-4	45.5%	27.3%
5	Restrictive business legislation	4	27.3%	36.4%
6	Lack of healthcare access	4-5	0.0%	72.7%
7	Lack of maternity/paternity leave	3	45.5%	9.1%
8	Lack of childcare services	3	27.3%	27.3%
9	Lack of elderly care services	5	9.1%	63.6%
10	Corruption (e.g. bribery to get permits etc.)	3	36.4%	36.4%
11	Presence of crime (crime, theft, etc.)	2-4	45.5%	45.5%
12	No equal property rights (equality of ownership rights of men and women)	3-4	9.1%	45.5%
13	Lack of business networks (associations, access to information etc.)	3	27.3%	36.4%
14	Work-family culture	2	36.4%	36.4%
15	Lack of family support	5	0.0%	72.7%
16	Social background	3	9.1%	54.5%

The output is visualised in Table 11. The five categories of the Likert scale have been combined into two nominal categories “Important”, including very important and important, and “Unimportant”, including unimportant and slightly important. The categories “Neutral” and “Not Applicable” have been taken out in order to simplify the presentation of the data. Based on the mode and the frequency table, items 1, 2, 4, 7, 8, 10, 11 and 14 were rated important by the respondents. Those items were taken to the second questionnaire. The items were combined with the items of the two open-ended questions regarding other barriers the respondents could suggest (see Table 12). The frequencies in absolute numbers are given on how often an item was suggested. Both outputs together formed the first Likert scale question of the second round questionnaire.

Table 12 – List of barriers suggested by respondents in round 1

No.	Items	Frequency
1	Lack of access to education and training	III
2	Lack of education focused on entrepreneurship	I
4	Hard to find a balance between work and family/being a mother	II
5	Sacrifice/result rate is not proportional in terms of time devoted to the business	I
6	Envy between the sexes prevents development	I
7	Male chauvinism in offices, businesses or unions	I
8	Inequality (The perception that a woman is not able to do what a man can do)	I
9	Lack of vision	I
10	Lack of commitment	I
11	Competition between business partners	I
14	Insecurity	I
15	Violence	I
16	Lack of access to finance/investment	III
17	High taxes	II
18	Soaring prices of postage, selling abroad is impossible regarding the postage prices	II
19	The perception (of customers) that imported products are best, makes it hard to sell your products	I
20	Lack of promotion for Colombians to buy products made in Colombia	I
21	Lack of government incentives to small businesses	I
22	Lack of production subsidies	I
23	Corruption	II

The responses of the two open-ended questions regarding attitude were collected and counted. The first question about attitude was: “When you started your business.

What kind of attitude (positive or negative) did you experience from male/female friends or family members towards you and your new business? Please, give an example making it clear as to whether or not the person was male/female.”

Table 13 – Responses question attitude of male/female friends and family in round 1 (N=11)

	Positive	Negative
Male	0%	0%
Female	0%	0%
Male and female	100%	0%

As showed in Table 13 all respondents indicated a positive attitude from both male and female friend or family members toward them and their businesses. A consensus was reached, as the respondents were unanimous in their responses. This finding is based on the criterion of Dajani et al. (1979) who explained that a consensus is reached when unanimity is achieved. However, according to Dajani et al. (1979) a consensus is only meaningful when the criterion of group stability is achieved beforehand (see Figure 4). The concept of stability “refers to the consistency of responses between successive rounds of a study” (Dajani et al., 1979, p84).

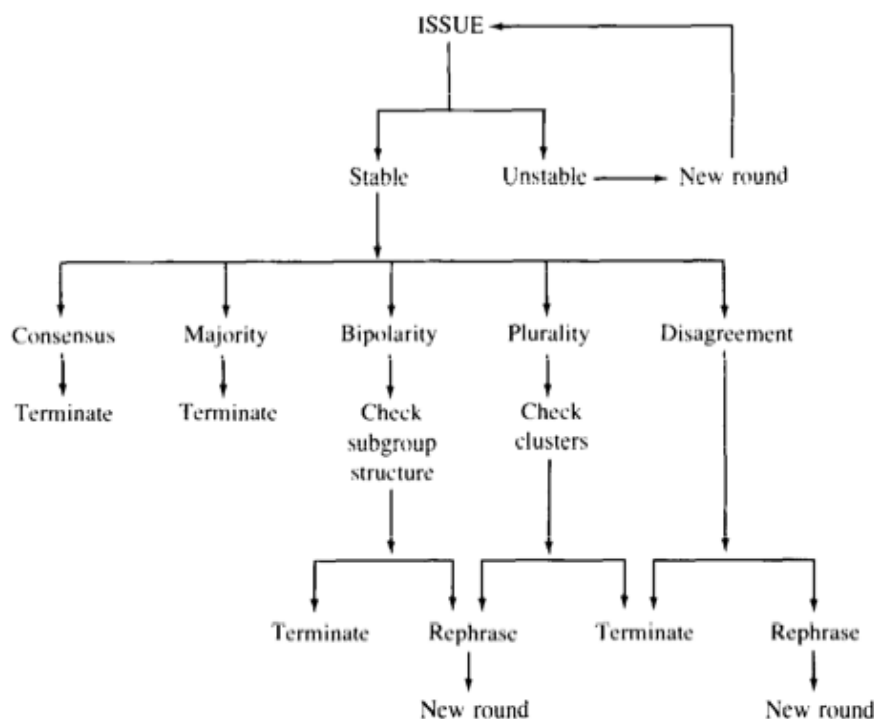


Figure 4 – Hierarchical stopping criteria for Delphi studies (Dajani et al., 1979)

Therefore, it was decided to use the outcome of this question and transform it into a statement for the second questionnaire, to which the respondents could agree or disagree upon. To provide a complete answer, the respondents could also explain why if they disagreed upon the statement. The second question regarding attitude was: “When addressing an institution (e.g. bank, chamber of commerce, trade organisation etc.), did the attitude towards you of a female employee differ compared to the attitude towards you of a male employee? Please, give an example.”

Table 14 – Responses question attitude of male/female employees of institutions in round 1 (N=11)

Difference in attitude between male/female?	Frequency	Comments
Yes	18%	<ul style="list-style-type: none"> • “Men are more collaborative than women” • “Men are more collaborative when you have beautiful eyes/when you are pretty”
No	73%	<ul style="list-style-type: none"> • -
No answer	9%	<ul style="list-style-type: none"> • -

As visualized in Table 14 a majority was reached. According to Dajani et al. (1979) a majority is achieved when 50% of the respondents show agreement. In this case 73% of the respondents states that they have not experienced any difference in attitude towards them between a male or female employee in an institution. However, the same criterion of group stability also accounts for this question. Therefore, it was decided to take this outcome to the second round as well. It was also transformed into a statement for the second questionnaire, to which the respondents could agree or disagree upon. To provide a complete answer, the respondents could also explain why if they disagreed upon the statement.

Finally, the last open-ended question of the first questionnaire regards possible solutions suggested by the respondents to overcome the aforementioned barriers. All responses were collected resulting in a list of 17 items showed in Table 15. The respondents most frequently mentioned the items concerning training focused on entrepreneurship, access to finance and lower interest rates. This outcome is surprising as The Women’s Entrepreneurial Venture Scope (2013) found that educational levels in Colombia are relatively high compared to the all-country average (respectively 68.6% and 58.9%). They also found that access to finance in general is easier in Colombia compared to the all-country average in Latin America (respectively, 41.4% and 35.9%). However, looking at SME access to finance the percentage is low and also much lower than the all-country average (respectively

31.3% and 45.6%). Furthermore, the difference regarding access to microfinance is even larger between Colombia and Latin America (respectively 15.6% and 39.8%). This underlines the opinion of the respondents. As a result, all the items the respondents had suggested were taken to the second questionnaire in order to be rated by the respondents to get a better insight in which solutions would be rated most important.

Table 15 – Solutions suggested by the respondents in the round 1

No.	Items	Frequency
1	Easier access to education (e.g. entrepreneurship, finance etc.)	I
2	Easier access to training (e.g. focused on starting a business etc.)	III
3	Access to vocational training	I
4	Free education for children	I
5	Availability of affordable kindergarten	I
6	Support with administrative matters (e.g. bookkeeping etc.)	I
7	Greater personal safety in the city/country	I
8	Educating children to be less macho	I
9	Women should establish and grow a business to show that women are equally capable as men in many fields and professions	I
10	Collaboration instead of competition	I
11	Change the mind-set to realize you can start small and grow your business just one step at a time.	I
12	Easier access to finance	IIII
13	Lower interest rates	III
14	Less corruption	I
15	Financial support	II
16	Special loans for women entrepreneurs	I
17	Programs to promote investors to support women entrepreneurs	I

4.2 Round Two

The second questionnaire consisted of two Likert scale questions, one about barriers and one about solutions (both based on the first questionnaire), one open-ended question to enable the respondents to explain the reason for their rating and two dichotomous questions regarding attitude of other people (family, friends and employees of institutions) towards them and their businesses. As aforementioned, in this second round the Likert scale questions were categorised in Personal items and Business items to make it clearer and easier for the respondent to complete the questions. These two questions were also analysed using the mode and a frequency (see Table 16) to determine what items the respondents rated most important. Looking at the first Likert scale question (about barriers), the mode shows that the respondents rated the education and training items (1, 2 and 3) and the item insecurity (item 14) as important barriers that affect the entrepreneur personally. Looking at the items that affect the entrepreneurs' business in Table 16, then all items,

accept corruption, were rated important. Still, almost one fourth of the respondents rated corruption as important, but less significant than the other items.

