



PROFILE

The magazine for women's enterprise support

Summer/Autumn 2007

The Women's Enterprise Ambassador Programme

Your questions to the Women's Enterprise Task Force

Women in Science, Engineering and Technology

International Perspective: female business owners in San Francisco

Prowess members survey results



The winds of change

Women entrepreneurs in SET fuelling growth

Regional supplement sponsored by South East England Development Agency (SEEDA)





“You’ve created the buzz, the inspiration and the opportunities.”

The number of self-employed women has topped one million for the first time. More significantly this growth is against a broader trend of decline in enterprise. Yes, there are regional pockets where women's business ownership remains stubbornly low. And there's a worrying gap in entrepreneurial activity among young women compared to young men. But overall, women-owned businesses are a growth market.

It is down to you of course: Prowess members and other movers and shakers in women's enterprise. You've created the buzz, the inspiration and the opportunities. As our members' survey shows, you're probably doing it on a ridiculously tight budget, with masses of entrepreneurial drive and passion.

Feel like you're running out of steam? Unfortunately, women's businesses are too. It is now clear that they are not surviving as long as their male counterparts. What's needed, as Rebecca Harding concludes in 'Stairways to Growth', is a continuum of support for women, which matches the more gradual pace at which most women choose to grow. The short sharp, transactional, approach to business support leaves those women stranded. Access to

finance is undoubtedly an issue, but for most women, knowledge, confidence and support is the key.

Factoring gender into education has resulted in a new generation of accomplished young women, who are out-performing boys in most subjects. British business is wasting huge amounts of latent productivity in its refusal to apply a similar logic to the workplace.

innovative group want female role models, networking and sector-specific business support.

Getting it right for women entrepreneurs is a big prize. As the Head of the Government Economic Service (GES) Vicky Pryce, says (page 19) “Currently women's enterprise makes an estimated £60 billion annual contribution to the gross value added by business to the UK economy. Whilst this



Nowhere is this more apparent than science, engineering and technology (SET) where 79% of women with SET qualifications are not working in SET industries. As our feature on page 16/17 shows, many of those women are choosing to shape their own work environments through business ownership and this highly

may seem a big number, there is a real prospect that this contribution will rise significantly if we can create the right supporting environment for women entrepreneurs”. There are lots of big numbers in this issue of Profile. They add up to an impressive return on investment for women's enterprise development.

Cover Image:
Juliet Davenport,
CEO, Good Energy



1,000 business women help others to become their own boss

Women looking to start their own businesses now have a network of 1,000 established female entrepreneurs to show them how it's done. The enthusiasm from the founding volunteers was infectious at the inaugural meeting of the Women's Enterprise Ambassadors Network in June, hosted by then Industry Minister, Margaret Hodge who launched the search for members just four months earlier.

The event was 100% oversubscribed and the Minister pledged that an induction and activity programme would be in place in each region by the end of July, including monthly networking events and that a national virtual network and method for evaluating the success of the programme would be up

and running in September. Each ambassador was asked to talk to a minimum of 50 women about starting their own business.

Ambassadors are volunteers. While they'll receive no payment, their involvement could help them promote their businesses and influence policy at local, regional and national level.

Prowess is offering volunteer Women's Enterprise Ambassadors free Prowess membership for a one year period. This offer is kindly supported by Microsoft. For joining details, please see the enclosed membership form or go to www.prowess.org.uk/join.htm To receive this offer you must mark you application clearly "Ambassador offer".

Women want more than a spa discount and a pink website

High street and private banks are turning to innovative, client-centric approaches to attract female entrepreneurs according to a new report 'Targeting Women in Private Banking 2007'. However, says report author Lauren McAughtry, this often means focusing on a frivolous 'champagne and chocolate approach'. Rather than a spa discount, business women

want banks to provide 'relationship managers who truly understand their needs - day to day and long term - who speak their language', she says. The report concludes that failing to research the segment leaves a big potential gap in the market.

For details contact Datamonitor:
abourgeois@datamonitor.com

Women's Enterprise Task Force unveils priorities

The National Women's Enterprise Task Force has unveiled its five core priorities for action which are to:

- Embed gender disaggregated business data across Government and the regions
- Ensure every women in each region has access to high quality female-friendly business support from pre start-up phase onwards
- Ensure every women in each region knows where to go in respect of their financial and technical education needs
- Promote supplier diversity
- Raise awareness to increase the confidence and visibility in women's enterprise as key to UK productivity and GVA growth

The National Task Force was launched by the Government last year to drive forward the women's enterprise agenda across Government departments and the regions.

www.womensenterprise.co.uk

Latest female entrepreneurship

Stats and facts

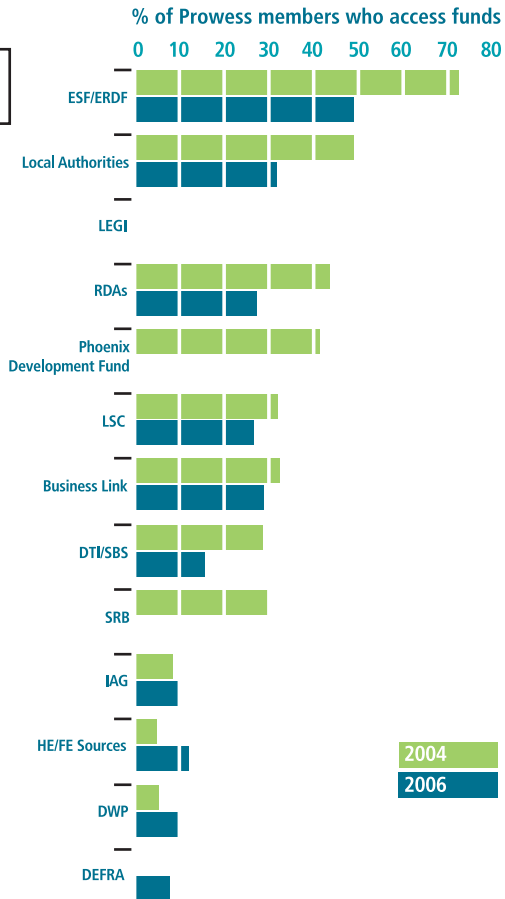
- Women's enterprise contributes an estimated **£60 billion** annually to the gross value-added to the UK economy. (Government Economic Service).
- Women are half as likely as men to be engaged in entrepreneurship at the early stages of start-up. That falls to just **28%** of male entrepreneurship for established businesses. (Global Entrepreneurship Monitor UK 2006).
- Publicly funded enterprise training triples the likelihood of a woman starting a business. (GEM UK 2006, Entrepreneurship Setting the Development Agenda).
- Childcare costs have risen to one third of average earnings. (Sixth Annual Childcare Survey, Daycare Trust).
- Companies with **30%** women in senior positions are more likely to have a culture where all women thrive. (Inspiring Women: Corporate best practice in Europe, The Lehman Brothers Centre for Women in Business, London Business School).
- Female millionaires in Britain are predicted to outnumber male millionaires by 2020. (Barclays Wealth Insights, A Question of Gender, Barclays Wealth).

