



QUICK Innovative SMEs by Gender and Age

**Report for:
Work Package 4 Transfer and implementation of innovative promotions**

The best practices transfer part I

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1. Female future mobilizing talents –a business perspective

Title of initiative	FEMALE FUTURE – MOBILIZING TALENTS -A BUSINESS PERSPECTIVE		
Category	Education/Training	Country	Norway
leader of the initiative	Confederation of Norwegian Enterprise (NHO)		
Target group	talented women working in private enterprises		
Characteristics of the initiative	The aim of the project is to bring more women into top management positions as well as into the companies' boardrooms.		
Results	62% of the participants were offered board positions or advanced in their management career.		
For further information	http://www.nho.no/ff/		
Contact	NHO – Confederation of Norwegian Enterprise Kari Maeland P.O.Box 5250 Majorstuen N-0303 Oslo Email: firmapost@nho.no Phone: + 47 23 08 80 00 Fax: + 47 23 08 80 01		

The NHO set up the Female Future project in 2003, and it lasted to 2008. The goals of the project were¹: to increase the percentage of women in decision-making processes, in management and in boards in general; to cause that the private sector is viewed as an attractive place to work by women; to involve managers as prime movers in the process aimed at recruiting more women to executive positions and to board posts; to make executive responsibilities be more easily combined with family responsibilities - the balance between work and private life.

First step of the programme consisted in building a network of supportive ambassadors for the project. The NHO chose influential individuals to be ambassadors, people who could address the arguments why women in business are important. What's important, these ambassadors had to be both men and women.

The second step was the selection of companies (not women!), which are interested in the project. The enterprises were recruited into the programme, and the manager of the enterprise

¹ Women in business leadership, <http://www.nho.no/ff/>.

had to sign a contract. In these contracts the managers confirmed, that they would work to get one, two or more women into management, and into the board of directors. Also, the firms were obligated to nominate women- the candidates to Female Future programme from his/her own enterprises, to pay the costs relating to participations in the Future Female programme, to facilitate for a good work-life balance.

Then the management of the companies, which decided to join the Female Future, would be asked to look for the female talents in their organisation i.e women that they meant have talent and potential to take on more challenging tasks and leader positions. The talents selected joined the Female Future programme for one year and become part of the strong Female Future network.

The Female Future training program consists of three parts: Personal leadership training, Board competence and rhetoric. The training lasted from 13 to 15 days. In addition, throughout the duration of the project, selected women worked together with the managers of companies.

The first phase of the Female Future Programme was carried out in four rounds from the autumn of 2003 until the spring of 2005. As of spring 2006, approximately 370 talents have gone through the Phase 1 programme. More than 200 women finished the extended programme in June of 2007. In the autumn year 2007, 250 more women participated in the extended programme, ending at the end of 2008. In summary, since the start up in 2004 more than 1151 hand-picked talented individuals have qualified to take on board posts and more demanding leadership tasks. Approximately 700 companies have joined the programme.

First results of the programme was very optimistic: 26 % of the participants in the national programme have been offered board positions during or after the Female Future Programmes. (larger PLCs companies, total 490 in Norway) and 50% have been offered board positions in several regional projects following their participation in the FF Project. This was an extremely good score and promising for all the smaller limited companies which are in majority in Norway. Last evaluation of the programme was done in May 2010: 62% of the participants were offered board positions or advanced in their management career.

The Female Future programme was appointed by ILO as one of the 10 best examples on Gender Equality. Japan, Austria and Uganda are initiating a Female Future program.

1.1 Conditions of potential transfer of best practices from Norway to Germany

1.1.1 Characteristics of the initiative

The goals of the project is to increase the percentage of women in decision-making processes, in management and in boards in general. In the project the firms are obligated to nominate women - the candidates to Females Future programme from his/her own enterprises, to pay the costs relating to participations in the Future Females programme (a training programme) and facilitate for them a good work-life balance.

1.1.2 Enterprise, in which the best practices can be implemented

The project is so versatile that it can be implemented in both large, medium and small companies. The project can be implemented into both private and public companies and is targeted to businesses in all branches.

The best practices is aimed at all women, which are currently employed and want to develop their business knowledge.

