



iFEMPOWER

iFEMPOWER HANDBOOK FOR FEMALE ENTREPRENEURSHIP SUPPORT POINTS



iFEMPOWER Handbook for Female Entrepreneurship Support Points

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Executive Summary

1. Executive Summary

The document you have in your hands, titled “iFEMPOWER handbook for female entrepreneurship support points”, is the sixth output of the European project iFEMPOWER, acronym of “Interactive and mentorship based FEMale emPOWERment in the field of entrepreneurship”. This project has been co-funded by the Erasmus+ Programme of the European Union.

The purpose of the present document is to guide and offer relevant information to iFEMPOWER partners and other relevant stakeholders about how to set up and manage information and consultation points which can provide tailor-made and continuous support for the main target group of the iFEMPOWER project, which are women interested in entrepreneurship (Higher Education students, mainly).

In this way, in the introductory chapter we will make a general presentation of the iFEMPOWER project, the foundations guiding the design of the present document and how the “iFEMPOWER handbook for female entrepreneurship support points” is embedded in the framework proposed by the project.

Within the third chapter, we will make a formal definition of the iFEMPOWER female entrepreneurship support points and will identify the key elements to be in mind for the creation and management of the iFEMPOWER support points. On the other hand, we will define the service portfolio of these support points which will be classified using the following four groups: Starting your business; Running your business; Financing your business; and Ending your business. We will also present materials and outputs that should be made available at these points for end users and, of course, staff working inside. Finally, we will present the alternative option of establishing agreements with external experts which are currently providing this kind of services on a daily basis, instead of managing directly the support points (fully or partial), for practical and operative reasons.

After this, we will close this document with the traditional and compulsory chapter devoted to main conclusions and recommendations, which will be followed by the references and bibliography used for building the document, as well as an annex in which we will present the competence profile that should be covered by the people working in the iFEMPOWER female entrepreneurship support points.

The background features a large, central white shape that resembles a stylized eye or a lens, set against a backdrop of overlapping, curved shapes in shades of blue, purple, pink, and orange. The overall aesthetic is modern and graphic.

Introduction

2. Introduction

As we have mentioned in the executive summary, the “iFEMPOWER handbook for female entrepreneurship support points” has been developed in the frame of the project titled “iFEMPOWER - Interactive and mentorship based FEMale emPOWERment in the field of entrepreneurship”.

iFEMPOWER is a project co-funded by the Erasmus+ Programme of the European Union, with 9 partners from 7 European countries (Hungary, Austria, Germany, Iceland, Portugal, Romania and Spain) and led by HÉTFA Research Institute (Hungary). This particular document has been developed by ONECO Consulting, partner from Spain, in strong consultation with all partners.

iFEMPOWER aims to empower females to get engaged in self-employment and entrepreneurship especially in SMEs. The project will elaborate and test an international module for university students which will broaden their knowledge on entrepreneurship related topics, providing hands-on training and case study based learning to support their engagement in self-employment and entrepreneurship. The module will strongly rely on mentorship and project-based learning. This comprehensive module will reflect to all obstacles in female entrepreneurship and empower students to successfully overcome them.

Under this scheme, one of the activities to be implemented in the frame of iFEMPOWER is the creation of “Female Entrepreneurial Support Points” by project partners, which will operate as carrier development offices, while coordinators working in the support points will brief any interested persons in the field of female entrepreneurship.

Therefore, the purpose of the present document is to guide and offer relevant information to partners and other relevant stakeholders about how to set up and manage information and consultation points which can provide tailor-made and continuous support for the main target group of the iFEMPOWER project: women interested in entrepreneurship (Higher Education students, mainly).