Table 16 – Analysis of the barriers rated in round 2

No.	Personal items	Mode	Important	Unimportant
1	Lack of access to education and training	1	53.8%	15.4%
2	Lack of education focused on entrepreneurship	1	69.2%	7.7%
3	Lack of technical support (training programmes in e.g. bookkeeping, business development etc.)	1	46.2%	23.1%
4	Hard to find a balance between work and family/being a mother	3	38.5%	0.0%
5	Sacrifice/result rate is not proportional in terms of time devoted to the business	3	30.8%	15.4%
6	Envy between the sexes prevents development	5	7.7%	53.8%
7	Male chauvinism in offices, businesses or unions	5	23.1%	53.8%
8	Inequality (The perception that a woman is not able to do what a man can do)	5	38.5%	61.5%
9	Lack of vision	4	30.8%	53.8%
10	Lack of commitment	5	23.1%	61.5%
11	Competition between business partners	5	15.4%	69.2%
12	Lack of childcare services	3	15.4%	23.1%
13	Lack of maternity/paternity leave	3	30.8%	7.7%
14	Insecurity	2	46.2%	15.4%
15	Violence	3	15.4%	38.5%
No.	Business items	Mode	Important	Unimportant
16	Lack of access to finance/investment	2	69.2%	0.0%
17	High taxes	1	84.6%	0.0%
18	Soaring prices of postage, selling abroad is impossible regarding the postage prices	1	46.2%	15.4%
19	The perception (of customers) that imported products are best, makes it hard to sell your products	1	61.5%	7.7%
20	Lack of promotion for Colombians to buy products made in Colombia	1	69.2%	7.7%
21	Lack of government incentives to small businesses	1	84.6%	7.7%
22	Lack of production subsidies	1	46.2%	15.4%
23	Corruption	3	23.1%	7.7%

Then the responses of the two dichotomous questions regarding attitude were collected and counted as visualised in Table 17 and 18. The first question consisted of the following statement to which the respondents could agree or disagree upon: “*The*

attitude of all male and female friends or family members was positive and supportive towards my new business and me”.

Table 17 – Responses statement attitude of friends/family in round 2 (N=13)

Attitude of all male and female friends/family members was positive and supportive	Frequency	Comments
Agree	82%	<ul style="list-style-type: none"> • More or less. • Not all family and / or friends support business in the same way.
Disagree	0%	<ul style="list-style-type: none"> • -
No Answer	8%	<ul style="list-style-type: none"> • -

Table 17 shows that there is again a consensus in round 2, on this topic regarding the attitude of male/female friends and family members, meeting the criterion of unanimity (Dajani et al., 1979). Moreover, stability has also been achieved, as there is consistency between the first and second round. Consequently, looking at Figure 4 the conclusion can be drawn that this question meets the requirements of both stability and consensus meaning it can be terminated. However, a remark has to be made, as there is a slight difference between the two rounds since two respondents agreed but made a comment to it. One respondent explained that she experienced “more or less” a positive and supportive attitude of both males and females and another had experienced a difference in attitude as she stated “Not all family and/or friends support the business in the same way”. The second question consisted of the following statement: “Most of the time women and men are treated equally by a female or male employee of an institution (e.g. bank, chamber of commerce, trade organisation etc.), but sometimes it seems that male employees are more supportive towards women than female employees”. In the first round a majority of respondents, 73%, stated not to have experienced any difference in attitude towards them between a male or female employee of an institution. In this second round still a majority agrees that most of the time male and female employees treat them equally (see Table 18). However, the majority is much smaller with only 54%, which might be due to the way the statement was posed in the second round. In the first round the question was stated suggesting a much more strict difference in attitude between a male and female employee towards the respondent. In contrast to the statement in the second round, which was much less rigorously stating that most of the time both male and female employees treat women equally, but sometimes a male employee is more supportive towards women. Nonetheless, looking again at Figure 4 this question also

meets both requirements of stability and, in this case, majority. Therefore, this question is also terminated and will not be taken to the third round of the study.

Table 18 – Responses statement attitude male/female employees in institutions in round 2 (N=13)

Mostly women and men are treated equally, but sometimes male employees are more supportive towards women than female employees	Frequency	Comments
Agree	54%	<ul style="list-style-type: none"> • It has never happened to me. • I feel treated equally by both sexes. • I have never noticed that. • But they might be more supportive to women, who they think are pretty.
Disagree	23%	<ul style="list-style-type: none"> • I think that male chauvinism is huge in Colombia. We have a culture where men will always get more possibilities than women. Gender inequality strongly influences the formation of a company. • Most of the time a male employee is more emphatic.
No Answer	23%	<ul style="list-style-type: none"> • -

Finally, the solutions the respondents had suggested in the open-ended question in the first round were also transformed into a Likert scale question for the second round. This question was also divided into two categories, one with Personal items and one with Business items. As aforementioned, the question was analysed using the mode and a frequency table (see Table 19). In contrast with the rating of the items concerning the barriers, a majority of the respondents rated most solution items as ‘very important’ looking at the mode. In addition, the frequencies show the same tendency as the respondents rated most items at least as ‘important’. Only item 8 “Women should establish and grow a business to show that women are equally capable as men in many fields and professions “ and item 13 “Less corruption” are rated less important.

Table 19 – Analysis of the solutions rated in round 2

No.	Personal items	Mode	Important	Unimportant
1	Easier access to education (e.g. entrepreneurship, finance etc.)	1	72.7%	0.0%
2	Easier access to training (e.g. focused on starting a business etc.)	1	63.6%	0.0%
3	Access to vocational training	1	72.7%	0.0%
4	Availability of affordable kindergarten	1-2	54.5%	18.2%
5	Support with administrative matters (e.g. bookkeeping etc.)	1	81.8%	9.1%
6	Greater personal safety in the city/country	1	72.7%	18.2%
7	Educating children to be less macho	1	81.8%	0.0%
8	Women should establish and grow a business to show that women are equally capable as men in many fields and professions	3	27.3%	18.2%
9	Collaboration instead of competition	1	81.8%	9.1%
10	Change the mind-set to realize you can start small and grow your business just one step at a time.	1	81.8%	9.1%
No.	Business items	Mode	Important	Unimportant
11	Easier access to finance	1	81.8%	0.0%
12	Lower interest rates	1	72.7%	0.0%
13	Less corruption	1-4	45.5%	18.2%
14	Financial support	1	81.8%	0.0%
15	Special loans for women entrepreneurs	1	72.7%	9.1%
16	Programs to promote investors to support women entrepreneurs	1	81.8%	0.0%

4.3 Round Three

In the third and final round all ratings and suggestions on barriers and solutions of the previous questionnaires were taken together and transformed into two dichotomous questions to which the respondents could agree or disagree, complemented by the question if they disagree what items they would have ranked differently and why (see Tables 20 and 24). Furthermore, five questions regarding demographic information of the respondents were asked. The results of these five questions are summarised in Table 3 in the methodology section of this study.

Barriers

Table 20 shows the ranking of the barriers from important to unimportant. No business items were rated as unimportant in the second questionnaire therefore only neutral business items are listed.

Table 20 – Barriers ranked from important to unimportant

No. Personal items	
Important	
1	Lack of access to education and training
2	Lack of education focused on entrepreneurship
3	Lack of technical support (training programmes in e.g. bookkeeping, business development etc.)
4	Insecurity
Neutral	
5	Hard to find a balance between work and family/being a mother
6	Sacrifice/result rate is not proportional in terms of time devoted to the business
7	Lack of childcare services
8	Lack of maternity/paternity leave
9	Violence
Unimportant	
10	Lack of vision
11	Male chauvinism in offices, businesses or unions
12	Inequality (the perception that a woman is not able to do what a man can do)
13	Competition between business partners
14	Lack of commitment
15	Envy between the sexes prevents development
No. Business items	
Important	
16	High taxes
17	Lack of government incentives to small businesses
18	Lack of production subsidies
19	The perception (of customers) that imported products are best, makes it hard to sell your products
20	Soaring prices of postage, selling abroad is impossible regarding the postage prices
21	Lack of promotion for Colombians to buy products made in Colombia
22	Lack of access to finance/investment
Neutral	
23	Corruption
Unimportant	
-	

Table 21 shows that a majority of the respondents agrees upon the ranking of the personal barriers, 67%. However, a quite large percentage of the respondents disagree, 33%, and the respondents who did so gave the following reasons why:

Table 21 – Responses to ranking of personal barriers (N=12)

Personal barriers are ranked in right order	Frequency
Agree	67%
Disagree	33%
No answer	0%

Respondent 1: “I think competition among business partners is an important issue to consider as it could prevent growth and movement.”