1.1.3 The benefits of the transfer

Tangible, positive impact on women activity in the labour market and the efficiency growth of human resources in company. Removal of stereotypes about the role of women on the boards of companies in the society.

Benefits for enterprises: a better talent management, a better equipped workforces, more organizational learning. The practices brings fresh blood and new energy and enthusiasm into leadership of enterprise. The company also benefit from the enhanced reputation, with more female role models as a place for women to work.

The development in partnership between organization in the promotion process, specially a great opportunity for chambers capacity for women involvement.

1.1.4 Minimum requirements for transfer

The selection of companies, which are interested in the project are crucial. Enterprises must have money to cover women's participation in the training program. The choice of influential individuals (women and men) to be ambassadors and building a network of supportive ambassadors for the project is absolutely necessary for the effective implementation.

The finding of talented women in enterprise, which will be interested in the project is *a sine qua non* for the project.

1.1.5 Optimal conditions for the transfer

The condition greatly increasing the chances of the successful transfer of this practice is its promotion in the media. Additionally, the introduction of the best practices should be preceded by the expansive social campaign. It is because, in the case of transfer this practice to Germany, we should take into account cultural barriers. In Germany the mental barriers / gender stereotypes related with the acceptance women in management position are quite strong. In addition, in the German media rolls political debate about advantage and disadvantages on introduction "a female quota" (frauenquata).

What exactly, we should do, to make the transfer successful? Before starting this initiative, success stories in media more often about women who work at executive positions and materials for training women to gain real-life experience in real businesses should be published. The strong the advertising program among entrepreneurs about advantages of this program is necessary . Selection for the ambassadors persons with a warm positive public image is desired.

Generally, the success of implementation depends on the willingness of companies to support women in their professional career. Poor institutional childcare facilities only tell half the story in Germany, so companies must ensure a good balance between work and private life, to make this practice a successful story.

How, to measure the success to transfer? It should be measured by two aspects. We should use measures associated with membership (a number of ambassadors, a number of women involved in project) and measures associated with women members (women achievements, awards received by company/ women).

1.2 Conditions of potential transfer of best practices from Norway to Poland

1.2.1 Characteristics of the initiative

The goals of the project are: firstly, facilitate that the private sector is viewed as an attractive place to work by women, secondly, increase the percentage of women in decision-making processes, in management and in boards in general, thirdly, to involve managers as prime movers in the process aimed at recruiting more women to executive positions and to board posts and fourthly, to facilitate that executive responsibilities may be more easily combined with family responsibilities. In the project the firms are obligated to nominate women- the candidates to Females Future programme from his/her own enterprises, to pay the costs relating to participations in the Future Females programme (a training programme) and facilitate for them a good work-life balance. .

1.2.2 Enterprise, in which the best practices can be implemented

The project can be implemented into both private and public companies and is targeted to businesses in all branches. The best practices is aimed at all women, which are currently employed and want to develop their business knowledge.

The project is so versatile that it can be implemented in both large, medium and small companies.

1.2.3 The benefits of the transfer

The positive impact on women activity in the labour market. The Polish economy is placed on the last position in UE, if we take in account the women activity rate on labor market, it is why the transfer is so beneficial for Polish economy. The practices can influence on the economic strength of region as a modern and friendly place for women to work.

Benefits for enterprises: a better talent management, a better equipped workforces, more organizational learning. The company also benefit from the enhanced reputation, with more female role models as a place for women to work.

The development in partnership between organization in the promotion process, specially a great opportunity for chambers capacity for women involvement.

1.2.4 Minimum requirements for transfer

The selection of companies, which are interested in the project are crucial. Enterprises must have money to cover women's participation in the training program. The choice of influential positive individuals (women and men) to be ambassadors and building a network of

supportive ambassadors for the project is absolutely necessary for the effective implementation.

The finding of talented women in enterprise, which will be interested in the project is *a sine qua non* for the project.

1.2.5 Optimal conditions for the transfer

The practices requires from companies the ability to pay the costs relating to women participation in the Future Females program. This causes that most SME's can have problems, and even the inability to participate in the project. Therefore, it is indispensable to optimize a transfer by a wide access to information about potential, financial external sources for this kind of project. The project's implementing authority should provide the assistance in applying for EU funding, which allow greatly increase the chances of project transfer.