As it is stated within the document *“Procedures manual Innovatia 8.3: How to introduce the gender perspective in knowledge transfer processes and in the creation of university companies”* (Santiago de Compostela University & Spanish Institute for Women's Affairs; 2016), we must be perfectly clear about the idea that women's entrepreneurship is not an extension of men's entrepreneurship, but that it is an activity that should occupy a place and space similar to theirs. And to achieve this goal, we must promote structural changes that affect both the entrepreneurial process itself, and the social and cultural norms that influence this process. And to this process of change it aims to contribute the iFEMPOWER project, in general, and the iFEMPOWER support points, in particular.

The idea is that all materials and outputs developed within the iFEMPOWER project by partners will be made available at these points and interested students will be able to arrange meetings with experts for free professional counselling relating to their inquiries on launching and managing enterprises, with a special view on potential problems deriving from the professional and family life of women entrepreneurs.

It is very important to remark that this intellectual output (O6 – “iFEMPOWER handbook for female entrepreneurship support points”) is closely based on the previous outcomes of the IFEMPOWER project, but particularly it has strong relation with the output number four (O4 - "iFEMPOWER handbook for mentorship programme empowering female entrepreneurs") and the number seven (O7 – “iFEMPOWER online toolkit supporting female entrepreneurs”). As we have aforementioned, all materials and outputs of the project will be made available at these female entrepreneurship support points.

The process of design of this handbook has been mainly based on the identification of a series of examples, experiences and good practices that could serve as a reference for the creation of the iFEMPOWER support points (and the handbook itself), such as the EU programme “Erasmus Young Entrepreneurs”, the Innovatia 8.3 program promoted by Santiago de Compostela University & Spanish Institute for Women's Affairs or the Dutch point of single contact for entrepreneurs “Business.gov.nl”, and even other contact points that are not directly linked to entrepreneurship but from which we can learn lessons.

If you wish to receive more information about the iFEMPOWER project: <https://ifempower.eu/>



**iFEMPOWER handbook for
female entrepreneurship
support points**

3. iFEMPOWER handbook for female entrepreneurship support points

3.1. Definition of the iFEMPOWER support points

As we have stated in the previous chapter, the objective of the “iFEMPOWER handbook for female entrepreneurship support points” is to guide and offer relevant information to project partners and other relevant stakeholders about how to set up and manage information and consultation points which can provide tailor-made and continuous support for the main target group of the iFEMPOWER project, namely women interested in entrepreneurship (Higher Education students, mainly).

It is a fact that does not admit any discussion that women are taking an increasing greater role throughout Europe in the social and economic development of their communities, through the generation of employment, businesses and wealth. But to reinforce this trend, the entrepreneurial activity of women must be supported allowing them to continue contributing their knowledge, experience and ways of doing. The iFEMPOWER project intends to contribute to this, so that through their “support points” the women entrepreneurs are accompanied in the entrepreneurial process, from the generation of the idea to the creation and consolidation of the company, recognizing their specific needs.

All materials and outputs delivered within the iFEMPOWER project will be made available at these points and interested students will be able to arrange meetings with experts for free professional counselling relating to their inquiries on launching and managing enterprises, with a special view on potential problems deriving from the professional and family life of women entrepreneurs.

Although several similar counselling is available in European Union countries, the iFEMPOWER support points will work at each partner (partly in Higher Education Institutions, partly in business organizations) free of charge and strongly based on the outputs developed during the project, thus focusing on case solving regarding the female entrepreneurship.

In addition the counselling will also provide chance to connect interested persons to the mentors participating in the iFEMPOWER mentorship programme meaning that, by this step, university and business sphere are more closely connected. By doing so, iFEMPOWER will enable that more women will be aware of their opportunities and following the consultation they will look for their opportunities.

Furthermore, the background idea is that the methodology of the female entrepreneurship support points and the related materials can be easily set up in the future at any country either at university or at business different from the ones participating directly within this project.

In this sense, main target group of the iFEMPOWER project are, as we have aforementioned, women interested in entrepreneurship (Higher Education students, mainly). Nevertheless, people who will be directly using and managing this handbook will be:

- Counsellors and other experts on employment and entrepreneurship.
- Staff from educational institutions, mainly Universities, responsible for job orientation and counselling of students.
- Business support organizations (entrepreneurs' associations, chambers of commerce, investors, business angels and similar).
- Policy makers from partner countries, regional and national governments, and EU bodies responsible for entrepreneurship and higher education.