Respondent 19: “There is a lack of support from the government to micro-entrepreneurs. Business programs and training are available, but the system is not supportive to entrepreneurs (bureaucracy, taxes, minimal benefits are minimal for entrepreneurs etc.) It is not a gender issue, both men and women experience this. The system affects me personally. Failing again and again while you work honestly and persevere for your country.”

Respondent 20: “There is no lack of access to education in entrepreneurship, as nowadays there are free programs offered called “Bogota Entrepreneur/Invest” in Bogota (and also elsewhere) I think the lack of information about it is a more important problem”

Respondent 11: “I would rate ‘Hard to find a balance between work and family/being a mother’, ‘Lack of maternity/paternity leave’ and ‘Male chauvinism in offices, businesses or unions’ as important, ‘Lack of technical support’ as neutral and ‘Lack of education on entrepreneurship’ as unimportant.”

As this is primarily an exploratory study to find out more about the barriers women entrepreneurs face in Colombia, these suggestions should also be taken into account, even though only a minority of the respondents have put them forward. They could have a larger impact on women entrepreneurs than literature suggests or the women entrepreneurs themselves might think.

Table 22 – Responses to ranking of business barriers (N=12)

Business barriers are ranked in right order	Frequency
Agree	92%
Disagree	0%
No answer	8%

A large majority, 92%, of the respondents agreed upon the ranking of the business barriers (see Table 22). The only one, who did not agree, did not answer the question. Therefore, based on Figure 4, a consensus has been reached and comparing this answer with the output of questionnaire 2 also stability has been achieved as in the second round the same barriers were rated as important by a majority of the respondents. Therefore, the question could be terminated.

In table 23 a comparison is visualised between the barriers that resulted from the literature review in Chapter 2 and the barriers ranked and suggested in the survey.

The largest difference can be seen between the lack of social services (access to healthcare, childcare, elderly care services and maternity/paternity leave), which resulted from the literature, but were not ranked as important by the women in the sample. The lack of access to finance and education can be found in both enumerations.

Table 23 – Comparison of barriers from literature and research results

No.	Items literature	No.	Items research
1	Lack of access to finance	1	Lack of access to finance/investment
2	Lack of access to education and training	2	Lack of access to education and training
3	Lack of access to technology	3	Lack of education focused on entrepreneurship
4	Lack of technical support (training programmes in e.g. bookkeeping, business development etc.)	4	Lack of technical support (training programmes in e.g. bookkeeping, business development etc.)
5	Restrictive business legislation	5	High taxes
6	Lack of healthcare access	6	Lack of government incentives to small businesses
7	Lack of maternity/paternity leave	7	Lack of production subsidies
8	Lack of childcare services	8	The perception (of customers) that imported products are best, makes it hard to sell your products
9	Lack of elderly care services	9	Soaring prices of postage, selling abroad is impossible regarding the postage prices
10	Corruption	10	Lack of promotion for Colombians to buy products made in Colombia
11	Presence of crime	11	Insecurity
12	No equal property rights (equality of ownership rights of men and women)	12	-
13	Lack of business networks	13	-
14	Work-family culture	14	-
15	Lack of family support	15	-
16	Social background	16	-

Solutions

Table 24 shows the ranking of the solutions ranked from important to unimportant. For both the personal and the business barriers a majority agree upon the ranking (see Tables 25 and 26). Though, one respondent disagreed to the ranking of the personal solutions, but did not state what items she would have ranked differently or why.

Table 24 – Solutions ranked from important to unimportant

No.	Personal items
Important	
1	Easier access to education (e.g. entrepreneurship, finance etc.)
2	Easier access to training (e.g. focused on starting a business etc.)
3	Access to vocational training
4	Support with administrative matters (e.g. bookkeeping etc.)
5	Educating children to be less macho
6	Collaboration instead of competition
7	Change the mind-set to realize you can start small and grow your business just one step at a time.
8	Greater personal safety in the city/country
9	Availability of affordable kindergarten
Neutral	
10	Women should establish and grow a business to show that women are equally capable as men in many fields and professions
Unimportant	
-	
No.	Business items
Important	
11	Easier access to finance
12	Lower interest rates
13	Financial support
14	Special loans for women entrepreneurs
15	Programs to promote investors to support women entrepreneurs
Neutral	
16	Less corruption
Unimportant	
-	

As a majority (84% and 92%) has been reached and, compared to the outcome of the second questionnaire where the same items were rated important or neutral by a majority of the respondents, also stability has been achieved among the respondents (see Figure 4). Consequently, this question could also be terminated.

Table 25 – Responses to ranking of personal solutions (N=12)

Personal solutions are ranked in right order	Frequency
Agree	84%
Disagree	8%
No answer	8%

Table 26 – Responses to ranking of business solutions (N=12)

Business solutions are ranked in right order	Frequency
Agree	92%
Disagree	0%
No answer	8%

5. Discussion & Conclusion

In this chapter, first the conclusions will be drawn from the barriers and solutions that resulted from the survey. Subsequently, these conclusions will be discussed and finally the conclusion and discussion of the attitude issues will be described. The main purpose of this chapter is to answer the central research question: *“How can women entrepreneurs in Colombia overcome the barriers they face when they want to establish or expand their micro or small businesses?”* Ultimately, limitations of this study will be described and suggestions for future research will be provided.

5.1 Barriers

The second sub-question, regarding barriers, will be answered in this section using the findings of the study. The sub question is: *“What are the main barriers for women entrepreneurs in Colombia when they want to establish or expand their MSE?”* In the theoretical framework of this study, Chapter 2, a list of most important barriers for women entrepreneurs in emerging economies was generated. That list was the result of a structured literature review and it gave an answer to the first sub question of this research: *“What are the main barriers for women entrepreneurs in emerging economies when they want to establish or expand their MSE?”* Moreover, that list of barriers served as a foundation for the survey among the sample of Colombian women entrepreneurs selected for this study. As a result, using the Delphi Method with three subsequent rounds of questionnaires, the barriers were ranked, adjusted and complemented with other barriers respondents suggested. With those results a final list of barriers could be formulated which were most important to Colombian women entrepreneurs according to the study. Table 23, in the findings section, shows both lists of barriers, one from the theoretical framework and one from the results of the study. Using Table 23, several conclusions can be drawn comparing the barriers in both lists to each other.

Resulting from the survey there are three barriers that are in accordance with the barriers in literature regarding women entrepreneurs in emerging economies, which were suggested in the theoretical framework. These barriers are:

- lack of access to finance
- lack of access to education and training (focused on entrepreneurship)
- lack of technical support (training programmes in e.g. bookkeeping, business development etc.)

These barriers were appointed in the theoretical framework as well as in the survey as important barriers impeding women entrepreneurs from establishing or expanding

their businesses. However, in the literature focused on women entrepreneurship in Colombia, 'access to finance' and the 'access to education and training' both get a high score in Colombia, compared to other Latin American countries. Accordingly, one respondent stated that not the 'lack of access to education and training' in Colombia is an important barrier, but the 'availability of information regarding education and training' for women entrepreneurs, is the main problem. Therefore, it can be concluded that there is a discrepancy between what literature suggests and what the Colombian women entrepreneurs in the sample perceive as important barriers. Future in depth research is required to get a more detailed explanation of the reasons why this contradiction exists.

Second, the women in the sample did also not directly agree upon the importance of other barriers mentioned in the theoretical framework. For example, the concept of 'restrictive business legislation' was often mentioned as an important barrier, however the women in the sample did not rank this barrier as important, instead they gave more specific definitions of the most important governmental barriers they face, such as: high taxes, lack of government incentives to small businesses, lack of production subsidies and lack of promotion for Colombians to buy products made in Colombia. Moreover, the barrier 'presence of crime', was not ranked as important to the women in the sample, yet they suggested 'the feeling of personal insecurity in the country/city as an important barrier that impedes them.

Third, there were also barriers mentioned in the theoretical framework that the women in the sample did not rank as important, these are:

- corruption
- no equal property rights
- lack of business networks
- work-family culture
- lack of family support
- social background

Even though in literature these barriers are pointed out as impeding factors for women, the women in the sample do not perceive them as important barriers. This is a surprising outcome as in the literature e.g. 'corruption' or 'no equal property rights' are mentioned as factors greatly impeding women entrepreneurs costing them much energy that they could have used more productively growing their businesses. This also accounts for the barrier 'work-family culture', which was often designated in

literature as a hindering factor for women entrepreneurs resulting from the traditional gender roles still present in Latin American cultures. The difference between the literature and the survey results regarding this barrier could be explained through the fact that most women in the sample do not have children. This characteristic might give an explanation for their opinion regarding the barriers ‘work-family culture’, ‘lack of healthcare access’, ‘lack of childcare services’, ‘lack of maternity/paternity leave’ or even ‘lack of elderly care services’ as they have not experienced these barriers (yet). However, a remark has to be made as a few women in the study explicitly pointed out that, ‘work/family balance’, ‘lack of maternity/paternity leave’ and ‘male chauvinism’ are main barriers that could prevent movement and growth. Therefore, these conclusions should be drawn with care, as the sample of this study is relatively small which makes generalising to the total population of Colombian women entrepreneurs difficult. However, looking at the characteristics of the sample in this study, these conclusions could be generalised to a more specific population of women entrepreneurs, namely (yet) childless, higher educated women entrepreneurs living in the urban areas of Colombia. Finally, even though generalising should be done with care, these conclusions could make a contribution to the understanding of the barriers women entrepreneurs in Colombia are facing nowadays.