The big problem in implementation of this best practices is a lack among potential women of such project a sufficient motivation in the participation in program. It is why, it in necessary to show a individual success story of Norwegian women, who took part in FF program in Norway.

For the effective transfer of the practice to Poland, it would be important to choose a large, well-known women's organization as a leader in practice's implementation on the Polish market. It could be for example Polish Women Network. However, the coordinators at the local level, strengthening the transfer could be local organizations supporting entrepreneurship or chambers of commerce.

The condition, which allow to greatly increase the chances of successful transfer of this practice is the promotion of the best practices in the media. Additionally, the introduction of the best practices should be preceded by the expansive social campaign.

1.3 Conditions of potential transfer of best practices from Norway to Latvia

1.3.1 Characteristics of the initiative

The goals of the project are to facilitate that the private sector is viewed as an attractive place to work by women, to increase the percentage of women in decision-making processes, in management and in boards in general, to involve managers as prime movers in the process aimed at recruiting more women to executive positions and to board posts and fourthly to facilitate that executive responsibilities may be more easily combined with family responsibilities. In the project the firms are obligated to nominate women- the candidates to Females Future programme from his/her own enterprises, to pay the costs relating to participations in the Future Females programme (a training programme) and facilitate for them a good work-life balance. .

1.3.2 The addresses of the best practice

The project is targeted to businesses in all branches, to small, medium and large enterprises. The best practices is aimed at all women, which are currently employed and want to develop their business knowledge. In year 2012 the rate of women on boards in Latvia exceeds the EU-27 average (14%) and comprised 26%, rate of women in (executive) management positions exceed EU – 27 average (33%) and comprises 36%. So, despite the fact that the share of Latvian women in top management is quite high, there is a big demand among women in holistic training program that consists of personal leadership training, board competence and rhetoric.

1.3.3 The benefits of the transfer

Positive impact on women activity in the local labour market and regional development. Benefits for enterprises: a better talent management, a better equipped workforces, more organizational learning. The company also benefit from the enhanced reputation, with more female role models as a place for women to work. The development in partnership between organization in the promotion process, specially a great opportunity for chambers capacity for women involvement.

1.3.4 Minimum requirements for transfer

The selection of companies, which are interested in the project are crucial. Enterprises must have money to cover women's participation in the training program. The choice of influential positive individuals (women and men) to be ambassadors and building a network of

supportive ambassadors for the project is absolutely necessary for the effective implementation.

The finding of talented women in enterprise, which will be interested in the project is *a sine qua non* for the project.

1.3.5 Optimal conditions for the transfer

The practice requires from companies the ability to pay the costs relating to women participation in the Future Females program. This causes that most SME's can have some problems, and even the inability to participate in the project. Therefore, it would be indispensable to optimize a transfer by a wide access to information about potential, financial external sources for this kind of project. The project's implementing authority should provide the assistance in applying for EU funding, which allow greatly to increase the chances of project transfer. But the best situation would be to raise funds by the organization implementing the project. The role (if the full funding will be possible) could play for example Latvian Employers Confederation or Latvian Chamber of Commerce and Industry. The necessity of making a complex formal application for external funding by all partners could discourage them.

The limitation of the effective implementation of this best practices on Latvian market can be the insufficient support from country/ regional/ local institutions. It is why, it could be fruitful to establish the cooperation between the Norwegian partner, who took part in FF program in Norway and Latvian organization.

The effective transfer of this practice to Latvia requires an intensive social campaign, because the majority of Latvian society is strongly against the "quota system". The aim of this promotion would be to present FF project as some alternative to "quota system", where women receive top management positions because of their skill, competence, experience and talents.

1.4 Conditions of potential transfer of best practices from Norway to Lithuania

1.4.1 Characteristics of the initiative

The goals of the project are to facilitate that the private sector is viewed as an attractive place to work by women, to increase the percentage of women in decision-making processes, in management and in boards in general, to involve managers as prime movers in the process aimed at recruiting more women to executive positions and to board posts and fourthly to facilitate that executive responsibilities may be more easily combined with family responsibilities. In the project the firms are obligated to nominate women- the candidates to Females Future program from his/her own enterprises, to pay the costs relating to participations in the Future Females program (a training program) and facilitate for them a good work-life balance. .