Summing up, main foreseen impact of the iFEMPOWER female entrepreneurship support points is that women interested in entrepreneurship will receive professional counselling relating to their inquiries on launching and managing enterprises, with a special view on potential problems deriving from the professional and family life of women entrepreneurs. These women will have also the chance to be connected with the mentors participating in the iFEMPOWER mentorship programme.

3.2. Keys for the creation and management of the iFEMPOWER support points

The iFEMPOWER female entrepreneurship support points will have, as their main mission, to support the creation and managing of new businesses by women entrepreneurs, as well as the effective start of their activity and their development, through the provision of information services, documentation processing, advice, mentoring, training and business financing support. Thus, through these points, women entrepreneurs will get a support on the daily issues that inevitably arise during the course of starting and/or running a business.

In this way, the woman who has a business idea and wants to undertake will only have to go in person to the iFEMPOWER female entrepreneurship support point, where the qualified and specialized staff will be in charge of attending it, absolutely free of charge, following a pre-established protocol adapted to the profile of the potential women entrepreneur (educational level, previous experience, age, etc.).

Therefore, the iFEMPOWER female entrepreneurship support points should cover the following needs of women entrepreneurs:

- Help them in the elaboration of the business plan.
- Provide information and advice to create their company and develop their business.
- Guide their applications for access to public and/or private financing lines.

This supposes, therefore, the deployment of the following services for women entrepreneurs through a direct and personalized attention:

- Information on self-employment opportunities, legislation, legal forms available, procedures, interesting sources of information and links, etc.
- Specialized advice on business management, viability plans or new technologies.
- Support to the preparation of the business plan and submit it to the banks or other public and private sources of financing.
- Participation in the iFEMPOWER mentorship programme.

These are just some examples of services. We will go deeper in the next chapter into the mix of services to be offered by the iFEMPOWER female entrepreneurship support points.

Concerning the staff working in the iFEMPOWER female entrepreneurship support points, it is important to highlight that they will have among their functions to guide to the end users (mainly women students and graduates) through the business planning process, help them to understand the strengths and weakness of their business ideas or guide them for finding sources of finance, among others, so they have to be prepared for deploying all these tasks. They can also assist women to explore their abilities as potential entrepreneurs and address the reality of starting-up a business.

These staff members are not coaches or mentors. They are instead business advisors or counsellors, people who will support to potential women entrepreneurs to identify their needs and challenges, and then introduce them to other individuals or organisations who can help them further (Thompson and Downing, 2006). So it is vital to recruit, select or place the skilled people for working in these support points.

It is also essential that the staff in charge of accompanying women entrepreneurs have the sensitivity to be able to take into account the particularities and potential of each person, regardless of whether they are women or men, and align them in the achievement of their entrepreneurial objective without gender biases. To do this, they must have visions and ways of doing that are not influenced by gender stereotypes.

For more detailed information about the competence profile of a business advisor or counsellor, please consult Annex I.

On the other hand, and as we have mentioned before, it is crucial the development in each iFEMPOWER female entrepreneurship support point of a protocol of attention to the end users. This working document will set the guidelines to be followed by the staff of the support points to attend to women entrepreneurs, duly adapted to the characteristics of the individual in terms of educational level, previous experience, age, etc.

In this sense, we must emphasize that attention should be given to end users on a face-to-face and individual basis and adapted to the needs of each user. Furthermore, a prior appointment system should be established. This obviously requires that a physical space be enabled in which users can be attended with all the necessary equipment for this.