Lean, mean and fit for purpose

The road to sustainability

Prowess has a dynamic and growing membership which is driving the growth of women's enterprise across the UK, according to our latest membership survey.

Sources of public funding



Membership has grown by 60% in the last two years. Our 250 members include women's business networks, voluntary organisations, Business Links, enterprise agencies, finance providers, RDAs and Government bodies. Our impact on business continues to grow too. Each year Prowess members support 108,000 women to start and grow businesses and support the launch of 16,000 women-owned businesses.

Not surprisingly Prowess members are very entrepreneurial. In an increasingly difficult public funding environment, the majority of members have significantly increased their share of commercial and other non-public sector income sources. In 2004 public sector income comprised 78% of members' income and it now comprises just 64%.

Members who are most optimistic about future growth prospects are those with the lowest proportion of public income (58%),

comprising 52% members. The least optimistic are those members who are almost entirely dependent on public income sources (93%), comprising 7% members.

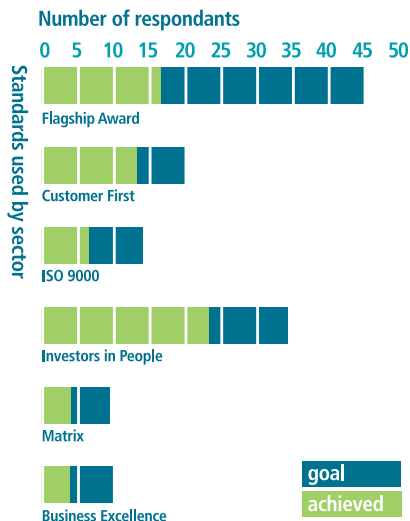
Market focus

Demographic segmentation of the customer base is now taken for granted and there is clear evidence members are targeting key groups more effectively. Almost all members now keep information on the gender of their clients (up to 94% from 80% in 2004) and those maintaining ethnicity information has more than tripled to 75% from 23% in 2004.

Quality matters

30 Prowess members currently hold the Flagship Award for best practice in women's enterprise development and a further 51% of members surveyed would like to achieve the Flagship Award. Members are also highly committed to achieving several other quality standards.

Quality standards



The average Prowess member has the following characteristics:

- Well established - over 10 years old.
- Led by a woman (57%) with women comprising just over half of all board members (52%).
- Average income band of between £300,000 - £1million.
- A diversified income base, of which public sector income comprises 63%.

The full survey is available to Prowess members on request and available for a fee of £25 to others.

If you're going to San Francisco

Prowess US Study Tour 2007

Well we didn't quite have flowers in our hair as we embarked on the Prowess Women's Enterprise study tour to San Francisco this summer but we were armed with our notebooks and plenty of questions for our five days in a city where entrepreneurship is a way of life.

The delegation was made up of 15 UK policy makers, business support providers and entrepreneurs all keen to hear about the success of women's businesses in the US and pick up some lessons for back home. Here are some highlights of the visit.

We heard a lot about San Francisco being a place where people could reinvent themselves and where previous failures are almost a necessity before being seen as a success. We visited the Entrepreneurship Center in SF State University where Connie Gaglio told us "we repeatedly expose students to situations where they will fail". And guest speakers are only invited if they're willing to talk about their failures as well as their successes. After this intensive two year course, more than 80% of graduates go on to start a business.

We spent a couple of hours with Sharon Vosmek of Astia (formerly the Women's Technology Cluster). Sharon's profound belief in her mission - to increase the number of high-growth women-led technology businesses - made her presentation one of the most compelling we

heard. She has more than 250 mentors, none of whom get paid, on hand to help client businesses. In addition, a high level 'Champion Circle' and additional Board of Advisors provide professional expertise and guidance. In 2005 72% of participating companies in Astia's Venture Conference received venture capital. Inspiring stuff.

We were blown away by the Delancey Street Foundation - which only works with people who have had significant problems with drugs/alcohol/crime. It uses a business model to enable them to get back into society and over 500 people live together in a 'village' they've built themselves. It was particularly noticeable that organisations working with lowest-income clients and targeting socio-economic problems ensured that working conditions were of high quality. The Delancey village reminded us of an expensive Mediterranean resort complete with pool and Jacuzzi, plus a first class conference centre, business premises and restaurant. At the other end of the spectrum we spent time with the Women President's Organisation - members have to be turning over more than \$1m to join - it's obviously a very powerful peer support model.

Something that was evident from all our discussions, and seemed even more prevalent here than previous visits to Washington DC, was the involvement of the private sector. Few organisations we visited received Government funding - and those



Clients and staff of Astia (formerly the Women's Technology Cluster)

In 2008 Prowess hopes to organise Women's Enterprise Study Visits to South Africa and the United States. To register your interest please contact Ann Nicholls at: a.nicholls@prowess.org.uk

who did, complained about the disproportionate bureaucracy attached to it. Corporate giving and philanthropy is the norm (undoubtedly influenced by the Community Reinvestment Act but also much more integral to business life).

We collected many memorable soundbites throughout the visit and here are some which particularly resonate:

'Ask for what you need, not what you think you can get.'

'Write philanthropy into your business plan.'

'To change your thinking, immersion is better than exposure.'

'Learn - Earn - Return.'

This is an extract from the Prowess blog www.prowessblog.com. A full report on the study visit will be written, if you would like a copy email Jackie Brierton, Prowess Director of Policy and Advocacy at j.brierton@prowess.org.uk

Organisations visited during the Prowess study tour to San Francisco:

Women's Initiative in Self-Employment www.womensinitiative.org **BUILD Peninsula** www.build.org **Entrepreneurship Center in SF State University** www.sfu.edu/~cfe **Forum for Women Entrepreneurs and Executives** www.fwe.org **National Association of Women Business Owners (NAWBO)** www.nawbo-sf.org **Invent Your Future** www.inventyourfuture.com **Women Impacting Public Policy (WIPP)** www.wipp.org **Quantum Leaps** www.quantumleapsinc.org **Astia** www.astia.org **Women President's Organisation** www.womenpresidentsorg.com

Your questions answered

by the Co-Chairs of the National Women's Enterprise Taskforce

Paxman: Passion before profit? What about Gates and Dyson?

Glenda Stone: "Passion alone doesn't pay the bills, you need both."



Earlier this year Jeremy Paxman had his chance to question the aims of the National Women's Enterprise Task Force when Co-chair Glenda Stone appeared on Newsnight, sparking the 'Passion or Profit' women's enterprise debate. Commenting on the experience Glenda said "Being interviewed by Paxman was tough but the publicity it generated was fantastic, we welcome controversy because it means more people will hear about the women's enterprise debate, some groups of women are afraid to mention the 'M' word...money, yes we want more women owned companies but if they are not making money are they really businesses?"

We felt it was time for Prowess members to have their chance to question the Task Force about the issues that matter most to them.

The Task Force was launched by the Government to drive forward the women's enterprise agenda across Government departments and the regions. The co-Chairs are Glenda Stone, CEO of Aurora and Pam Alexander, Chief Executive of SEEDA. This high level double-act ensures the Task Force has both a policy and practical focus.