1.4.2 The addresses of the best practice

The project is targeted to businesses in all branches, to small, medium and large enterprises. The best practices is aimed at all women, which are currently employed and want to develop their business knowledge. The practice is addressed to organizations, which support the activity of women in the labor market and which support the women entrepreneurship.

1.4.3 The benefits of the transfer

Positive impact on women activity in the local labour market and regional development. Benefits for enterprises: a better talent management, a better equipped workforces, more organizational learning. The company also benefit from the enhanced reputation, with more female role models as a place for women to work. The development in partnership between organization in the promotion process, specially a great opportunity for chambers capacity for women involvement.

1.4.4 Minimum requirements for transfer

The selection of companies, which are interested in the project are crucial. Enterprises must have money to cover women's participation in the training program. The choice of influential positive individuals (women and men) to be ambassadors and building a network of supportive ambassadors for the project is absolutely necessary for the effective implementation.

The finding of talented women in enterprise, which will be interested in the project is *a sine qua non* for the project.

1.4.5 Optimal conditions for the transfer

Organizing more broadminded trainings about women leadership, business management by women, various business-case analyses and workshops with business management situations to get relative experience before starting on a real-life initiative is highly recommended.

The practice requires from companies the ability to pay the costs relating to women participation in the Future Females program. This causes that most SME's can have some problems, and even the inability to participate in the project. Therefore, it would be indispensable to optimize a transfer by a wide access to information about potential, financial external sources for this kind of project. The project's implementing authority should provide the assistance in applying for EU funding, which allow greatly to increase the chances of project transfer. But the best situation would be to raise funds by the organization implementing the project. The necessity of making a complex formal application for external funding by all partners could discourage them to participate in project.

The limitation of the effective implementation of this best practices on Lithuanian market can be the insufficient support from country/ regional/ local institutions. It is why, it could be fruitful to establish the cooperation between the Norwegian partner, who took part in FF program in Norway and Lithuanian organization.

2. Women into technology

Title of initiative	Women into Technology (WIT)		
Category	Employment support	Country	Scotland
leader of the initiative	Fife Women's Technology Centres		
Target group	Women (18+) with low or no previous qualifications, who have been out of the labour market for long periods.		
Characteristics of the initiative	The aim of the project is to provide a comprehensive, fully supported training programme related to ICT sector		
Results	640 women obtained education or employment in ICT sector		
For further information	http://www.fwtc.net/		
Contact	Fife Women's Technology Centre Lohgelly Miner's Institute 129 Main Street, Lochgelly KY5 9AF, UK +44159784847		

One of the largest problems related with the low participation of women in the labour market in the BSR countries is their under-representation in higher level ICT jobs. It is especially important, as the ICT sector is characterized by significant jobs growth dynamics.

Fife Women's Technology Centres (FWTC) were established in 1990 as a positive action initiative in order to train women who experienced real difficulty in obtaining work, so that they could rejoin the work force or take up further training opportunities. Their key priority was to widen horizons and raise aspirations by offering high quality training focussing on non-traditional areas, e.i. computing, electronics and IT.

The Programme "Women into Technology" started in year 1992, which was aimed first of all at long term unemployed women, at lone parents, black and minority ethnic women, and women with disabilities. The programme was financed in 26% from European Social Fund and the rest from local and national funding.

To be able to offer to the right path for entry into the labour market, the FWTC created the network of local partners. FWTC liaised with local specialist organizations (e.g. violence against women) to ensure all round support for women, with employers (e.g. local businesses, mostly SMEs, larger manufacturing companies, banks, authorities) and with other partners specializing in an exchange of job information, in the work placement or in identification of

employment opportunity. FWTC chose Adam Smith College, which accredited all courses and provided the internal verification.