In addition, the iFEMPOWER female entrepreneurship support points must be easily located and accessible to all women interested for which it is vital to make a dissemination effort. In this sense, and talking about potential risks, maybe the most significant could be that main target group (women interested in entrepreneurship), who should participate and benefit from the iFEMPOWER support points directly, do not engage properly in the activities. So, partners and other stakeholders opening this kind of offices will have to implement a strong dissemination plan in order to avoid this potential problem.

Key elements to have under control...
Offer the adequate mix of services
Recruit, select or place the skilled people for deploying all these services
Develop a protocol of attention to the end users, duly adapted to the characteristics of the individual in terms of educational level, previous experience, age, etc.
Enable a physical space from which to attend to the end users conveniently equipped
Design and implement a strong dissemination plan in order to engage enough number of women entrepreneurs
Networking and establishment of synergies and collaboration agreements with other institutions or agencies that offer services to entrepreneurs

Table 3 – Key elements for the success of the iFEMPOWER support points

A very important part of the iFEMPOWER female entrepreneurship support points will be networking and the establishment of strong collaboration with other institutions or agencies that offer services to entrepreneurs. The iFEMPOWER female entrepreneurship support points should be facilitators, trying to channel the talent of women entrepreneurs, so that they guide them in an optimal way to success.

Therefore, it is vital that the iFEMPOWER female entrepreneurship support points establish collaboration agreements with other stakeholders that are acting in this ecosystem and have under control all the instruments they can access in order to make real their business ideas and/or consolidate them in the market.

3.3. Service portfolio

For the definition of the service portfolio of the iFEMPOWER female entrepreneurship support points we can use the classification made by the Dutch point of single contact for entrepreneurs “Business.gov.nl”. Business.gov.nl is the point of single contact for resident and foreign entrepreneurs who want to establish a business or do business in The Netherlands. This classification is the following:

- Starting your business.
- Running your business.
- Financing your business.
- Ending your business.

It is very important to remark in this regard that we are going to talk about services that should be implemented directly by the staff members of the iFEMPOWER female entrepreneurship support points, or indirectly, so that the staff of the support points should have a clear idea about how to re-direct women users quickly and efficiently towards the sources, instruments or institutions that can meet a specific need.

3.3.1. Starting your business

In this group of services that the iFEMPOWER female entrepreneurship support points should provide, we can include all those linked with the supporting to the generation of the women entrepreneur's idea and the decision making process, with the business development, and culminating those related to the creation of the company itself.

In this first stage of the entrepreneurial process it is essential to keep in mind the aspects that the differential socialization of women and men introduces in their position, needs and interests regarding entrepreneurial activity. This has impact on aspects such as motivation, self-confidence, risks assumption, access to credit, leadership or environment support (family, friends, etc.), among much more others.

Thus, we are talking about services to help those women who are thinking of creating a company and have a business idea, but do not know very well how to start it, needing support to understand how the entrepreneurial ecosystem works.

Therefore, basic portfolio of services to be deployed under the “Starting your business” phase, to which the gender perspective will always be applied, could be the following:

- Advice on the business idea.
- Guidance for the elaboration of the business plan.
- Analysis about the viability of the business.
- Information on the most appropriate legal form.
- Information on administrative procedures for the start of the activity.

3.3.2. Running your business

In this second group of services we can include those who are related to supporting women entrepreneurs in the first steps of their business once they have created the company in order to achieve an adequate launch and move towards consolidation.

In this sense, we must highlight that in the consolidation stage inequalities between men and women are also manifested as a result of the aforementioned “differential socialization”, so that the education women receive, which penalizes competitiveness, ambition and the assumption of great risks, has its effects in a greater difficulty to grow or to obtain financing, among many other examples.

Therefore, we are referring here of a series of services aimed at women entrepreneurs who need advice and support for their daily business management. The objective should be to support women entrepreneurs in the detection of business management problems and their possible solution. These problems can affect the fields of marketing, sales, promotion and advertising, administration and finance, logistics and production, among others.

At this point, we have to remark the linkages that could be nourished with the iFEMPOWER mentorship programme designed and set up for empowering female entrepreneurs. The access of the some of the users of the support points to these mentors would be also recommendable and valuable into this group of “Running your business” services.