According to Pam "Change is happening but it's not happening fast enough, the Task Force includes dynamic, inspirational and influential leaders, we want to change attitudes across Whitehall and the City". Glenda says "We are asking Prowess members for their questions because we want

to involve people as much as possible and be as transparent as possible. Above all else we want to connect up good practice and ensure the Task Force is effective in increasing the quality and scalability of women's enterprise in the UK".

Anon asks: *Many of the women we support are trying to move from benefits to self-employment. One of the biggest barriers for them is that there doesn't seem to be a clear system for doing this for self-employment specifically – our clients are told different things by different contacts within the benefits system. Is there an awareness of this problem at Task Force level, and what plans are there to change this?*

Glenda and Pam reply: Please be assured this is firmly on our radar! One of the Task Force pillars for action is to ensure all women in every region have access to the support they need and this includes the transition from benefits. We will be working with partners such as Job Centre Plus, Business Links, and Prowess to understand what the issues are and lobby for action to resolve them.

Rosemary French, Chief Executive, BLS (Surrey) Ltd asks: *The largest number of women start-ups in England go through a Business Link service rather than any other. It would appear that each region is 'doing its own thing for women'. How will the Business Link offer of business support to women thinking of starting a business and early stage start-ups be consistent across England and not subject to a post code lottery?*

Glenda and Pam reply: The RDAs are responsible for delivering the Business Link service within their respective regions, ensuring consistency in line with the shared Framework and national core service offer. The intensity to which each element of the core service offer will be delivered in the respective regions will be determined by the individual RDAs, taking into account available funding and the regional priorities in their Economic Strategies.

As a minimum the core offer to start-ups will include:

- **National start-up pack.**
- **Initial start up workshops/events covering core subject areas.**
- **Based on need and appropriateness, face-to-face diagnostic with adviser to assess business ideas and skill needs.**

Each RDA, in agreement with its local Business Link Provider, will determine what, if any, additional activity will be provided over the national core. The Task Force will work closely with the RDAs and Business Links to ensure women in every region have access to the support they need.

The National Federation of Enterprise Agencies asks: *What progress has been made in recruiting the women entrepreneur ambassadors, as announced by Margaret Hodge MP?*

Glenda and Pam reply: We are pleased to report that the Ambassadors' Programme has been exceptionally well received. The Minister is delighted with the interest from women across the country. A wide variety of

ambassadors will offer role models and experience to inspire other women in business. The Minister hosted an event in London on 25 June to celebrate the network – over 1,000 ambassadors' have been recruited already! (see page 3) RDAs are coordinating the Ambassadors' Programme within the regions.

Dr. Birgit Kehrer, Women into Business Development Officer, Breathing Space Ltd asks:

As far as I understand, the Women's Enterprise Task Force has no funding from government or regional development agencies.

A) Is this true? B) If yes, does this not show a significant NON-committal in real terms by the government to this task force and, by implication - to issues related to women's enterprise?

Glenda and Pam reply: The Task Force has a small operational budget from BERR and is staffed by SEEDA. The Task Force is not a delivery body - the RDAs are the primary delivery partner for women's enterprise support. The Task Force provides high level leadership and advocacy to guide action on the ground, and brings together the public and private

sectors to tackle key issues – lobbying for action where needed. The Task Force has had strong commitment from Government Ministers.

Zainab Yasmeen (Creative Minds Business Consultancy Ltd) asks:

How will the Task Force ensure that they harness and support the potential amongst the BAME business community in the UK and ensure that they are represented and their views are being placed on the agenda?

Glenda and Pam reply: The Task Force members represent views across all groups, including ethnic minorities. Where particular opportunities or needs are identified, we will work with our RDA and Business Link partners to ensure support is available to meet that group's needs. On 19 June, Margaret Hodge MP launched a new national Ethnic Minority Business Task Force chaired by Adeeba Malik MBE, Deputy CEO at QED-UK, with Tom Riordan, Chief Executive of Yorkshire Forward as Deputy. We will be working with this group to ensure a comprehensive approach to women's enterprise.

Marcella Maxwell, Chief Executive, Chwarae Teg asks:

How can we ensure that issues relating to the women's enterprise agenda in Wales and other devolved nations are picked up by the Task Force and not just the concerns of the English RDAs?

Glenda and Pam reply: The Task Force covers the whole of the UK and is working not only with the RDAs but also the three Devolved Administrations. The women's enterprise leads in both RDAs and Devolved Administrations meet regularly as a group to review national developments, regional good practice, and will now be working with us as an Advisory Group.



'Encouraging women to turn aspirations and ideas into businesses'

Our goal by 2010 is to have 10,000 new women-owned businesses in the region

The South East England Development Agency (SEEDA) has set themselves the ambitious target of realising 10,000 new women-owned businesses in the region by 2010. This regional supplement explores the objectives of the Women's Enterprise Strategy and looks at some of the practical activity taking place throughout the region to turn this goal into reality.

The starting point of SEEDA's Strategy is that women entrepreneurs represent huge potential for the economy of the region. Whilst the South East has the third highest levels of female entrepreneurs in the UK, they are still under represented compared to the number of male entrepreneurs. Men are over twice as likely to own a business in the region.

SEEDA recognises that this impacts on the regions productivity rate and effects the ability to compete internationally. If the South East had the same start-up rate of female-owned businesses as the US, there would be an additional 50,000 new businesses in the region.

The number of potential entrepreneurs in the South East is based on Government statistics, showing that 9% of women of working age in the

South East are thinking about starting a business and turning these 'thinkers' into 'doers' is key. Over the next three years SEEDA hope support will reach over 200,000 'thinkers', converting many into businesses to achieve the goal of 10,000 new start-ups.

So how will they do it? The strategic priorities which need to be addressed in order to support this are:

- **To make women-friendly accessible business support available to every woman in the region regardless of where she lives and to ensure that the needs of all segments are met**
- **To improve women entrepreneurs' access to finance and access to markets**
- **To overcome the disincentives for women to move from benefits to self employment**
- **To improve the provision of flexible childcare facilities for women entrepreneurs**
- **To raise the profile and understanding of women's entrepreneurship and its impact on the economy amongst stakeholders**
- **To connect members of the Women's Enterprise Community with one another and with public policy makers**

To realise its strategic priorities SEEDA has embarked on an impressive range of activity across the region:

- They supported capacity building pilot programmes to explore ways of converting women's interest in enterprise into actual business start-ups
- They are encouraging and supporting regionally funded business support organisations to work towards Prowess Flagship status – the quality mark for women friendly business support
- A new website is being developed to signpost women to support, featuring an online version of SEEDAs updated business support directory, case studies of successful female entrepreneurs and information on regional programmes (www.womensenterprisesoutheast.co.uk)
- Piloting a regional Womens Enterprise Advocates programme, recruiting successful female entrepreneurs in the region to raise the profile of womens enterprise and encourage more women to pursue starting their own business

This supplement explores SEEDA's initiatives and introduces some of the key regional players who are working towards making the South East the best place for women to start and grow a business.



“Invariably, when I come across women in leadership roles, they are quite brilliant.”

As it seems to me

Alyson Howard,
Meta Corporate Finance Ltd

Chartered Certified Accountant, Alyson Howard, is a Director of Meta Corporate Finance Ltd, a successful South East based company responsible for a wide range of investment business activities who specialise in the sale and purchase of large and medium size businesses.