WIT Core Programme covers 2,5 days per week over 48 weeks and consists of modules in maths, communication, technology and IT. The integrated part of this programme is the course of personal development, which covers to confidence building, assertiveness and team work. After this part, women could choose their professional specialization and take part in “professional progress”. For example the training” Office Administration” lasts 2 days per week over 24 weeks. It includes doing European Computer Driving Licence, improvement of practical office skills and the work placement (8-12 week) with a local employer. Another example of professional progression training is“ the Technical IT programme”. It consists of 2 days per week training over 48weeks in areas like Electric and Electronic Engineering, Computer Support, Network Support, Computing, Mechatronic Engineering). Additionally to the progression programmes, all women participate in personal development programme. It covers life coaching, personal presentation, CV writing, job search application and interview skills.

All courses are free of charge and additionally FWTC covers travel and childcare costs. If possible, the expenses related to the purchase of books or exams fees are covered by Fife Women’s Technology Centres. However, the key success factors of training under WIT programme is the complex and integrated approach (materials, teaching methods), which guarantees a success path to the employment. Women, which took part in this project, indicated a supportive atmosphere connected with a high standard as a success factor.

FWTC won the Best Practice Award in ICT and was commended for the Equal Opportunities Award at the European Social Fund Objective 3 Awards.

2.1 Conditions of potential transfer of best practices from Scotland to Germany

2.1.1 Characteristics of the initiative

The aim of the project is to provide a comprehensive, fully supported training program related to ICT sector. The project requires the creation of the network of local partners e.g. local employers, scientific organizations (e.g. local businesses, mostly SMEs, larger manufacturing companies, banks, authorities, university) and with other partners specializing in an exchange of job information, in the work placement or in identification of employment opportunity. The core training program for women covers 2,5 days per week over 48 weeks and consists of modules in maths, communication, technology and IT. The integrated part of this program are the courses of personal development, which covers to confidence building, assertiveness and team work.

2.1.2 Actors of the best practices.

The best practices is aimed at all women, which are currently unemployed, specially with low or no previous qualifications, who have been out of the labour market for long period.

The project is so versatile that it can be implemented in both large, medium and small companies. The project can be implemented into both private and public companies and is targeted to businesses in all branches.

2.1.3 The benefits of the transfer

Positive impact on women activity on the labour market. One of the largest problems related with the low participation of women in the labour market in the BSR countries is their underrepresentation in higher level ICT jobs. It is especially important, as the ICT sector is characterized by significant jobs growth dynamics.

Removal of stereotypes about the of women not working in “male” jobs (ICT, industry).

Benefits for enterprises: finding an employee, which training and skills are exactly in line with the expectations and needs of employers, a good reputation for company as a good place for women to work.

The development in partnership between local organization/ partners (enterprises, chambers, universities, business support institutions, government agencies)

2.1.4 Minimum requirements for transfer

The selection of actors, which are interested in creating the network is crucial. The network must include actors that are closely related to the ICT sector and the labor market.

The full financial support for implementing authority is a basic prerequisite for the effective implementation of practices.

Finding women, who will want to spend a weekend to study for a period of 48 weeks is a basic requirement for effective project implementation

2.1.5 Optimal conditions for the transfer

The promotion of this initiative in office job, portals providing information on obtaining a job or upgrade skills, organizations supporting female entrepreneurship is very desirable. Because of the risk, that such practice would not display sufficient motivation to participate in this practice (there could be not enough incentives for participating in this practice), it is necessary to distribute in media the positive examples where similar programmes have worked very well.

To optimize the practice's transfer is important to provide a better and more inclusive working environment for women. Women, who will take part in this project should have a supportive atmosphere connected with a high standard of training. Because the program is aimed mainly at unemployed women, it would be desirable to cover travel and childcare costs during the weekend, the cost of the purchase of books or exams fees.

Also, a strong local support and collaboration between universities, firms and local authorities is highly recommended. Chambers and other institutions, which represent the interest of local firms would have to acknowledge the economic advantages of women training in ICT sector.

2.2 Conditions of potential transfer of best practices from Scotland to Poland

2.2.1 Characteristics of the initiative

The aim of the project is to provide a comprehensive, fully supported training programme related to ICT sector. The project requires the creation of the network of local partners e.g. local employers, scientific organizations (e.g. local businesses, mostly SMEs, larger manufacturing companies, banks, authorities, university) and with other partners specializing in an exchange of job information, in the work placement or in identification of employment opportunity. The core program training for women covers 2,5 days per week over 48 weeks and consists of modules in maths, communication, technology and IT. The integrated part of this program are the courses of personal development, which covers to confidence building, assertiveness and team work.