5.2 Solutions

In the first round, solutions enabling women entrepreneurs in Colombia to overcome the barriers they face when establishing or expanding their businesses were suggested by the respondents. As these solutions were taken to the second and third round to go through the ranking process, a list of most important solutions was generated. With those results an answer could be provided for the third sub-question stated in the introduction: *“What policies and practices are available for women entrepreneurs in Latin America to overcome these barriers?”*

As visualised in Table 27, fourteen items were ranked as most important to the women entrepreneurs in the sample. Comparing these solutions with the aforementioned barriers conformity between them can be found.

Table 27 – Solutions to the barriers women entrepreneurs in Colombia face

No.	Items research
1	Easier access to education (e.g. entrepreneurship, finance etc.)
2	Easier access to training (e.g. focused on starting a business etc.)
3	Access to vocational training
4	Support with administrative matters (e.g. bookkeeping etc.)
5	Educating children to be less macho
6	Collaboration instead of competition
7	Change the mind-set to realize you can start small and grow your business just one step at a time.
8	Greater personal safety in the city/country
9	Availability of affordable kindergarten
10	Easier access to finance
11	Lower interest rates
12	Financial support
13	Special loans for women entrepreneurs
14	Programs to promote investors to support women entrepreneurs

First, the solutions ‘easier access to education and training’ and ‘easier access to finance’ were both ranked as most important solutions. These solutions are in accordance with the barriers they had designated as most important. In addition, some solutions could also be linked to the most important barriers, even though they were stated in a different way. These solutions are ‘support with administrative matters’ could be a solution for the barrier ‘lack of technical support’, or the factors ‘financial support’, ‘lower interest rates’, ‘special loans for women entrepreneurs’ and ‘programs to promote investors to support women entrepreneurs’, these could be solutions for the barriers ‘high taxes’, ‘lack of government incentives to small businesses’, ‘lack of production subsidies’ and, in a more indirect way, for the barrier ‘lack of promotion for Colombians to buy products made in Colombia’. The barrier of ‘insecurity’ could be reduced by the solution ‘greater personal safety in the city and country’. Even though, no barriers regarding culture, attitude or social services were ranked as most important, though solutions such as ‘educating children to be less macho’, ‘a change of mind-set to start small’, ‘collaboration instead of competition’ and ‘availability of affordable kindergarten’ were mentioned in the survey as important solutions in order to be able to establish and grow their businesses. A conclusion that can be drawn, though with caution, is that these latter solutions regarding culture, attitude or social services might suggest underlying factors for those women entrepreneurs in the sample, that prevent them from establishing or growing their businesses. Therefore, it is important to take these solutions into account as well, as they can also serve as a basis for useful policies and practices enabling women entrepreneurs to overcome the barriers they face. Additionally,

future research could be done to clarify these underlying factors. Even though, these conclusions could provide better insights on the solutions for women entrepreneurs in Colombia, they should be taken with care, as the sample of this study is relatively small which makes generalising to the total population of Colombian women entrepreneurs difficult. However, looking at the characteristics of the sample in this study, the conclusions on these solutions also could be generalised to a more specific population of women entrepreneurs, namely higher educated women entrepreneurs living in the urban areas of Colombia.

5.3 Attitude

In the first round of the survey two questions regarding attitude of family/friends and employees of institutions were asked to find out what the respondents' opinions are about the attitude of their friends and family towards them and their businesses and of employees from institutions towards them as a women (entrepreneur).

Friends and family

The question asked in the first round was: *“When you started your business. What kind of attitude (positive or negative) did you experience from male/female friends or family members towards you and your new business? Please, give an example making it clear as to whether or not the person was male/female.”* The unanimous answer of the respondents was that they have experienced only a positive attitude of both male and female friends and family members towards them and their businesses. Then, resulting from the outcome of the first round the question was transformed into the following statement for the second round: *“The attitude of all male and female friends or family members was positive and supportive towards my new business and me”*. The result was, again, a positive and unanimous answer. Only one respondent did not agree, however she did not answer the question/statement either. Therefore, the conclusion, which can be drawn from this attitude issue, is that all friends and family members, either male or female, support the respondent and her business. Though, due to the small sample size a generalisation is not appropriate to the total population of women entrepreneurs in Colombia. Nonetheless, the unanimity of the answer given to this question and statement suggests that the people close to the women entrepreneur tend to have a positive and supportive attitude towards her. Comparing this conclusion to the literature women and men in Colombia shows dissimilarity, as the concepts of inequality between men and women as well as masculinity are still largely present in Colombia according to the literature. Also, one respondent stated that family and friends supported her and her business,

but “not all family and/or friends support the business in the same way”. This latter suggestion could be used as a starting point for future research to get a better insight into the attitude of friends and family towards women entrepreneurs and their businesses.

Employees of institutions

The question regarding employees of institutions asked in the first round was: *“When addressing an institution (e.g. bank, chamber of commerce, trade organisation etc.), did the attitude towards you of a female employee differ compared to the attitude towards you of a male employee? Please, give an example.”* A majority (73%) of the respondents had not experienced any difference treated by a male or female employee of an institution. A minority (18%) of the respondents suggested that sometimes a male employee is more supportive towards a woman. Subsequently, also this question was transformed into a statement for the second round. The statement was: *“Most of the time women and men are treated equally by a female or male employee of an institution (e.g. bank, chamber of commerce, trade organisation etc.), but sometimes it seems that male employees are more supportive towards women than female employees”*. The responses to this statement were a little more equally divided than the previous statement, as 54% agreed and 23% disagreed upon it, also 23% did not answer the question at all. Most respondents who agreed mentioned that they feel treated equally by both male and female employees of institutions. The respondents who disagreed mentioned ‘male chauvinism’ and ‘most of the time male employees are more supportive towards women’ in their explanations for the perceived differences in attitude. Therefore, the conclusion drawn from this issue is that most respondents feel equally treated by either male or female employees of institutions. However, due to the relatively large percentage of respondents who have experienced differences in treatment comparing female employees and male employees, this conclusion should be drawn with caution. This conclusion is more in accordance to the literature regarding the concepts of inequality between men and women as well as masculinity, which are still largely present in Colombian culture affecting the attitude men and women have towards each other. Though, future research could be done in order to get a better understanding of the specific perceived differences of the women in the sample of this study. Nonetheless, this outcome can provide a better insight in the way women and men treat each other and feel treated by one another in formal settings such as institutions.

5.4 Limitations

In this section limitations of this study will be discussed which could be used as a starting point for future research.

First, taken into account the explorative setting of this study it was not the aim to generalise the findings to the total population of women entrepreneurs in Colombia. Though, it can be generalised to a more specific population of higher educated women entrepreneurs living in the rural areas of Colombia. Furthermore, the conclusions from this study could be used to provide a better insight in the additional barriers women entrepreneurs face and solutions available to overcome these barriers. Also, these findings could be used as a basis for future research in order to further develop the knowledge about the most important barriers women face and the solutions enabling them to overcome the barriers. However, one of the limitations of this study is the small sample size. Although, a large sample of 100 or 1000 respondents is not necessary or favourable for a Delphi study, as the results do not depend on statistical power, the sample size of this study, with 11 to 13 respondents is relatively small. Literature suggests 10 tot 18 experts in a Delphi panel (Okoli & Pawlowski, 2004). Another limitation is the sample used in this study, which was of a homogeneous nature, as all participants were woman, Colombian and owning a business. This resulted in relatively unilateral opinions from the participants based on their own experiences and their own specific challenges they are facing being a women entrepreneur. The aforementioned limitations mainly regarded the sample. However, also the questionnaire used has some limitations that could be used as a basis for future research. The items used in the questionnaires of this study were rather general concepts, which could be more elaborately surveyed in future research. Furthermore, the questions in the questionnaire regarding attitude of family/friends and employees of institutions have some limitations. For example, the question regarding attitude of institutional employees could be more extended. As in this study the question was limited to only the attitude of employees from institutions in general, while there might be a large difference in attitude between employees in a financial or health care institution. Moreover, one of the respondents stated, “not all family and/or friends support the business in the same way”, this could be used as a basis for future research in the differences in supportive attitude of family and friends towards a women entrepreneur and her business. All in all, much more inquiry still can be done in the field of women entrepreneurship as only a small part of research on entrepreneurship is focused on women.

5.5 Future research

In this final section suggestions for future research are provided. Those future studies could in turn also make a contribution to the research in the field of women entrepreneurship as this topic is still relatively under researched.

First, the sample size was mentioned as a limitation of this study. Therefore, future research could be done using a Delphi study with a larger sample in order to disclose differences in opinion between the participants, with the aim of providing a more extensive outcome. Also the composition of the sample could be adjusted in future research as one of the characteristics of a Delphi study is the participation of 'experts', other requirements could be used to select a more heterogeneous sample of experts in order to obtain a more comprehensive outcome. For example, male entrepreneurs, policy makers or researchers on women entrepreneurship could be included to share their opinion on the case of women entrepreneurs.