Before joining Meta, Alyson enjoyed a successful career as a partner with the Tunbridge Wells based Accountancy firm, Creaseys. During this period, she also became well known for her inspirational weekly appearances on KFM Radio where she advised listeners on a range of topical financial issues.

Over the years, a large number of South East businesses have benefited from Alyson's professional and empathetic approach. A typical example being the buy out of successful International PR and Marketing Consultancy Prowse & Company Limited by MD Joanne Rogers, based in Leatherhead, Surrey.

“Alyson's knowledge and contacts were invaluable in the buy out process” says Joanne. “She made complex issues fairly

simple to follow and brought in Finance South East, a partner organisation supported by SEEDA (South East England Development Agency) who could provide assistance as a key finance provider.”

Alyson has now joined SEEDA's team of Women's Advocates which is part of a national initiative to inspire and give confidence to ambitious women entrepreneurs. “I want to encourage women to take the plunge – women who have possibly positioned themselves in the background in companies and yet clearly have leadership skills.”

“Invariably, when I come across women in leadership roles, they are quite brilliant” adds Alyson. “Often here and in Europe, women are under-represented at the top levels of business because they don't feel able to compete in a seemingly hard headed, confrontational male environment.”

However, as Alyson points out, “there are ways of managing the hard edge of a macho culture, of being direct while taking risks,

encouraging a culture where people aren't losing their tempers and banging fists on boardroom tables.”

“We are not going to inspire women as potential entrepreneurs to take risks overnight” admits Alyson. “However, as ever increasing numbers of skilled women succeed at senior levels in male dominated business environments, coupled with practical help and support from organisations such as SEEDA, more and more women will take the plunge.”

“I want to inspire other business women” says Alyson, “I would never have taken the risk to branch out into the world of corporate finance at Meta from my role at Creaseys if it hadn't been for the inspiration I gained from all sorts of successful women who have made their own destinies.”



Reaching Out

A greater focus on enterprise and reaching wider audiences will begin this autumn as SEEDA target more disadvantaged groups and individuals in the South East.

In delivering this activity SEEDA will implement lessons learnt from their six women's enterprise pilot projects. They aimed to: engage more women in enterprise who may not have considered it before, encourage partnerships among local stakeholders and assist people who attend pre-start programmes to take the next step to starting their business. These areas also address key priorities identified in the South East Women's Enterprise strategy.

Julie Kapsalis, Head of Enterprise Policy at SEEDA says "The South East is a prosperous region of the UK, however there are persistent pockets of serious deprivation which we must tackle head on. The women's enterprise pilot projects provided some valuable learning points regarding collaborative working, providing client-centred support and innovative outreach work, all of these recommendations are particularly pertinent to engaging the hardest to reach groups in the region".

The three Enterprise Gateways involved in one of the pilots had achieved the Prowess Flagship Award; a quality standard for excellence in women's enterprise support, endorsed by the Department for Business, Enterprise and Regulatory Reform.

SEEDA are committed to supporting business support providers to achieve Prowess Flagship status. Julie comments; "to gain Flagship status organisations must go through a rigorous assessment process, and by achieving this we can be confident that the principles of accessible business support are embedded in their organisational culture. This enables SEEDA to implement changes efficiently without losing any of the quality".

Jon Yon, then Director of Newhaven Enterprise Gateway and newly appointed Director of the East Sussex Enterprise Gateway, confirms the courses and workshops they ran as part of the pilot project were very well received. "It was evident that running courses on weekends and during school hours was extremely useful for many of the female clients" he says. They also used outreach marketing to make sure their services were widely known about, taking their promotional literature to hand out at local supermarkets, libraries and schools.

The South East Women's Enterprise Steering Group, who maintain the overview for delivering the Strategy's objectives in the region, continues to develop project activity learning from the lessons highlighted from the pilots. It has enabled the implementation of a consistent regional programme tailored to women, which will increase the pipeline of women accessing mainstream business support - helping reach SEEDA's Regional Economic Strategy target of 10,000 more women owned businesses in the south east by 2010.

Key lessons learnt from SEEDA's Women's Enterprise projects:

- hold workshops and courses at times to suit clients, don't assume 9 – 5 will always be appropriate
- provide financial assistance/support for travel and childcare
- include access to softer skills courses such as personal development, confidence building, motivation
- provide free/affordable 1-1 business mentoring over the first two years of training and use trainers and advisors who understand the challenges of people from a variety of backgrounds
- provide unambiguous impartial advice on the transition from benefits to self-employment

Jon Yon intends to build on the experience of the women's enterprise pilots, saying "there are thousands of women in the South East who, with relevant local support and guidance, can directly benefit from self-employment or starting a business. I believe that it's absolutely essential that we all do whatever we can to use the lessons learned from the pilots to help women realise the successes they truly deserve."



Jon Yon receives Prowess Flagship Award from Sarah McPherson, Quality Manager, Prowess.

Co-ordinated by three of the regions Business Links and three of the Enterprise Gateways, the pilot projects involved over 600 women and resulted in 214 actual business starts.

Helen Cook, SEEDA Women's Enterprise Manager says "We wanted to encourage regional service providers to work together to offer consistent women friendly business support across the region".



Efficiently reducing the environmental impact of UK companies

Anya Ledwith,
CEO of ESHCon and a
SEEDA Regional Advocate
for Women's Enterprise

What motivated you to join the SEEDA Women's Enterprise Advocate Programme?

Someone who already has experience of setting up a business can prove invaluable as a sounding board for ideas, to challenge thinking and share information. It is also reassuring to have someone who has successfully set up a company backing your business proposition and encouraging you to go for it. I advise other women to plan the business carefully and not to be afraid of a few set backs, it is worth it in the end!

What motivated you to start ESHCon?

I set up ESHCon to motivate companies to improve energy efficiency and reduce water consumption, rubbish and transport waste. One of the key problems organisations face is being able to assess where they are wasting. ESHCon can help by conducting environmental audits, providing staff training and developing environmental policies and management systems.

I spotted an opportunity in the marketplace and relished the chance to experience all the variety of business ownership.

All companies should be aware of how they affect the environment not just to be 'green' but to gain real business benefits. Most organisations can easily reduce energy costs by up to 20%, which equates to the same effect on the bottom line as 5% increase in sales.

Did you access any business support?

Setting up a business has been a real challenge and there have been many hurdles to overcome. I have thrived on this pressure and found the whole process exhilarating. I would recommend speaking to a local business advisor though. I spoke to a advisor at my local Enterprise gateway, it was very useful for helping me to focus on the necessary steps. I think finding a mentor is really important and join a networking organisation, such as a local Chamber of Commerce.

Have you experienced any obstacles?

One of the greatest hurdles I have faced is self-belief. Advising companies on what they are doing wrong or illegally requires authority and I have found I need to tailor how I talk to people and be more assertive to get credibility. But having set up the business and seeing it work has made me realise I can do it as well, if not better than anyone else. I have tremendous passion and drive for what I do which helps make this the most satisfying job I have ever done.