Thus, the main services to include in this second group " Running your business" are the following:

- Mentoring.
- Advice and information on topics such as:
 - Administration and legal matters.
 - Accounting.
 - Taxes.
 - Recruiting and hiring staff.
 - Marketing.
 - Sales and advertising.
 - Transport and logistics.
 - Environmental impact.
 - Industrial property protection.
 - Training.

3.3.3. Financing your business

In this third group we include those services specifically related to the financing of entrepreneurial activity by women. In this regard, we must bear in mind that finding the right source of financing is not a simple task and in many cases it is a major obstacle for new companies, especially if they are run by women.

More often, finding the most appropriate financial sources to launch and/or consolidate a business is one of the main difficulties that entrepreneurs have to address. Therefore, it is vital to identify the origin of these difficulties, with special attention to the obstacles generated by gender inequalities and/or based on gender stereotypes, developing support activities for women entrepreneurs at this stage to overcome them.

Therefore, iFEMPOWER female entrepreneurship support points must launch a series of services to support women entrepreneurs in finding the best forms of external financing for the start and consolidation of their business activity.

Thus, some of the services to be included under the category "Financing your business" could be the following:

- Advice and information on the different financial options lines available.
- Evaluation of the different financing lines.
- Selection of that line of financing that reports more guarantees and best fits the needs of the woman entrepreneur.

3.3.4. Ending your business

Finally, in this fourth group of services to be provided by the iFEMPOWER female entrepreneurship support points we include those aimed at providing advice and information to women entrepreneurs about the procedures to follow for closing down a company or transfer it, in the event that they decide to end the exercise of the activity business.

Within the framework of the development of habitual economic activities, a company may address decisions that imply the cessation of its activities (temporary suspension of business activities) or the definitive extinction of the economic activity (definitive extinction that supposes the end of the company). In either case, the female entrepreneur needs professional advice to overcome this difficult stage.

An alternative for these cases is the transfer or sale of the company, so as to avoid the loss of economic capital and jobs. In addition, the transmission can provide other entrepreneurs with an alternative to establish themselves different from the creation "from scratch" of their company, so that the purchase of a company in operation can be an attractive option in certain cases.

Therefore, main services to be deployed under the "Ending your business" chapter could be the following:

- Advice and information on the cessation or extinction of the economic activity.
- Advice and information on the transferring or purchase of companies.

3.4. Resources, outputs and materials

As we have aforementioned, the iFEMPOWER female entrepreneurship support points will deploy their services to end users (women interested in entrepreneurship, mainly Higher Education students) on a face-to-face and individual basis mainly and adapted to the needs of each user. This obviously requires that a physical space be enabled in which users can be attended with all the necessary equipment for this.

In any case, other alternatives to face-to-face customer services should be offered to women entrepreneurs, such as the provision of information and advice services via telephone, email, WhatsApp (or similar) or and even virtual office.

The iFEMPOWER female entrepreneurship support points must be easily located, not only from a physical point of view but also virtual, for which the dissemination strategy adopted is very important. Potential users should know about the existence of these offices and know how they can interact with them.

Outputs and materials
Women entrepreneurs in Europe: Challenges, strategies and policies (O1)
iFEMPOWER international curriculum to support the empowerment of potential female entrepreneurs (O2)
iFEMPOWER international teaching material for the curriculum (O3)
iFEMPOWER handbook for mentorship programme empowering female entrepreneurs (O4)
iFEMPOWER intensive study programme training methodology for female empowerment in entrepreneurship (O5)
iFEMPOWER online toolkit (O7)
iFEMPOWER Final study including policy recommendations (O8)
Legislation repository on businesses
Service request form (Annex II)
Checklist for starting a business (adapted to each main sector of activity)
Business plan template
Financial plan template
Repository on grants and other funding sources (regional, national and international)
Checklist for closing down a business
List of mentors
Satisfaction questionnaire of the service provided (Annex III)
Template for collecting incidents, requests, complaints and claims

Table 4 – Outputs and materials available from the iFEMPOWER support points

In this way, it is important to establish a wide timetable for the attention to the end users that respond to their needs. In addition, it is important to design simple user satisfaction surveys so that we can have a feed-back about the performance of the support points coming directly from the users and allow us to improve in the future. In parallel, simple mechanisms can also be established to collect incidents, requests, complaints and claims.