Second, limitations regarding the content of the questionnaires were designated. Future research could be done using a more extensive survey where the items of the Likert scale questions in this study could be used as a theme or topic on which a group of more detailed statements could be based. The purpose of this elaboration is to find out which, more specific, barriers which type of women entrepreneurs face. For example, the topic 'Access to finance' could be extended with more detailed statements such as 'Access to microfinance', 'Access to investment' or 'Access to a bank account' etc.

Third, the questions concerning the attitude of friends/family and employees of institutions could be extended in future research. For example, follow up interviews could be done in order to get a better understanding of differences in attitude of employees from different types of institutions or to get a better insight in the different ways friends and family could be supportive towards the women entrepreneur and her business.

Lastly, both follow up interviews and in depth case studies could be used in future research to get a better understanding and with that a more detailed explanation of the differences between the literature and the results of this study concerning the access to finance, education and training of women entrepreneurs in Colombia. These types of future research could also be done to get a better insight in the differences

between the most important barriers and most important solutions mentioned by the women in the sample of this research.

5.6 Practical implications

As aforementioned in the first chapter, the practical relevance of this study is twofold. First, women entrepreneurs could use the solutions that resulted from the research as guidelines to overcome the barriers they face. Second, the solutions could also contribute to the understanding of useful practices for e.g. business associations or policy makers to create possibilities and inform women entrepreneurs about those possibilities to improve the way in which they run their businesses resulting in the intended business growth.

Looking at the barriers and solutions that resulted from the research several practical implications can be suggested for both women entrepreneurs themselves as well as for institutions such as business associations. The most important barriers mentioned were regarding access to finance, education, training and technical support. However, a remark was made, since not the access could be the main problem, but rather the access to available information concerning these topics. Subsequently several practices can be derived from the suggested solutions. First, women entrepreneurs themselves could proactively search for more information about their possibilities to improve their skills and knowledge about entrepreneurship at for example associations for women entrepreneurs or institutions focused on (women) entrepreneurship. They could, as suggested in the survey, collaborate with each other exchanging experiences and ideas to tackle the problems they encounter with their own businesses. Another important solution regarding the attitude of women entrepreneurs themselves, stated in the survey, is the mind-set change, meaning that taking small, well-considered steps could eventually contribute to the intended business growth. Likewise, several important practices could be addressed to business associations. Their role could imply increasing and developing (administrative) support and training for women entrepreneurs. Also, improving the availability of more transparent information regarding education on entrepreneurship, financial matters and regulations might make an important contribution to overcome the barriers women entrepreneurs face. In the long term, policy makers could develop programs regarding financial support, special loans or subsidies focused on women entrepreneurs that could greatly contribute to enabling them to overcome the barriers they face when they want to establish or expand their businesses.

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Appendices

Appendix A

Sector	Definition	Economic activities
Extractive	Production of raw materials	Agriculture, forestry, fishing and all mining
Transformative	Transformation of the finished product	Construction, manufacturing, transportation, communication, utilities, and wholesale
Business services	Provision of services to businesses	Finance, insurance, real estate, all business services
Consumer oriented	Provision of services to consumers	Retail, motor vehicles, lodging, restaurants, personal services, health, education and social services, recreational services
Public services¹⁹		Civil services and defence Compulsory social security

Source: Varela et al. (2013)

¹⁹ Compiled by the author in order to merge the information from the DANE with the information from the GEM.

Appendix B

B1 - Questionnaire 1

Women entrepreneurs in Colombia

Thank you very much for participating in my survey. This type of survey is probably slightly different from other surveys you might have participated in before. This questionnaire contains 6 questions. I estimate that it will take you about 10 minutes to answer the questions. I do not expect you to have in depth knowledge of the topics; I only would like to know your thoughts and experiences about the situations referred to in the questions. You will also have the opportunity to revise your answers of this questionnaire in two subsequent questionnaires. Please try to answer all 6 questions. Once I have received the responses from all respondents, I will collate and summarise the findings. These findings will form the basis of the second questionnaire. I am trying to find a consensus among the respondents about the situation in Colombia as a woman entrepreneur. You should receive the second questionnaire 1 week after the deadline for submitting the answers to the first survey. There will follow a final third questionnaire to moderate the consensus. I assure you that your participation in the survey and your individual responses will be strictly confidential and will not be divulged to any outside party, including other respondents.

Question 1

Below you find a list of several reasons why women entrepreneurs in Latin America are not able to grow their businesses. Please, rate to what extent you think these reasons do apply to Colombian women entrepreneurs. (1 = most important – 5 = least important, N/A = Not Applicable)

Reasons	Rating				
	1	2	3	4	5
Lack of access to finance					
Lack of access to education and training					
Lack of access to technology (internet access, electronic payment, online services etc.)					
Lack of technical support (training programmes in e.g. bookkeeping, business development etc.)					
Restrictive business legislation					
Lack of healthcare access					
Lack of maternity/paternity leave					
Lack of childcare services					

Lack of elderly care services					
Corruption (e.g. bribery to get permits etc.)					
Presence of crime (crime, theft, etc.)					
No equal property rights (equality of ownership rights of men and women)					
Lack of business networks (associations, access to information etc.)					
Work-family culture					
Lack of family support					
Social background					

Question 2

If you wish, you can briefly explain the reason for your ranking below.

.....

Question 3

If there are any other reasons not listed, which prohibit women entrepreneurs in Colombia to establish or expand their businesses, please write them down below.

.....

Question 4

When you started your business. What kind of attitude (positive or negative) did you experience from male/female friends or family members towards you and your new business? Please, give an example making it clear as to whether or not the person was male/female

.....

Question 5

When addressing an institution (e.g. bank, chamber of commerce, trade organisation etc.), did the attitude towards you of a female employee differ compared to the attitude towards you of a male employee? Please, give an example.

.....

Question 6

In question 1 you have rated the prohibiting reasons for women entrepreneurs in Colombia who want to grow their businesses. What do you think, from your own experience, are effective solutions for Colombian women entrepreneurs to overcome the most important reasons prohibiting growth in their businesses?

.....
.....

Appendix B

B2 - Cuestionario 1

Mujeres empresarias en Colombia

Muchas gracias por participar en mi encuesta. Este tipo de encuesta es probablemente un poco diferente de las encuestas en que quizá haya participado antes. Este cuestionario es el primero de tres en la encuesta. Contiene seis preguntas que le llevarán aproximadamente diez minutos para contestarlas. No espero que tenga conocimiento profundo de los temas; sólo me gustaría saber lo que piensa y sus experiencias acerca de las situaciones mencionadas en las preguntas. También tendrá la oportunidad de revisar sus respuestas en los dos siguientes cuestionarios. Por favor, intente responder las seis preguntas. Una vez que yo haya recibido las respuestas de todas las encuestadas, cotejaré y resumiré las conclusiones para poder formular el segundo cuestionario. Estoy tratando de encontrar un consenso entre las encuestadas sobre la situación en Colombia, como una mujer empresaria. Usted debe recibir el segundo cuestionario dos semanas después de la fecha límite para la presentación de las respuestas al primera cuestionario, a éste le seguirá un tercero para finalizar. Seguirá un cuestionario tercero final para moderar el consenso. Le aseguro que su participación en la encuesta y sus respuestas individuales serán estrictamente confidenciales y no serán divulgadas a cualquier tercero, incluyendo a otras encuestadas.

Pregunta 1

Debajo encontrará una lista de varias razones por las cuales las mujeres empresarias en Latinoamérica no son capaces de crecer en sus negocios. Por favor, clasifique en qué medida piensa que estas razones se aplican a mujeres empresarias colombianas. (1 = lo más importante, 5 = lo menos importante, N/A = No Aplicable)

Razones	Clasificación					
	1	2	3	4	5	N/A
Falta de acceso a la financiación.						
Falta de acceso a la educación y la formación.						
Falta de acceso a la tecnología (ej. acceso a internet, pago electrónico, servicios en línea etc.)						
Falta de apoyo técnico (ej. formación en contabilidad, desarrollo de negocios etc.).						
Legislación restrictiva de negocios.						
Falta de acceso a atención médica.						
Falta de apoyo en caso de maternidad/paternidad.						

Falta de servicios de guardería.						
Falta de servicios de cuidado de los ancianos.						
Corrupción (ej. soborno para obtener permisos etc.)						
Presencia de delincuencia (robo etc.).						
Ningún derecho de propiedad igual (igualdad de derechos de propiedad de hombres y mujeres).						
Falta de redes de negocios (asociaciones, acceso a la información etc.).						
Barreras culturales asociadas a la relación trabajo-familia.						
Falta de apoyo familiar.						
Barreras relacionadas con el trasfondo social o la clase social.						

Pregunta 2

Si lo desea, puede explicar brevemente el motivo de sus resultados aquí.

.....

Pregunta 3

Si hay algunas otras razones que limitan a mujeres empresarias en Colombia para establecer o expandir sus negocios, que no aparecen descritas arriba, por favor escribálas debajo.

.....

Pregunta 4

¿Cuando empezó su negocio, qué clase de actitud (positiva o negativa) por parte de sus amigos/miembros de la familia masculinos o femeninos hacia usted y su negocio, percibió? Por favor, dé un ejemplo donde sea claro que la persona era un hombre o una mujer.