To find out more about SEEDA's Regional Advocate Programme or other aspects of their women's enterprise strategy contact, Helen Cook, Women's Enterprise Manager SEEDA on 01483 500784 or at: helencook@seeda.co.uk



Universities across the UK are waking up to women in business as a growing market for customised learning programmes and community linkages. In fact University departments are the fastest growing group of Prowess members

Flagship leading the way

The University of Bath in Swindon's Small Business Hub has been running a Women into Enterprise course since October 2004 and in 2006 it was the first UK University to achieve the Flagship Award for Business Support Providers.

"We offer an holistic approach to training that enables women to come in and develop their skills and confidence at the same time as they develop their business and marketing plans," says Kirsty Lovell, Project Officer for Women into Enterprise, part of the University's Lifelong Learning Division. A lot of business training is perfectly valid – but it is short-term and it does not include support around the training. There is very little that is similar to what we offer. The training attracts many different women from different backgrounds with many different business ideas."

During the first two years, 150 women undertook the Women into Enterprise course, a second tranche of 60 women are taking a developed and enhanced programme during 2006-2007. The Women into Enterprise programme offers a flexible timetable that takes account of school times and school holidays as

well as providing evening classes. It also seeks to cater to women who live in remote areas or are difficult to reach. Their outreach programme seeks to make visits or present talks in areas where women often go – from doctor's surgeries to children's playgrounds.

"A lot of women who come on the course say they wouldn't be able to attend if we didn't have a free crèche. For others, it would be extremely difficult to attend without the crèche," says Lovell.

The course has been extremely successful, according to Lovell. Not just in terms of meeting their targeted outcomes - she can point to a number of successful businesses. But also many of the women who did not go on to establish businesses benefited in some positive way, she says.

The Small Business Hub sees itself and its students as part of a local community and that is reflected in the course's approach and feel. According to Lovell: "We are looking for ways to make the business skills we offer available not just to women, but to mixed gender groups."

An important element in achieving Flagship is how positive and open the Hub staff are to change, in response to client feedback. These changes can be profound. Originally, the course was delivered over three terms. Following client feedback, the Hub moved to a two-term course with an optional third term run on Saturdays for those who wanted it.

"Prowess Flagship status gave us an internationally recognised quality mark based on the work we have done and continue to do here. The Flagship Award is also a good development tool for an organisation to measure what it is doing as it seeks to improve services in women's enterprise," says Lovell.

The European Social Fund has been an important income source for the Women into Enterprise course over the last three years. That funding is unlikely to be renewed. However, the success of the programme to date has meant that the Hub team will receive the backing of the University as it seeks to build future support. "We aim to run the Women into Enterprise course again from October," says Kirsty.

Supporting the ascent of women's enterprise

The latest Prowess policy report 'Stairways to growth: supporting the ascent of women's enterprise in the UK' calls for sustained and long term Government commitment to this key area of economic growth.

The report is based on the Global Entrepreneurship Monitor UK data, the worlds largest single country survey of entrepreneurial activity covering 32,500 adults.

Evidence from the report suggests that the government focus on the 18-24 age group appears to be failing young

women. It finds that young women in this category are the least entrepreneurial of all age groups and just one quarter as entrepreneurial as their male counterparts.

The research carried out for Prowess by Dr Rebecca Harding, Executive Director of GEM also shows that women are driving enterprise in the rural economy, and that women are more successfully exploiting technology suited to a new style of enterprise. It also points to significant entrepreneurial activity in the Black African and Caribbean female population.

Key policy recommendations

Government Strategy

There is a need for sustained long term Government commitment to women's enterprise development. There is a need for 'stairways' between the different levels of policy making and between Government departments.

Training

When women have accessed enterprise training courses at school or university it increases their likelihood of being TEA active by two and a half times compared with those who have undertaken no training.

Current Government focus on young enterprise needs to be enhanced by a particular understanding of the needs of young women. The data suggest that the biggest gender gap is in the 18 - 24 year age bracket, where female Total Entrepreneurship Activity (TEA rate) is 2.2 compared with men's 8.4

Growth

It is necessary to understand women's enterprise as a continuum: Women's enterprise in disadvantaged or minority communities is a necessary condition to providing access to high growth potential at a later stage. However funding and mentoring 'stairways' are vital to guide women through from the very earliest stages of their business idea to the stage where it has growth potential.

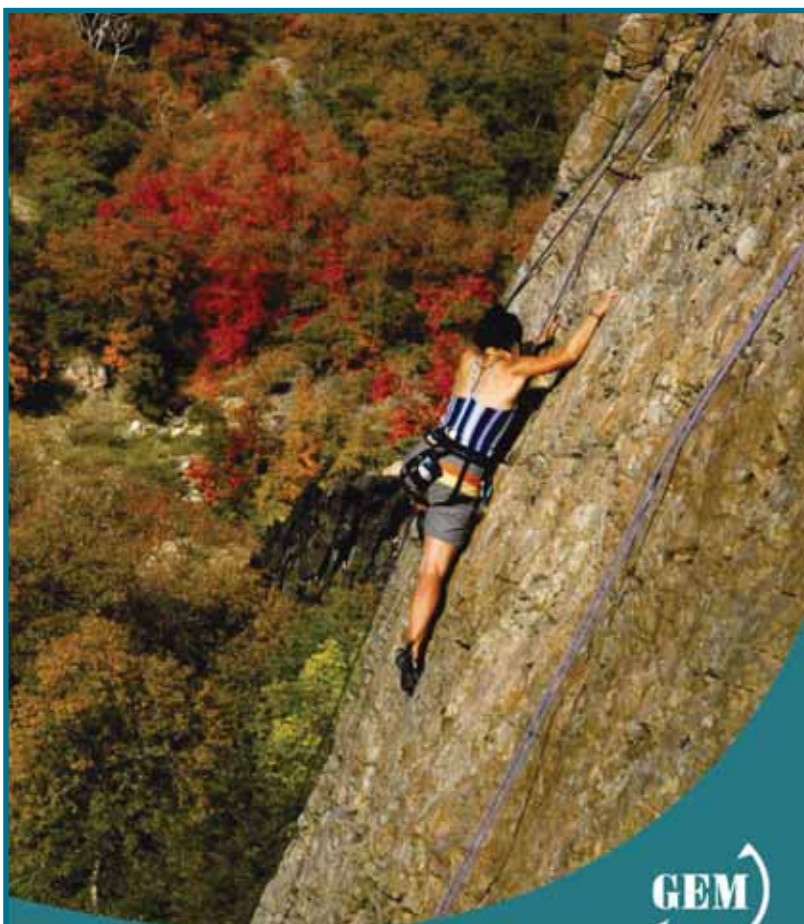
Business support

Women need three critical things: appropriate finance, mentoring and coaching and access to a 'network' or social capital. This holistic approach to the demand and supply side is key to an effective approach to women's enterprise and examples of best practice exist that could be rolled out at a national level.

Incentives

There is still qualitative evidence to suggest that women need greater incentives to move into enterprise, to 'take a chance' than their male counterparts. This includes measures such as promoting role models but more tangibly, tax relief on childcare and clear incentivisation through the New Deal.