The ultimate goal of the iFEMPOWER female entrepreneurship support points should be to serve to the end users in an effective, efficient, homogeneous and standardized manner.

We have to remark in this last sense that it is crucial the development in each iFEMPOWER female entrepreneurship support point of a protocol of attention to the end users, duly adapted to the characteristics of the individual in terms of educational level, previous experience, age, etc.

Finally, regarding the outputs and materials that the staff members of the iFEMPOWER female entrepreneurship support points must handle on a daily basis, we will highlight, among others, those shown in Table 4. In this regard, we must emphasize that it is not a closed list. On the contrary, it must be an “alive and open list” to which new outputs and resources that appear or are identified on a daily basis should be added.

Of course, they take on special prominence at this stage the previous outcomes delivered in the frame of the iFEMPOWER project, such as the study-research, the curriculum, the training material or the mentorship programme, among others.

3.5. Agreements with external experts

Because not all iFEMPOWER project partners have the staff, resources and/or experience to manage directly a female entrepreneurship support point with the aforementioned requirements and characteristics, an alternative and very practical oriented solution could be to establish a specific agreement with external experts which are currently providing this kind of services on a daily basis.

In this sense, these agreements could be signed between project partners and third institutions such as consulting companies, business accelerators, public institutions or universities, among others, or even with individuals such as lawyers or financing experts. This agreement could cover the full range of services to be deployed by the support points or only those in which the project partner has their main weaknesses, according to the needs of each partner.

So, based on this agreement, project partners could offer a special and specific “iFEMPOWER entrepreneur service card” (including the iFEMPOWER logo) to women entrepreneurs asking for this kind of services, who would be redirected to these external experts for receiving 1-2 hours of specialized advise totally free of charge for them.



As a counterpart, these external experts would be promoted using main iFEMPOWER channels and particularly the project website and, what it is most interesting for them, they will be put directly in contact with a new potential future customer for a wider range of payment services which could arise during and after entrepreneurship.

Thus, this agreement, apart from containing a set of articles for regulating the relation established between both parties (object, duration, duties, rights, etc.), should identify main steps to follow in order to provide an accurate and valuable support to women entrepreneurs, which is our final aim.

Another important benefit coming from this alternative solution is that probably could be very flexible, much more than if we manage the support points by ourselves. This is because these agreements could be enlarged to other kind of specialized services (and even providers) according to the type of problems or requests received from students/end users. In this context, for the beginning of this process it would be probably enough to cover with the basic services through tax consultants, lawyers, EU funds experts and somebody to evaluate marketability and viability of the ideas.

Summing up, this instrument would be the maximum expression of we have stated within chapter 3.2. of this document, where we remarked the importance that iFEMPOWER female entrepreneurship support points establish collaboration agreements with other stakeholders that are acting in this ecosystem and have under control all the instruments they can access in order to make real their business ideas and/or consolidate them in the market.



Conclusions and recommendations

4. Conclusions and recommendations

One of the main elements of the scheme designed under the umbrella of the iFEMPOWER project are the so called “iFEMPOWER female entrepreneurship support points”.

The background idea on the creation of the iFEMPOWER female entrepreneurship support points is that women interested in entrepreneurship (Higher Education students, mainly) will receive professional counselling relating to their inquiries on launching and managing enterprises, with a special view on potential problems deriving from the professional and family life of women entrepreneurs. These women will have also the chance to be connected with the mentors participating in the iFEMPOWER mentorship programme.