.....

Pregunta 5

¿Cuando se ha dirigido a una institución (un Banco, la Cámara de Comercio, una organización empresarial etc.) ha diferido la actitud de una empleada en comparación con la actitud de un empleado? Por favor, dé un ejemplo.

.....

Pregunta 6

Por favor responda esta pregunta con base a la clasificación que realizó en la pregunta 1.

¿Cuáles considera, según su propia experiencia, son soluciones efectivas para superar las razones más importantes que limitan el crecimiento de las mujeres empresarias colombianas?

.....
.....

Appendix C

C1 - Questionnaire 2

Women entrepreneurs in Colombia

Thank you very much for participating in the second questionnaire of my survey. This questionnaire is based on the answers given by the respondents in the first questionnaire. It contains of 6 questions, please try to answer all questions. Even if you did not respond to the first questionnaire, you can still respond to this one. I am trying to find a consensus among the respondents about the situation in Colombia as a woman entrepreneur. A final third questionnaire will follow to moderate the consensus. You should receive the third questionnaire 1 week after the deadline for submitting the answers to the second survey. I assure you that your participation in the survey and your individual responses will be strictly confidential and will not be divulged to any outside party, including other respondents.

Question 1

Below you will find an enumeration from the first questionnaire of the reasons that are considered as most important to prevent Colombian women entrepreneurs to establish or grow their businesses. The reasons are divided in two categories: personal and business. Please, rate to what extent you think these factors apply to Colombian women entrepreneurs. (1 = very important – 5 = not important, N/A = Not Applicable)

Factors that affect the entrepreneur personally	Rating					
	1	2	3	4	5	N/A
Lack of access to education and training						
Lack of education focused on entrepreneurship						
Lack of technical support (training programmes in e.g. bookkeeping, business development etc.)						
Hard to find a balance between work and family/being a mother						
Sacrifice/result rate is not proportional in terms of time devoted to the business						
Envy between the sexes prevents development						
Male chauvinism in offices, businesses or unions						
Inequality (The perception that a woman is not able to do what a man can do)						
Lack of vision						
Lack of commitment						
Competition between business partners						

Lack of childcare services						
Lack of maternity/paternity leave						
Insecurity						
Violence						

Reasons that affect the entrepreneurs' business	Rating					
	1	2	3	4	5	N/A
Lack of access to finance/investment						
High taxes						
Soaring prices of postage, selling abroad is impossible regarding the postage prices						
The perception (of customers) that imported products are best, makes it hard to sell your products						
Lack of promotion for Colombians to buy products made in Colombia						
Lack of government incentives to small businesses						
Lack of production subsidies						
Corruption						

Question 2

If you wish, you can briefly explain the reason for your ranking.

.....

Question 3

Please, state whether you agree or disagree with the following statement. If you disagree, please explain why. The attitude of all male and female friends or family members was positive and supportive towards my new business and me.

.....

Question 4

Please, state whether you agree or disagree with the following statement. If you disagree, please explain why. Most of the time women and men are treated equally by a female or male employee of an institution (e.g. bank, chamber of commerce, trade organisation etc.), but sometimes it seems that male employees are more supportive towards women than female employees.

.....

Question 5

Below you will find a list of the solutions suggested in the first questionnaire for Colombian women entrepreneurs to overcome the most important reasons preventing growth in their businesses. The solutions are organised into two groups. Please, rate to what extent you think these reasons apply to Colombian women entrepreneurs. (1 = very important – 5 = not important, N/A = Not Applicable)

Solutions that affect the entrepreneur personally	Rating					
	1	2	3	4	5	N/A
Easier access to education (e.g. entrepreneurship, finance etc.)						
Easier access to training (e.g. focused on starting a business etc.)						
Access to vocational training						
Availability of affordable kindergarten						
Support with administrative matters (e.g. bookkeeping etc.)						
Greater personal safety in the city/country						
Educating children to be less macho						
Women should establish and grow a business to show that women are equally capable as men in many fields and professions						
Collaboration instead of competition						
Change the mind-set to realize you can start small and grow your business just one step at a time.						

Solutions that affect the entrepreneur's business	Rating					
	1	2	3	4	5	N/A
Easier access to finance						
Lower interest rates						
Less corruption						
Financial support						
Special loans for women entrepreneurs						
Programs to promote investors to support women entrepreneurs						

Appendix C

C2 - Cuestionario 2

Mujeres empresarias en Colombia

Muchas gracias por participar en el segundo cuestionario de mi encuesta.

Este cuestionario se basa en las respuestas dadas en el primero. Este cuestionario contiene cinco preguntas. Por favor, intente responder las cinco preguntas. Si usted no respondió al primer cuestionario, aún puede responder a éste. Estoy tratando de encontrar un consenso entre las encuestadas sobre la situación en Colombia como una mujer empresaria. Un tercer cuestionario final seguirá con el fin de moderar el consenso. Usted va a recibir el tercer cuestionario una semana después de la fecha límite para la presentación de las respuestas al segundo cuestionario. Le aseguro que su participación en la encuesta y sus respuestas individuales serán estrictamente confidenciales y no serán divulgadas a cualquier tercero, incluyendo a otras encuestadas.

Pregunta 1

Debajo encontrará una enumeración del primer cuestionario de los factores que son considerados como más importantes que limitan a mujeres empresarias en Colombia para establecer o expandir sus negocios. Los factores se organizan en dos categorías: personales y empresariales. Por favor, clasifique en qué medida piensa que estas razones se aplican a mujeres empresarias colombianas. (1 = lo más importante, 5 = lo menos importante, N/A = No Aplicable)

Factores que afectan al empresaria personalmente	Clasificación					
	1	2	3	4	5	N/A
Falta de acceso a la educación y la formación.						
Falta de acceso a la educación en el emprendimiento.						
Falta de apoyo técnico (ej. formación en contabilidad, desarrollo de negocios etc.).						
Dificultad para encontrar un equilibrio entre el trabajo y la familia/ser una madre.						
La tasa de sacrificio/resultados no es proporcional en términos de tiempo dedicado a la actividad.						
La envidia entre el género impide el desarrollo.						
El machismo en oficinas, empresas o gremios.						
Desigualdad (la percepción de que una mujer no es capaz de hacer lo que un hombre puede hacer).						
Falta de visión.						

Falta de compromiso.						
La competencia entre las socias de negocios/compañeras.						
Falta de servicios de guardería.						
Falta de apoyo en caso de maternidad/paternidad.						
Inseguridad.						
Violencia.						

Factores que afectan a los negocios de las empresarias	Clasificación					
	1	2	3	4	5	N/A
Falta de acceso a la financiación.						
Los altos impuestos.						
Altos costos de los gastos de envío.						
La percepción (de los clientes) de que los productos importados son los mejores, hace que sea difícil de vender sus productos.						
Falta de promoción de los colombianos para comprar productos hechos en Colombia.						
Falta de incentivos del gobierno a las pequeñas empresas.						
Falta de subvenciones a la producción.						
Corrupción. (ej. soborno para obtener permisos etc.)						

Pregunta 2

Si lo desea, puede explicar brevemente el motivo de sus resultados aquí.

.....

Pregunta 3

Por favor, indique si está de acuerdo o en desacuerdo con la siguiente afirmación. Si no está de acuerdo, por favor explique por qué.

La actitud de todos los amigos y las amigas o familiares era positiva y de apoyo hacia mi nuevo negocio y yo.

.....

Pregunta 4

Por favor, indique si está de acuerdo o en desacuerdo con la siguiente afirmación. Si no está de acuerdo, por favor explique por qué.

La mayor parte del tiempo mujeres y hombres son tratados por igual por un empleado femenino o masculino de una institución (por ejemplo, bancos, cámaras de

comercio, organización de comercio, etc.), pero a veces parece que los empleados varones apoyan más a las mujeres que a los empleados del sexo femenino.

.....

.....

Pregunta 5

Debajo encontrará una lista de las soluciones propuestas en el primer cuestionario para las mujeres empresarias de Colombia para superar las razones más importantes que impiden el crecimiento de sus negocios. Las soluciones se organizan en dos categorías: personales y empresariales. Por favor, clasifique en qué medida piensa que estas razones se aplican a mujeres empresarias colombianas. (1 = lo más importante, 5 = lo menos importante, N/A = No Aplicable)

Soluciones que afectan a la empresaria personalmente	Clasificación					
	1	2	3	4	5	N/A
Acceso más fácil a la educación (ej. la iniciativa empresarial, las finanzas etc.)						
Acceso más fácil a la formación (ej. las finanzas etc.)						
Acceso más fácil a la formación profesional						
Disponibilidad de servicios de guardería accesibles.						
Apoyo de los aspectos administrativos (ej. Contabilidad etc.)						
Mayor seguridad personal en la ciudad/el país.						
Educar a los niños a ser menos machistas.						
Las mujeres deben establecer y hacer crecer un negocio para demostrar que tienen la misma capacidad que los hombres en muchos campos y profesiones.						
Colaboración en lugar de la competencia.						
Cambiar la mentalidad para darse cuenta de que usted puede comenzar con algo pequeño y hacer crecer su negocio con un paso a la vez.						