To order a copy of 'Stairways to Growth – supporting the ascent of women's enterprise in the UK' contact admin@prowess.org.uk



Stairways to growth:
Supporting the ascent of Women's Enterprise in the UK
Dr Rebecca Harding, Executive Director GEM

GEM

HSBC The world's local bank

PROWESS



Supporting women in business

The formation of The Women's Enterprise Task Force is a great acknowledgement from Government that women starting their own businesses are immensely important to the UK's economy.

This is a fantastic opportunity for us to increase both the quality and quantity of women's enterprise across the UK over the next 3 years. If the UK were to match the same levels of entrepreneurship of women in the US, it would create 700,000 new businesses, generating 1.5 million new jobs. This is an opportunity we just can't ignore.

HSBC is a strong supporter of women in business both as an employer and as a business bank. We work closely with organisations such as Prowess, Aurora and WiRE and sponsor events specifically for women, as we appreciate that they have different motivations and needs when starting their own businesses.

We proudly celebrated International Women's Day this year by

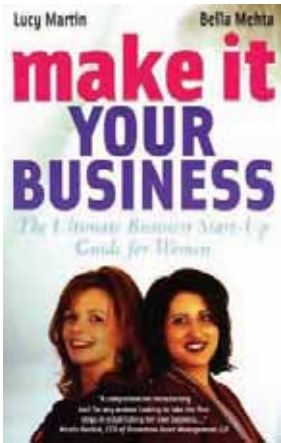
supporting several events in London. This day recognised women's diverse local contributions and inspires potential in all women across the globe. It was a great opportunity to reflect on what women have achieved, and also highlight what is still possible.

Fewer women than men create enterprises, despite the encouraging increase of women-led businesses we have seen over the last 10 years. Not enough women-owned businesses are getting beyond the 'lifestyle' stage. We need to encourage this kind of entrepreneurial growth.

The Task Force will help to identify new ways of encouraging more women to become entrepreneurs and also to nurture our existing women-led companies to growth. The creation of 150 ambassadors across the country will help start this process. One area that has seen a recent change is the rise in business start-up rates, with women entrepreneurs fuelling the growth.

We know that women entrepreneurs - just like any entrepreneurs - face challenges when starting or trying to grow their business. However, it wouldn't be right to categorise all women-owned businesses as somehow 'different' and in need of different treatment. In fact our research suggests that many would find this patronising. We do recognise that whilst not all women businesses are the same, there is evidence that the motivations, experiences and aspirations of female entrepreneurs differ from those of their male counterparts, which is why we are constantly looking at ways to support women in business and keen to play a key role in the growth of this segment.

Written by Amanda Rendle, HSBC representative on the Women's Enterprise Taskforce



Make it your business

The Ultimate Business Start-Up Guide for Women by Lucy Martin and Bella Mehta

Endorsed by Nicola Horlick, and voted 'best of its kind' by Management Today, Make it Your Business is a comprehensive business start-up handbook written by two Prowess members – Lucy Martin and Bella Mehta.

Lucy and Bella are both successful business owners and the second edition of their book combines the support, objectivity and

encouragement of a mentor with the commercial and technical know-how essential to any start-up.

"A start-up guide specifically for women is long overdue" says Lucy "Women tend to set up different types of businesses from men and have different reasons for doing so. Initially, they are likely to prioritise work-life balance and self-

fulfilment over the prospect of making a million. Our book encourages women to strive for work-life balance and financial success from the outset, and addresses issues of personal development at the same time".

Make It Your Business is available in bookshops at £12.99. ISBN 1 905862 00 8 or on Amazon.

How She Does It

How Women Entrepreneurs Are Changing The Rules of Business Success by Margaret Heffernan

Margaret Heffernan examines both the reasons for and the implications of the phenomenal growth of women-owned businesses in the US, that has occurred despite the fact that women's businesses receive far less institutional and government investment.

Heffernan interviewed a large cross section of those businesses and she admits her conclusions make her feel uncomfortable. They amount to a distinctly female approach to business, where typically feminine attributes such as empathy and collaboration provide a competitive edge.

And let's not forget shopping! Women purchase 89% of all goods and services. As Heffernan says "This may occasionally make us the butt of jokes, but it also makes us very smart. We understand the market because we are in the market all the time, noticing new products, new trends, new failures and new tastes". As we see the splintering of the market into thousands of niches, women's ability to attune to the zeitgeist has become a critical advantage.

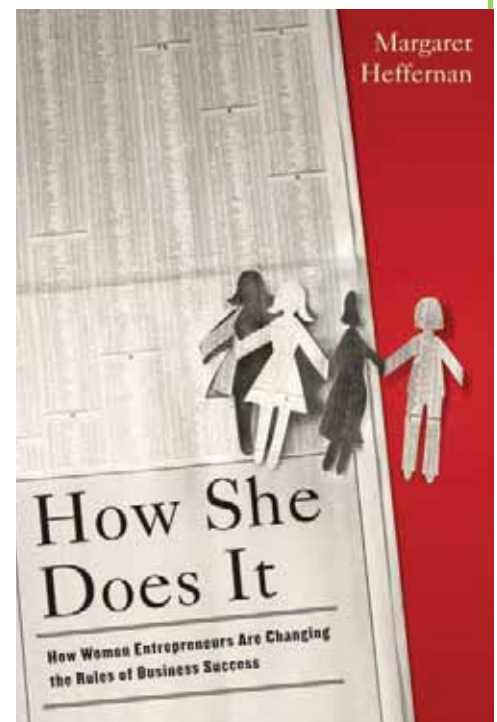
The book concurs with the growing body of research that, on average, women are more empathetic than men. As business

is increasingly solutions-focused, women are benefiting from the ability to empathise with the customer.

Heffernan is interesting on the central importance of values to women business owners, the more 'improvised' nature of women's business growth, and the startling under-representation of women-owned businesses in corporate and public-sector procurement budgets.

Just as we all know women who are comfortable with a more masculine approach to business, this feminine approach - what Heffernan calls the 'New Norm' - certainly appeals to growing numbers of men too. It's also impacting on the broader business landscape, with financial and professional services firms shaping up their own offers and cultures to appeal to the growing market of women-business owners.

It's a thought-provoking book, which is slightly undermined in parts, to my UK sensibilities anyway, by the breathless tone which is characteristic of US business books. Margaret Heffernan knows and understands the UK scene just as well and it would be great to see her produce a UK version.



The book is available on www.amazon.co.uk £11.40
Erika Watson, Prowess.



(Above) Maggie Philbin, Broadcaster and journalist opens Fusion - the first UK conference for women in SECT enterprise. Hosted by Prowess, supported by the UK Resource Centre for Women in SET and Advantage West Midlands.

Tomorrow's world

Encouraging more women into Science, Engineering and Technology Enterprise

Research shows that female entrepreneurs are more innovative than their male counterparts; they are more likely to be providing a product new to the market, more likely to be using technology in their products and services and more likely to be offering a product or service that has been developed in the last year.

Despite this, across the Science, Engineering and Technology (SET) sectors there are over 10 times as many male as female entrepreneurs. Women are the productivity, skills and innovation gap in the UK. In a country with a desperate shortage of IT practitioners there are nearly 5,000 self-employed male IT technicians yet not enough data to be statistically significant for women. Table 2 demonstrates that this is a familiar story across all the SET industries.