2.2.2 Actors of the best practices

The best practices is aimed at all women, which are currently unemployed, specially with low or no previous qualifications, who have been out of the labour market for long period.

The project is so versatile that it can be implemented in both large, medium and small companies. The project can be implemented into both private and public companies and is targeted to businesses in all branches.

2.2.3 The benefits of the transfer

Positive impact on women activity on the labour market. One of the largest problems related with the low participation of women in the labour market in the BSR countries is their underrepresentation in higher level ICT jobs. It is especially important, as the ICT sector is characterized by significant jobs growth dynamics.

Removal of stereotypes about the of women not working in “male” jobs (ICT, industry).

Benefits for enterprises: finding an employee, which training and skills are exactly in line with the expectations and needs of employers, a good reputation for company as a good place for women to work.

The development in partnership between local organization/ partners (enterprises, chambers, universities, business support institutions, government agencies)

2.2.4 Minimum requirements for transfer

The selection of actors, which are interested in creating the network is crucial. The network must include actors that are closely related to the ICT sector and the labor market.

The full financial support for implementing authority is a basic prerequisite for the effective implementation of practices.

Finding women, who will want to spend a weekend to study for a period of 48 weeks is a basic requirement for effective project implementation

2.2.5 Optimal conditions for the transfer

Because of very little own sources among institutions potentially interested in implementing this kind of solution in Poland, the applying for EU funding is highly recommended.

The social campaign in media for breaking stereotypes and encourage women to study IT is also very desirable. The promotion of this initiative in office job, portals providing information on obtaining a job or upgrade skills, organizations supporting female entrepreneurship is very desirable. Because of the risk, that such practice would not display sufficient motivation to participate in this practice (there could be not enough incentives for participating in this practice), it is necessary to distribute in media the positive examples where similar programmes have worked very well.

To optimize the practice's transfer is important to provide a better and more inclusive working environment for women. Women, who will take part in this project should have a supportive atmosphere connected with a high standard of training. Because the program is aimed mainly at unemployed women, it would desirable to cover travel and childcare costs during the weekend, the cost of the purchase of books or exams fees.

Also, a strong local support and collaboration between universities, firms and local authorities is highly recommended. Chambers and other institutions, which represent the interest of local firms would have to acknowledge the economic advantages of women training in ICT sector.

2.3 Conditions of potential transfer of best practices from Scotland to Lithuania

2.3.1 Short description of the practice:

Initiative based on the training programme in ICT (Electronics, Communication, Information technologies) aimed at women in unemployment and so widening their horizons and aspirations and increasing their chances in the labour market. This involved creation a network of local partners and collaborated with local specialists who shaped the added value to the programme recognition and validation. The programme also emphasized personal development.

2.3.2 The addressees of the initiative

At first programme was aimed at long term unemployed women, at lonely parents, black and minority ethnic women, and women with disabilities.

This initiatives, on a higher level, should be taken by local bodies such as chambers, local employers, local authorities, local training agencies to have a programme designed to local market needs.

2.3.3 Benefits of the practice transfer

Individual personal development of participant women.

Increase in knowledge and use of relevant ICT skills adequate to current job situation in the region among women

Good reading of local job market needs

Integrated support to training process of women– not only the sole training, training materials are provided but also travelling and childcare expenses are covered

Increase in women employment in ICT related/linked jobs.

2.3.4 Activities to be undertaken to transfer the practice

Identification of local training centres that could undertake the activity.

Creating good local partners' network.

Reading of local market needs – the training programme might vary depending on the location.

Identification of professional training organization experienced in providing training services to disadvantaged groups.

2.3.5 Minimal requirements for the transfer

Additional funding programme, directed towards equal opportunities would be conducive for finding relevant, at least partial external funding of the initiative.

Recruitment of women participants that will manage to attend the course in such long time.

Self-selection of volunteer training centres to implement this kind of initiative.

2.3.6 Optimal conditions for the transfer

Building community awareness (especially women) about future possibilities in ICT sphere.