Thus, main mission of the iFEMPOWER female entrepreneurship support points is to support the creation and managing of new businesses by women entrepreneurs, as well as the effective start of their activity and their development, through the provision of information services, documentation processing, advice, mentoring, training and business financing support. So, through these points, women entrepreneurs will get a support on the daily issues that inevitably arise during the course of starting and/or running a business.

As we have aforementioned, we have to bear in mind that women's entrepreneurship is not an extension of men's entrepreneurship, but that it is an activity that should occupy a place and space similar to theirs. And to achieve this goal, we must promote structural changes that affect both the entrepreneurial process itself, and the social and cultural norms that influence this process, as it is stated within the document *“Procedures manual Innovatia 8.3: How to introduce the gender perspective in knowledge transfer processes and in the creation of university companies”* (Santiago de Compostela University & Spanish Institute for Women's Affairs; 2016). And to this process of change it aims to contribute the iFEMPOWER project, in general, and the iFEMPOWER support points, in particular.

In this sense, the staff members of the iFEMPOWER female entrepreneurship support points will act as business advisors or counselors, who will support to potential women entrepreneurs to identify their needs and challenges in order to start or managing their businesses on an effective and efficient way. So, it is vital to recruit, select or place the skilled people for working in these support points.

In this sense, it is essential that the staff in charge of accompanying women entrepreneurs have the sensitivity to be able to take into account the particularities and potential of each person, regardless of whether they are women or men, and align them in the achievement of their entrepreneurial objective without gender biases To do this, they must have visions and ways of doing that are not influenced by gender stereotypes.

The iFEMPOWER female entrepreneurship support points should be facilitators, trying to channel the talent of women entrepreneurs, so that they guide them in an optimal way to success.

In any case, the iFEMPOWER female entrepreneurship support points will provide a mix of services which could be classified under the following four groups:

- Starting your business.
- Running your business.
- Financing your business.
- Ending your business.

It is very important to remark that all these services are going to be deployed directly by the staff members of the iFEMPOWER female entrepreneurship support points, or indirectly, so that the staff of the support points should have a clear idea about how to re-direct women users quickly and efficiently towards the sources, instruments or institutions that can meet a specific need.

Finally, in order to guarantee the success of the support points, particularly during the testing phase, it is vital to design and implement a strong dissemination action plan focused on the iFEMPOWER female entrepreneurship support points. The purpose of these dissemination activities is that the support points could be known, easily located and accessible to all women potentially interested in their services. We cannot forget that, talking about potential risks, maybe the most significant could be that main target group (women interested in entrepreneurship), who should participate and benefit from the iFEMPOWER support points directly, do not engage properly in these activities.



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5. References and bibliography

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Annexes

6. Annexes

6.1. Annex I – Business advisor competence profile

Job description

Business advisors are in charge of giving advice and support to help new businesses start up and established businesses grow. They will have to advise on a wide range of business areas such as designing business plans, financing, marketing, etc.

Given the special characteristics of iFEMPOWER, the person offering this kind of advice should be expert in diversity strategies and should have a clear diversity/gender agenda, apart from more typical and compulsory skills such as financial planning, time management, business management, analytical skills or excellent communication, in order to be able to support men and women equally and implementing this role successfully.

It is also essential that the staff in charge of accompanying women entrepreneurs have the sensitivity to be able to take into account the particularities and potential of each person, regardless of whether they are women or men, and align them in the achievement of their entrepreneurial objective without gender biases. To do this, they must have visions and ways of doing that are not influenced by gender stereotypes.

Education

Business advisors are required to have a bachelor's degree in business, finance or similar discipline. Many business consultants also have a Master of Business Administration (MBA) and specialization in a specific business area, such as law or marketing.