The figures are alarming because sectoral segregation is a significant factor in the growth discrepancy between male and female owned firms. Furthermore 76% of women with SET qualifications are not working in SET industries, this compares with 51% of men with SET qualifications. SET careers are notoriously inflexible and not conducive to part-time work or career breaks.

SET enterprise may enable more women to pursue a career in their chosen field, at a level which matches their skills and experience on a more flexible basis. Utilising the talent of qualified scientists is clearly to

the benefit of the overall economy as well as to women themselves. The SET sector provides some of the highest levels of gross value added per job created. The UK economy is estimated to be losing millions because women with SET degrees don't enter or don't return to the sector or work below the level at which they are qualified. With over 70% of women with SET qualifications not working in these sectors it would seem that the option of self-employment needs far greater focus by policy makers and business support providers.

The UK Resource Centre for Women in Science, Engineering and Technology commissioned Prowess to carry out the first UK survey of women owning businesses in this sector to explore the characteristics of these businesses, the challenges they experienced and what more they felt could be done to encourage other women to consider the option of SET enterprise. The following information provides details of some key findings.

Role models

Promoting inspirational role models of women business owners has traditionally been seen as a way in which to encourage more women into enterprise and our research suggests this particularly critical within SET industries. 'Another female business owner' was by far the most inspirational figure for SET women when deciding to go into business. And unsurprisingly 92% of respondents felt that the promotion of female business owners in SET would encourage more women to consider this as a career choice.

Motivations

When asking women what motivated them into SET enterprise, the most popular answer was 'to do something I enjoy', with 92% of respondents saying this was a strong motivating factor.

Business Sector	Male owned companies	Female owned companies
Software	25,774	3,686
Architecture	17,564	1,971
Electricians	59,020	1,319
Chemists	1,569	1,456
Bio scientists	2,865	1,003
Mechanical Engineers	13,139	-----

Table 2: Office for National Statistics, Labour Force Survey, Quarter 4 2006.

What is needed to encourage more women to start businesses in the high growth SET industries:

- More sector specific business support and networks.
- More information on the range of finance support available at growth and start-up stage.
- Promotion of SET female entrepreneurs.
- Encourage more girls into SET degrees in the first place.

practical guides on procurement and tendering and initiatives to enable female owned companies to become supply ready.

When looking at factors which applied when starting a business 46% said they had left a previous employer to start a business offering a similar service. We can speculate this is a 'push' factor i.e. women going into enterprise because they don't feel their skills are being rewarded by their employer or obstructed by a glass ceiling.

Growth and procurement

Ninety-eight percent of survey respondents wanted to grow their business in the next year and 84% wanted to expand their procurement opportunities. Gaining a corporate or public sector contract can mean the success or failure of a growing enterprise. It is estimated that women-owned businesses in the UK access less than 3% of all procurement opportunities. Yet women are the chief instigator in 83% of all consumer purchases. A supplier base that reflects the diversity of customers makes business sense and it is vital that private companies and the public tap into the desire of female SET owners to expand procurement.

Business support

Seventy-two percent of respondents felt there was not enough business support for women looking to start businesses in SET. It was also reported that whilst business networking was useful they wanted more sector specific networking opportunities. One respondent said "I have tried joining business networks but never really stuck with them. Our business is based around a high tech product and my experience has been that other people attending the network are involved in completely different business ventures. Our needs and experience are worlds apart."

VOX POP

What do you think would encourage more women to consider SET Enterprise?



Juliet Davenport, CEO
Good Energy

"Encouraging women into science needs to be tackled at various levels. A science degree is incredibly valuable in the business world. Science is presented in schools as a non-creative option. But the greatest scientists throughout history have always been creative thinkers and philosophers. A public PR campaign is needed emphasising that science is a creative activity, we need to look at what is happening at all levels of education."



Carole Barnum, CEO
Staellium UK Ltd

"Role models are extremely important. I have always tried to be a role model and a mentor to other women. In organisations where I have worked I have led female leadership programmes and coaching for women colleagues. This is something I am passionate about, many of the engineers at Staellium are female."



Pam Pelham, CEO
AMP Wire Ltd

"Work in schools is crucial. Inquisitive minds should be encouraged to ask 'why does PC work this way?' rather than 'What game can I play on it?' We need to emphasise that maths and science are the building blocks that underpin all other studies. We are involved in activities in schools to raise the profile of SET careers, surely if we can do this larger companies can."

Prowess together with the UKRC for Women in Science, Engineering and Technology has launched two new reports:

- Under the Microscope: Female Entrepreneurs in SECT
- Women-Friendly Incubation Environments and Managed Workspaces for Science, Engineering and Technology (SET) Businesses.

To order copies of either report contact admin@prowess.org.uk or download at www.prowess.org.uk/publications.htm

Meet the people changing the face of enterprise

The Prowess Awards 2007

The Prowess Awards are unique in taking a holistic view of women's enterprise development and celebrating individuals and organisations from across the whole sector who together are shaping a women-friendly enterprise culture, including: the business women whose energy and passion inspires others, the dedicated support providers offering advice and mentoring and the researchers and journalists who support the sector through compelling and progressive ideas.

This year we received over 300 nominations, many of which were of the highest calibre. The finalists in each category are at the very top of their game. The Awards were presented at a gala dinner ceremony at Brighton Race Course earlier this year.



Finalists in the Inspirational Business Mum category and winner Sarah Steele of The Old Station Nursery.



Zainab Yasmeen, ATL (Yorkshire Ltd) Business Support Professional of the Year.

"I am absolutely delighted to win this award it is for all those women in Yorkshire who have really embraced our business support product and through positive energy and creativity have grown income generating businesses. I am proud to work with such dynamic women."

Winners and Finalists

Outstanding Contribution to Women's Enterprise Development

Winner: Izzy Warren-Smith OBE **Finalists:** Women in Rural Enterprise (WiRE) Professor Sara Carter, University of Stirling Valerie Dwyer, East Midlands Development Agency. **Sponsor:** ACCA

Business Support Professional of the Year

Winner: Zainab Yasmeen **Finalists:** ATL (Yorkshire Ltd) Ruth Rowe, Business in Focus Kath Tatlock, Business Support Network Chrystelle Benkheil, Enterprise Enfield. **Sponsor:** Prowess

Inspirational Business Mum

Winner: Sarah Steele **Finalists:** The Old Station Nursery Nadine Lewis, Identikids Katie Mayne, Tiny Talk Susan Moore, Party Crew Abiloo Ajayi – obe, Smartchartz. **Sponsor:** Yellow Pages

Inspirational Woman

Winner: Hilary Devey **Finalists:** Pall-Ex Group Jan Cavelle, The Jan Cavelle Furniture Company Ratna Vohora, The Vitality Centre. **Sponsor:** HSBC

Female Business Mentor of the Year

Winner: Susan Edgar **Finalists:** SYFEN Clive Lunn, Sheffield Hallam University Kai McCabe, Search Consultancy Ltd Pratibha Hindocha, Cattalyst.