Adding value elements of the programme as described earlier – returns on travel expenses, childcare provision or childcare cost returns.

Promotion of the initiative in wider business-local authorities-NGOs environments.

Linking the programme with any wider policy actions aimed at breaking gender stereotypes.

2.4 Conditions of potential transfer of best practices from Scotland to Latvia

2.4.1 Short description of the practice:

Initiative based on the training programme in ICT (Electronics, Communication, Information technologies) aimed at women in unemployment and so widening their horizons and aspirations and increasing their chances in the labour market. This involved creation a network of local partners and collaborated with local specialists who shaped the added value to the programme recognition and validation. The programme also emphasized personal development.

2.4.2 The addressees of the initiative

At first programme was aimed at long term unemployed women, at lonely parents, black and minority ethnic women, and women with disabilities.

This initiatives, on a higher level, should be taken by local bodies such as chambers, local employers, local authorities, local training agencies to have a programme designed to local market needs.

2.4.3 Benefits of the practice transfer (for addressees and region)

Individual personal development of participant women.

Increase in knowledge and use of relevant ICT skills adequate to current job situation in the region among women

Good reading of local job market needs

Integrated support to training process of women– not only the sole training, training materials are provided but also travelling and childcare expenses are covered

Increase in women employment in ICT related/linked jobs.

2.4.4 Activities to be undertaken to transfer the practice

Identification of local training centres that could undertake the activity.

Creating good local partners' network.

Reading of local market needs – the training programme might vary depending on the location.

Identification of professional training organization experienced in providing training services to disadvantaged groups.

2.4.5 Minimal requirements for the transfer

Additional funding programme, directed towards equal opportunities would be conducive for finding relevant, at least partial external funding of the initiative.

Recruitment of women participants that will manage to attend the course in such long time.

Self-selection of volunteer training centres to implement this kind of initiative.

2.4.6 Optimal conditions for the transfer

Building community awareness (especially women) about future possibilities in ICT sphere.

Adding value elements of the programme as described earlier – returns on travel expenses, childcare provision or childcare cost returns.

Promotion of the initiative in wider business-local authorities-NGOs environments.

Linking the programme with any wider policy actions aimed at breaking gender stereotypes.

3. Fuuturi: Women entrepreneurs and managers in the future

Title of initiative	Fuuturi: Women entrepreneurs and managers in the future		
Category	Women entrepreneurship support	Country	Finland
Leader of the initiative	Ylä-Savo Municipal Federation of Education		
Target group	Women entrepreneurs in existing business or women managers and employees		
Characteristics of the initiative	<p>North Savo is a sparsely populated area in Finland. This project was a continuation of three earlier projects of the same aim but previously focused on women start-ups.</p> <p>It started with a company Futuuri ('associated with the future') owned by a woman. This initiative ran between 2008-2011 and focused on developing existing businesses owned by women. Co-financed by the ESF, the North-Savo Centre for Economic Development, Transport and the Environment (ELY), the Regional Council of North Savo, Ylä-Savon Kehitys Oy, municipalities and companies.</p> <p>The project was implemented by North Savo Education, the University of Kuopio and the Savonia University of Applied Sciences.</p> <p>The aims of the initiative were as follows:</p> <ul style="list-style-type: none"> • To promote women's entrepreneurship and management by speeding up the growth of enterprises and help the internationalization of the businesses, and also by supporting the participants' own business development projects. • To develop the know-how and self-esteem of women entrepreneurs and managers has also been a goal. In addition, there has been a goal to develop each enterprise's knowledge-intensive service and product innovations. • To support co-operation in networks among women. <p>Activities of the project included: a course with teaching methods like lectures, discussions, and study trips (excursions) built around seven separate modules (business management, implementation of a change in an enterprise, doing business electronically, internationalization, economic control of an enterprise, legal knowledge, marketing and communication). The same courses were held in 3 different locations for their benefit. The women also participated in volunteer-based development circles where they could exchange ideas, also had opportunity to gain support from other women working in the same sector of the economy. They could benefit from coaching. A fee of 500 Euros for three years was included. These activities were held during one meeting per week – sometimes in the evenings and sometimes at weekends.</p>		