Soluciones que afectan a los negocios de las empresarias	Clasificación					
	1	2	3	4	5	N/A
Acceso más fácil a la financiación.						
Menor tasa de interés.						
Menos corrupción.						
Apoyo financiero.						
Los préstamos especiales para mujeres empresarias.						
Programas para promover el apoyo a mujeres empresarias inversionistas.						

Appendix D

D1 - Questionnaire 3

Women entrepreneurs in Colombia

Thank you very much for participating in the third and last questionnaire of my survey. This questionnaire is based on the answers given by the respondents in the first and second questionnaire. It contains of 7 questions, please try to answer all questions. Even if you did not respond to the first and/or second questionnaire, you can still respond to this one. I am trying to find a consensus among the respondents about the situation in Colombia as a woman entrepreneur. This third questionnaire will moderate the consensus. You should receive the outcome of this survey within 2 weeks after the deadline for submitting the answers to the third survey. I assure you that your participation in the survey and your individual responses will be strictly confidential and will not be divulged to any outside party, including other respondents.

Question 1

Below you will find a list based on the first and second questionnaire of the factors that prevent Colombian women entrepreneurs to establish or grow their businesses. The reasons are divided in two categories: personal and business. Please look at the list below. Do you agree that the factors have been placed in the correct categories? If you agree, please state 'agree' and go to the next question. If you disagree, which factor(s) would you move and to which category? Could you explain your reason for moving the factor(s)?

Factors that affect the entrepreneur personally

Important

- Lack of access to education and training
- Lack of education focused on entrepreneurship
- Lack of technical support (training programmes in e.g. bookkeeping, business development etc.)
- Insecurity

Neutral

- Hard to find a balance between work and family/being a mother
- Sacrifice/result rate is not proportional in terms of time devoted to the business
- Lack of childcare services

- Lack of maternity/paternity leave
- Violence

Unimportant

- Lack of vision
- Male chauvinism in offices, businesses or unions
- Inequality (the perception that a woman is not able to do what a man can do)
- Competition between business partners
- Lack of commitment
- Envy between the sexes prevents development

Factors that affect the entrepreneurs' business

Important

- High taxes
- Lack of government incentives to small businesses
- Lack of production subsidies
- The perception (of customers) that imported products are best, makes it hard to sell your products
- Soaring prices of postage, selling abroad is impossible regarding the postage prices
- Lack of promotion for Colombians to buy products made in Colombia
- Lack of access to finance/investment

Neutral

- Corruption

Unimportant

- -

Question 2

Below you will find a list of the solutions based on the first and second questionnaire for Colombian women entrepreneurs to overcome the factors preventing to establish or grow their businesses. The solutions are divided in two categories: personal and business. Please look at the list below. Do you agree that the factors have been placed in the correct categories? If you agree, please state 'agree' and go to the next question. If you disagree, which factor(s) would you move and to which category? Could you explain your reason for moving the factor(s)?

Solutions that affect the entrepreneur personally

Important

- Easier access to education (e.g. entrepreneurship, finance etc.)
- Easier access to training (e.g. focused on starting a business etc.)
- Access to vocational training
- Support with administrative matters (e.g. bookkeeping etc.)

- Educating children to be less macho
- Collaboration instead of competition
- Change the mind-set to realize you can start small and grow your business just one step at a time.
- Greater personal safety in the city/country
- Availability of affordable kindergarten

Neutral

- Women should establish and grow a business to show that women are equally capable as men in many fields and professions

Unimportant

- -

Solutions that affect the entrepreneurs' business

Important

- Easier access to finance
- Lower interest rates
- Financial support
- Special loans for women entrepreneurs
- Programs to promote investors to support women entrepreneurs

Neutral

- Less corruption

Unimportant

- -

Question 3

When was your business established?

.....

Question 4

What is your highest level of education?

- Elementary School
- High School
- University education
- Other:.....

Question 5

What is your age?

.....

Question 6

What is your marital status?

.....

Question 7

Do you have children? If yes, please state whether they live at home or not.

.....

Appendix D

D2 - Cuestionario 3

Mujeres empresarias en Colombia

Muchas gracias por participar en el tercer y último cuestionario de mi encuesta. Este cuestionario contiene dos preguntas que se basan en las respuestas dadas en el primero y segundo cuestionario. Si usted no respondió al primer y/o el segundo cuestionario, aún puede responder a éste. Estoy tratando de encontrar un consenso entre las encuestadas sobre la situación en Colombia como mujer empresaria. Este tercer cuestionario seguirá con el fin de moderar el consenso. Al final de este cuestionario hay cuatro preguntas cortas acerca Usted y su negocio. Usted va a recibir los resultados de esta encuesta dos semanas después de la fecha límite para enviar las respuestas al tercer cuestionario. Le aseguro que su participación en la encuesta y sus respuestas individuales serán estrictamente confidenciales y no serán divulgadas a cualquier tercero, incluyendo a otras encuestadas. Muchas gracias por participar en mi encuesta!

Pregunta 1

Debajo encontrará una lista del primer y segundo cuestionario de los factores que limitan a mujeres empresarias en Colombia para establecer o expandir sus negocios. Los factores se organizan en tres categorías: importante, neutral, sin importancia. Por favor, mire la lista de abajo. Indique si está de acuerdo o en desacuerdo en la manera en que los factores se han colocado en las categorías. Está bien si ha cambiado de opinión desde la última encuesta. Si está de acuerdo, por favor indique 'acuerdo' y vaya a la segunda pregunta. Si no está de acuerdo, qué factor(es) cambiaría y a qué categoría(s)? Por favor, explique por qué lo(s) cambiaría.

Factores que afectan a la empresaria personalmente

Importante

- Falta de acceso a la educación y la formación.
- Falta de acceso a la educación en el emprendimiento.
- Falta de apoyo técnico (ej. formación en contabilidad, desarrollo de negocios, etc.).
- Inseguridad

Neutral

- Dificultad para encontrar un equilibrio entre el trabajo y la familia/ser una madre.

- Falta de apoyo en caso de maternidad/paternidad.
- La tasa de sacrificio/resultado no es proporcional en términos del tiempo dedicado a la actividad.
- Violencia.
- Falta de servicios de guardería.

Sin importancia

- Falta de visión
- El machismo en oficinas, empresas o gremios.
- Desigualdad (la percepción de que una mujer no es capaz de hacer lo que un hombre puede hacer).
- La competencia entre las socias de negocios/compañeras.
- Falta de compromiso.
- La envidia entre el género impide el desarrollo.

Factores que afectan a el negocio de la empresaria

Importante

- Los altos impuestos.
- Falta de incentivos del gobierno a las pequeñas empresas.
- Falta de subvenciones a la producción.
- La percepción (de los clientes) de que los productos importados son los mejores, hace que sea difícil de vender sus productos.
- Falta de promoción de los colombianos para comprar productos hechos en Colombia.
- Altos costos de los gastos de envío.
- Falta de acceso a la financiación.

Neutral

- Corrupción (ej. Soborno para obtener permisos, etc.)

Sin importancia

- -

Pregunta 2

Debajo encontrará una lista del primer y segundo cuestionario de las soluciones por las mujeres empresarias de Colombia para superar las factores que impiden el crecimiento de sus negocios. Las soluciones se organizan en tres categorías: importante, neutral, sin importancia. Por favor, mire la lista de abajo.

Indique si está de acuerdo o en desacuerdo en la manera en que las soluciones se han colocado en las categorías. Está bien si ha cambiado de opinión desde la última encuesta. Si está de acuerdo, por favor indique 'acuerdo' y vaya a la segunda pregunta. Si no está de acuerdo, qué solución(es) cambiaría y a qué categoría(s)? Por favor, explique por qué la(s) cambiaría.

Soluciones que afectan a la empresaria personalmente

Importante

- Acceso más fácil a la educación (ej. la iniciativa empresarial, las finanzas etc.)
- Acceso más fácil a la formación (ej. las finanzas etc.)
- Acceso más fácil a la formación profesional
- Apoyo de los aspectos administrativos (ej. Contabilidad etc.)
- Educar a los niños a ser menos machistas.
- Colaboración en lugar de la competencia.
- Cambiar la mentalidad para darse cuenta de que usted puede comenzar con algo pequeño y hacer crecer su negocio con un paso a la vez.
- Mayor seguridad personal en la ciudad/el país.
- Disponibilidad de servicios de guardería accesibles.

Neutral

- Las mujeres deben establecer y hacer crecer un negocio para demostrar que tienen la misma capacidad que los hombres en muchos campos y profesiones.

Sin importancia

- -

Soluciones que afectan a el negocio de la empresaria

Importante

- Acceso más fácil a la financiación.
- Menor tasa de interés.
- Apoyo financiero.
- Los préstamos especiales para mujeres empresarias.
- Programas para promover el apoyo a mujeres empresarias inversionistas.

Neutral

- Menos corrupción

Sin importancia

- -

Pregunta 3

¿Cuándo abrió su negocio?

.....

Pregunta 4

¿Hasta qué grado de escolaridad llegó?