Key areas

- Providing support on the business planning process.
- Providing information on finance, funding and grants.
- Offering mentoring and coaching to help a business through changes.
- Giving advice on business improvement techniques.
- Introducing businesses to networks and associates.
- Supplying specialist support to specific business sectors.
- Offering specialist support to develop international trade agreements.
- Informing and influencing government policy on business support.
- Designing and delivering training seminars to provide business support to a wide audience.

Skills

Among others:

- Business management.
- Information finding and analysis skills.
- Communication skills.
- Gender sensitive approach.
- Time management.
- Knowledgeable about current financial trends.
- Problem solving.
- Financial planning.
- Stress resistance / ability to work under pressure.
- Empathy.
- Pro-activity.
- Motivation and self-motivation capacity.
- Flexibility / ability to adapt.
- Digital competences.
- Networking and partnerships.

Complexity and responsibility

Business advisors assume responsibility for their own actions, understanding the complexity of any given operating environment and the impact of a selected course of action on others.

6.2. Annex II – Service request form

SERVICE REQUEST FORM

Date: dd/mm/aaaa

Place: City (Country)

APPLICANT DATA:

ID number		Name		Surname	
Nacionality		Date of birth		Email	
Telephone	Mobile	Address (Street; Postal code; City)			
Education					
Work or professional experience					

COMPANY DATA (in the event that you already have a company constituted for which you request support):

VAT number	Company name		Legal form
Position	Contact person		Email
Telephone	Main activity		Company constitution date
Address (Street; Postal code; City)			

Apply for this request to be processed in order to receive information and/or be managed by NAME OF THE INSTITUTION, the following free services:

Group of services	Brief description of the services requested
Starting your business	
Running your business	
Financing your business	
Ending your business	

Basic information on Data Protection

Confidentiality and data protection: NAME OF THE INSTITUTION is responsible for the processing of personal data provided. **Purpose of the treatment:** Respond to your request and manage the type of relationship you have with us. **Legitimation of the treatment:** Consent of the interested party. **Recipients:** No data will be transferred to third parties unless otherwise provided by law. **Rights:** You have the right to access, rectify and delete the data by contacting with us in the email (specify EMAIL ADDRESS).

- I have read and accept the conditions detailed in the Basic Information on Data Protection. It will be necessary to select this box to process your service request.

<p>Signature of the applicant</p> <p>Name:</p>	<p>Signature of the officer / Stamp</p> <p>Name:</p>
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6.3. Annex III – Satisfaction questionnaire of the service provided

SATISFACTION QUESTIONNAIRE OF THE SERVICE PROVIDED

This brief questionnaire aims to know your opinion about the service you have received linked to the entrepreneurship process. We ask you the maximum sincerity because your answers will serve to improve in the near future the quality of our services. Therefore, your comments and views are extremely valuable for us. All the results coming from this questionnaire will be analyzed to look for general trends and the individual responses will be fully anonymous.

1.	You have known us through...
<input type="checkbox"/> Dissemination of the own institution <input type="checkbox"/> Internet (website, social networks, etc.) <input type="checkbox"/> Other people (friends, family, etc.) <input type="checkbox"/> Participation on events. Please, specify: _____ <input type="checkbox"/> Others. Please, specify: _____	

2.	Rate our services using a scale from 1 (minimum) to 5 (maximum)						
<i>Was it easy for you to find us?</i>	-	1	2	3	4	5	+
<i>Did you find it easy to contact us?</i>	-	1	2	3	4	5	+
<i>Do you consider appropriate the time elapsed since you contacted us until your request has been answered?</i>	-	1	2	3	4	5	+
<i>Has the time taken to provide the service you have requested been adequate?</i>	-	1	2	3	4	5	+
<i>Has the staff treated you professionally?</i>	-	1	2	3	4	5	+
<i>Has your request been successfully resolved?</i>	-	1	2	3	4	5	+
<i>In general terms, are you satisfied with the attention received?</i>	-	1	2	3	4	5	+

3.	Please, indicate any comments or suggestions that help us to improve

THANK YOU VERY MUCH FOR YOUR COOPERATION



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