Sponsor: Intuit/QuickBooks

Innovator Award

Winner: Centre for Women's Enterprise, University of Bedfordshire **Finalists:** Stargate Capital Management Ltd for the Trapezia Women – focused Equity Fund The Her Business Centre, Newham West Midlands Regional Women's Enterprise Unit (RWEU).

Sponsor: Lloyds TSB Business Banking

Making an Impact

Winner: Professor Sara Carter **Finalists:** University of Stirling Dr Rebecca Harding, Global Entrepreneurship Monitor Dr Sandra Fielden, Centre for Diversity and Work Psychology. **Sponsor:** SEEDA

Press Award

Winner: John Carlin **Finalists:** The Observer Woman's Magazine Pam Woodhall, The Economist Eleanor Wason, Reuters. **Sponsor:** BHP Information Solutions



Izzy Warren-Smith OBE, Director WiRE collects award for 'Outstanding Contribution to Women's Enterprise' from Sara Harvey, from category sponsor ACCA.

"I am absolutely delighted for Izzy she is an outstanding ambassador for all rural female business owners." – Sara Harvey, ACCA

The Prowess Awards 2008 – The awards continue to go from strength to strength. For all details of nominating, attending and sponsoring The Prowess 2008 awards visit: www.prowess.org.uk/awards/aboutawards.asp

Women's enterprise and productivity

By Vicky Pryce, Head of the Government Economic Service

The proportion of self-employed who are women has stayed much the same for many years and any rises over time reflect wider rises in self-employment levels. Analysis suggests there are a number of issues actually holding women back from fully exploiting their skills and abilities.



Improving the productivity performance of the UK is at the heart of the government's policy agenda. Alongside maintaining high levels of employment, raising productivity represents the primary means by which the UK can raise its standards of living. The pressures of globalisation reinforce the need for companies to become more productive. Changes in the dynamics of trade, migration and flows of investment mean that businesses must become more innovative and more efficient to order to retain competitive position.

Enterprising activity by existing firms or by start-ups is therefore one of a number of key drivers of productivity. Skilled, flexible and innovative individuals and businesses will be best placed to respond to these challenges and to take advantage of the opportunities that globalisation brings. Part of the Government's policy agenda to reducing potential barriers to enterprise (such as facilitating access to finance and other areas of business support) focuses on the role of women in enterprise.

At first glance, there are encouraging signs that entrepreneurial activity among UK women is increasing. Twenty years ago, fewer than 700,000 women were self-employed – now there are about a million. But the proportion of self-employed who are women (27% of all self-employed) has stayed much the same for many years and any rises over time reflect wider rises in self-employment levels. Likewise, if we look at ownership and leadership of businesses in the SME sector, less than one in five businesses are majority female led.

A cynic might ask whether we really want more women led businesses. High level evidence suggests that they are smaller (in terms of turnover and employment) and are less likely to aim to grow.

“Women's enterprise makes an estimated £60 billion annual contribution to the gross value added by business to the UK economy.”

Closer analysis, however, suggests there are a number of issues actually holding women back from fully exploiting their skills and abilities. This might explain why women led businesses often are smaller and tend not to grow. For example, there is clear evidence that women-owned businesses start with lower levels of overall capitalisation, lower ratios of debt finance, and are much less likely to use private equity or venture capital. With the same capital as men, there is no difference in business performance. Also, if you control for their smaller average size, women-led SMEs are actually no more or less likely to aim to grow than other SMEs. Concerns about growth within women led enterprises are intractably linked to issues at start-up. Issues that act as barriers to start-up can continue to constrain growth and the way in which a business is started affects future growth.

Women are also more likely to cite family commitments as a reason for not starting a business but many of those who do start do so to help juggle such commitments. Indeed, many more women entrepreneurs are running their business on a part time basis. Although not often credited, women are actually contributing to the running of many SMEs beyond those conventionally defined as women-owned. Further, women in business ownership are more highly skilled, with evidence showing that self-employed women are more qualified than their male counterparts and female businesses tend to be more innovative.

They are more likely to use new technology and to be providing a product or service that is new to the market. Both skills and innovations are key drivers of productivity and so it is clear that women have much to add to the UK's overall enterprise levels and contribute to productivity improvements.

Currently women's enterprise makes an estimated £60 billion annual contribution to the gross value added by business to the UK economy. Whilst this may seem a big number, there is a real prospect that this contribution will rise significantly if we can create the right supporting environment for women entrepreneurs.

To help accelerate the UK towards the US levels of entrepreneurship, the Government has established the Task Force on Women's Enterprise to advise on specific steps to increase levels of women's business ownership in the UK. The Task Force has as one of its key objectives working with partners such as Prowess and the Regional Development Agencies (RDAs) to ensure that women have access to the high-quality support and advice they require to start and grow their businesses. The establishment of a network of women entrepreneur ambassadors has also received the full support and endorsement of Margaret Hodge (Minister of State for Industry and the Regions) and RDA Chief Executives. It recognises that successful female entrepreneurs can play an important role in building the confidence and self-belief amongst women to believe that they can successfully start and grow businesses. The ambassadors' network is designed to complement, enhance and build upon the excellent work Prowess members and RDAs are undertaking to ensure that women have access to the women-friendly advice and help they require when setting up their businesses.

Get ready for the Launch of WBEC-UK!



The architects of WBEC-UK (Women's Business Enterprise Council). WBEC-UK is the new certification body for women-owned businesses in the UK. If you still haven't heard about it you soon will! For all details of the official launch contact Sue at s.lawton@prowess.org.uk

Gender Equality Duty could transform business support

The Gender Equality Duty has come into effect-marking the biggest change to sex equality legislation for 30 years. It calls on public authorities (including Regional Development Agencies RDA) to positively promote sex equality and ensure their policies and practices address the different needs of men and women. The new duty will require RDAs to review services to ensure that the promotion, timing and content of business support does not indirectly discriminate against either sex.

The Equal Opportunities Commission has issued guidance on how to take action to ensure public authorities are meeting their obligations. You can start by asking them the following questions:

Gender Equality objectives:

- Can I see a copy of your gender equality scheme?
- What are your gender equality objectives and how did you select them?
- What action have you taken to complement your objectives?

Consultation:

- Who are your key stakeholders?
- Who did you consult?

Services and policies:

- Can I see a copy of gender impact assessments of current and future policies? (for the specific policy which interests you).

Save the date! 5th Prowess Annual International Conference

20 - 21 Feb 2008 (welcome evening drinks reception 19 Feb)

Peterborough West Holiday Inn

To register your interest in attending, exhibiting or sponsoring contact Ann Nicholls at a.nicholls@prowess.org.uk or call + 44(0)1603 762355

Lead conference sponsor: The East of England Development Agency

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Join Prowess and become part of the UK alliance helping women to start and grow businesses

Prowess is the voice of women's enterprise in the UK. We are a dynamic alliance of organisations and individuals committed to the start-up, growth and quality of women-owned businesses and the development of a women-friendly enterprise culture.

Membership fees are staggered to ensure we are an inclusive body. To find out about how you can benefit from being part of this active community of organisations visit:

www.prowess.org.uk/about/apply.htm or contact Ann Nicholls at a.nicholls@prowess.org.uk