- No completé educación
- Primaria
- Secundaria

- Media
- Pregrado
- Posgrado
- Otro:

Pregunta 5

¿Cuál es su edad?

.....

Pregunta 6

¿Cuál es su estado civil?

- Soltera
- Casada
- Ama de casa
- Divorciada
- Viuda
- Otro:.....

Pregunta 7

¿Tiene hijos? Si es así, por favor indique cuántos tiene y si están en edad escolar.

También indique si viven con usted o no.

.....

Appendix E

Characteristics of the respondents in the sample (N=23)

No.	Business established	Industry	City	Level of education	Age	Marital status	Children
1	2002	Event planning	Bogotá	Undergraduate	33	Single	No
2	2011	Fashion	Bogotá	Graduate	25	Single	No
3	2010	Event planning	Bogotá	Undergraduate	32	Married	No
4	2011	Food & Beverages	Bogotá	-	-	-	-
5	2011	Photography	Bogotá	-	-	-	-
6	2010	Food & Beverages	Bogotá	-	-	-	-
7	-	Food & Beverages	Zipación	-	-	-	-
8	2004	Fashion	Bogotá	Undergraduate	35	Open relation	Yes, a baby of 7 months
9	2007	Fashion	Bogotá	Graduate	36	Married	No
10	2008	Fashion	Bogotá	Graduate	32	Married	No
11	2008	Photography	Medellin	Undergraduate	33	Divorced	No
12	-	Event planning	Medellin	-	-	-	-
13	2013	Food & Beverages	Bogotá	Graduate	31	Married	No
14	2013	Food & Beverages	Bogotá	Undergraduate	25	Single	No
15	-	Art & Deco	Bogotá	-	-	-	-
16	2012	Food & Beverages	Bogotá	-	-	-	-
17	-	Art & Deco	Bogotá	-	-	-	-
18	-	Photography	Bogotá	-	-	-	-
19	2008	Fashion	Bogotá	-	-	-	-
20	2010	Food & Beverages	Bogotá	Undergraduate	30	Single	No
21	-	Art & Deco	Bogotá	-	-	-	-
22*	-	Branding	Bogotá	-	-	-	-
23	2011	Food & Beverages	Bogotá	Undergraduate	25	Single	No

* Only received the questionnaires of the 1st and 2nd rounds due to e-mail delivery failure)

Appendix F

Complete frequency table Likert scale question ‘barriers’ in round 1

No.	Items	1. Very important	2. Important	3. Neutral	4. Slightly important	5. Unimportant	N/A
1	Lack of access to finance	9.1%	27.3%	36.4%	27.3%	0.0%	0.0%
2	Lack of access to education and training	27.3%	18.2%	36.4%	18.2%	0.0%	0.0%
3	Lack of access to technology (internet access, electronic payment, online services etc.)	9.1%	9.1%	27.3%	45.5%	9.1%	0.0%
4	Lack of technical support (training programs in e.g. bookkeeping etc.)	27.3%	18.2%	27.3%	27.3%	0.0%	0.0%
5	Restrictive business legislation	9.1%	18.2%	18.2%	27.3%	9.1%	0.0%
6	Lack of healthcare access	0.0%	0.0%	18.2%	36.4%	36.4%	27.3%
7	Lack of maternity/paternity leave	36.4%	9.1%	45.5%	9.1%	0.0%	0.0%
8	Lack of childcare services	18.2%	9.1%	45.5%	18.2%	9.1%	0.0%
9	Lack of elderly care services	0.0%	9.1%	0.0%	27.3%	36.4%	27.3%
10	Corruption (e.g. bribery to get permits etc.)	18.2%	18.2%	27.3%	18.2%	18.2%	0.0%
11	Presence of crime (crime, theft, etc.)	18.2%	27.3%	9.1%	27.3%	18.2%	0.0%
12	No equal property rights (equality of ownership rights of men and women)	0.0%	9.1%	36.4%	36.4%	9.1%	9.1%
13	Lack of business networks (associations, access to information etc.)	9.1%	18.2%	36.4%	27.3%	9.1%	0.0%
14	Work-family culture	0.0%	36.4%	18.2%	18.2%	18.2%	9.1%
15	Lack of family support	0.0%	0.0%	18.2%	27.3%	45.5%	9.1%
16	Social background	0.0%	9.1%	36.4%	36.4%	18.2%	0.0%

Appendix G

Complete frequency table Likert scale question ‘barriers’ in round 2

No.	Personal items	1. Very important	2. Important	3. Neutral	4. Slightly important	5. Unimportant	N/A
1	Lack of access to education and training	38.5%	15.4%	23.1%	7.7%	7.7%	7.7%
2	Lack of education focused on entrepreneurship	46.2%	23.1%	15.4%	7.7%	0.0%	7.7%
3	Lack of technical support (training programs in e.g. bookkeeping, business development etc.)	30.8%	15.4%	23.1%	7.7%	15.4%	7.7%
4	Hard to find a balance between work and family/being a mother	15.4%	23.1%	46.2%	0.0%	0.0%	15.4%
5	Sacrifice/result rate is not proportional in terms of time devoted to the business	15.4%	15.4%	53.8%	7.7%	7.7%	0.0%
6	Envy between the sexes prevents development	0.0%	7.7%	30.8%	0.0%	53.8%	7.7%
7	Male chauvinism in offices, businesses or unions	7.7%	15.4%	23.1%	15.4%	38.5%	0.0%
8	Inequality (The perception that a woman is not able to do what a man can do)	15.4%	0.0%	23.1%	15.4%	46.2%	0.0%
9	Lack of vision	23.1%	7.7%	15.4%	30.8%	23.1%	0.0%
10	Lack of commitment	23.1%	0.0%	15.4%	7.7%	53.8%	0.0%
11	Competition between business partners	7.7%	7.7%	15.4%	23.1%	46.2%	0.0%
12	Lack of childcare services	0.0%	15.4%	30.8%	0.0%	23.1%	30.8%
13	Lack of maternity/paternity leave	15.4%	15.4%	30.8%	0.0%	7.7%	30.8%
14	Insecurity	15.4%	30.8%	23.1%	7.7%	7.7%	15.4%
15	Violence	7.7%	7.7%	38.5%	15.4%	23.1%	7.7%
No.	Business items						
16	Lack of access to finance/investment	30.8%	38.5%	23.1%	0.0%	0.0%	7.7%
17	High taxes	53.8%	30.8%	15.4%	0.0%	0.0%	0.0%
18	Soaring prices of postage, selling abroad is impossible regarding the postage prices	30.8%	15.4%	15.4%	7.7%	7.7%	23.1%
19	The perception (of customers) that imported products are best, makes it hard to sell your products	38.5%	23.1%	7.7%	0.0%	7.7%	23.1%
20	Lack of promotion for Colombians to buy products made in Colombia	38.5%	30.8%	15.4%	0.0%	7.7%	7.7%
21	Lack of government incentives to small businesses	53.8%	30.8%	7.7%	7.7%	0.0%	0.0%
22	Lack of production subsidies	46.2%	0.0%	23.1%	15.4%	0.0%	15.4%
23	Corruption	23.1%	0.0%	53.8%	0.0%	7.7%	15.4%

Appendix H

Complete frequency table Likert scale question ‘solutions’ in round 2

No.	Personal items	1. Very important	2. Important	3. Neutral	4. Slightly important	5. Unimportant	N/A
1	Easier access to education (e.g. entrepreneurship, finance etc.)	63.6%	9.1%	18.2%	0.0%	0.0%	9.1%
2	Easier access to training (e.g. focused on starting a business etc.)	54.4%	9.1%	27.3%	0.0%	0.0%	9.1%
3	Access to vocational training	72.7%	0.0%	18.2%	0.0%	0.0%	9.1%
4	Availability of affordable kindergarten	27.3%	27.3%	18.2%	9.1%	9.1%	9.1%
5	Support with administrative matters (e.g. bookkeeping etc.)	63.3%	18.2%	9.1%	9.1%	0.0%	0.0%
6	Greater personal safety in the city/country	45.5%	27.3%	9.1%	18.2%	0.0%	0.0%
7	Educating children to be less macho	63.3%	18.2%	9.1%	0.0%	0.0%	9.1%
8	Women should establish and grow a business to show that women are equally capable as men in many fields and professions	18.2%	9.1%	27.3%	9.1%	9.1%	27.3%
9	Collaboration instead of competition	63.6%	18.2%	9.1%	9.1%	0.0%	0.0%
10	Change the mind-set to realize you can start small and grow your business just one step at a time.	63.6%	18.2%	0.0%	0.0%	9.1%	9.1%
No.	Business items						
11	Easier access to finance	72.7%	9.1%	18.2%	0.0%	0.0%	0.0%
12	Lower interest rates	63.6%	9.1%	27.3%	0.0%	0.0%	0.0%
13	Less corruption	36.4%	9.1%	36.4%	9.1%	9.1%	0.0%
14	Financial support	72.7%	9.1%	18.2%	0.0%	0.0%	0.0%
15	Special loans for women entrepreneurs	63.6%	9.1%	18.2%	0.0%	9.1%	0.0%
16	Programs to promote investors to support women entrepreneurs	72.7%	9.1%	18.2%	0.0%	0.0%	0.0%