Results	<p>The results of the initiative were as following</p> <ul style="list-style-type: none"> • 196 women entrepreneurs have taken part in the initiative • more than 100 company owners got to plan • longer scale strategies and visions • more than 200 women entrepreneurs or leaders made a development plan and put these plans in action • at least 5 new product or service innovations were made in these companies • at least 10 new theses about women's entrepreneurship were prepared
For further information	<p>http://www.rakennerahastot.fi/rakennerahastot/tiedostot/hyvaae_hanket_oimintaa_EN/yrittajyys_tasa-arvo_Futuuri_ENG_lores.pdf</p> <p>http://www.ysao.fi/Suomeksi/Kehittamispalvelut/Paattyneet_hankkeet/Futuuri.iw3</p> <p>http://www.futuuri-projekti.fi/ (initiative website no longer working)</p>
Contact	<p>Kari Puumalainen, kari.puumalainen@ysao.fi Ylä-Savon koulutuskuntayhtymä / Ylä-Savon ammattiopisto Asevelikatu 4, 74100 Iisalmi + 358 400 793 155</p>

3.1 Conditions of potential transfer of best practices from Finland to Germany

3.1.1 Characteristics of the initiative

Fuuturi is directed to women entrepreneurs in existing business and women managers and employees, all in sparsely populated areas. This aimed to speed up entrepreneurship rates, the growth of the businesses as well as support for business internationalization as well as supporting own business development projects. Additional, main aim of the initiative was to support women cooperation in networks. Women received a lot of training in business and took part in study trips along with the business related modules they studied. Courses were run in their local environment so that the distances were not a barrier. Another important element was participation in volunteer-based development circles, here women could exchange ideas, get support from others in the same industry. A fee was required for participation in the project.

3.1.2 The addressees of the initiative

Women entrepreneurs and managers working on their business development and internationalization, also pursuing own development projects. Also, it involved women employees and managers.

This initiative should be undertaken by local chambers, existing networks of women as well as local governmental bodies.

3.1.3 The benefits of the transfer

Activation of local existing networks of women in different locations (sparsely populated in particular) and so no need to start other networks. Good activation of networks in chambers. Great opportunity for using chambers' capacity for women involvement.

Study visits in businesses and organizations increase knowledge of participants but also raise awareness on gender issues and so are breaking gender stereotypes among a variety of stakeholders.

Raising number of growing businesses in sparsely populated areas. Strengthening local economies. Also internationalizing local businesses.

Raising trust and community building process.

Increasing self-efficacy of women via promoting can-do attitude.

Building and developing advantages and actions among women entrepreneurs, managers and employees.

Strengthening contacts between coaches and participants. This might serve as a seedpoint for further development of networks

3.1.4 Activities to be undertaken to transfer the practice

A number of evenly distributed locations across a region or a country should be identified. Existing strong professional networks, chambers in different areas should be identified as well as existing circles and networks of women (not necessarily acting in business) should be approached.

The promotion among women in sparsely populated areas should take place on a very local level (libraries, local shops) and some incentives should be given. The promotion should also be actively made in venues where women entrepreneurs come for administrative purposes. It is important to involve women employees too.

The incorporation of e-business module seems important as it proved successful and useful in North Savonia for female entrepreneurs

Courses and trainings should be tailor made therefore, the design of training programme needs to be a response to actual needs and suggestions expressed by women.

3.1.5 Minimal requirements for the transfer

This initiative requires recruitment of participants who can afford payment for the training and coaching programme. Appropriate fee needs to be set so that it was not too high.

Participant groups need to be well-defined beforehand (existing entrepreneurs or existing plus future entrepreneurs)

A number of key local leaders need to be identified to promote the initiative.

Coach who asks questions and does not give ready solutions, not traditional consultant.

Some non-pecuniary support such as the base for networking opportunities and help with work-life balance should be clearly promoted as it is highly appreciated among German women

3.1.6 Optimal conditions for the transfer

Promotion of initiative in local environments.

The engagement of different actors in local communities, actors from entrepreneurship support system.

Existing initiatives (women networks or similar) may be taken advantage in terms of participant recruitment, coach recruitment, for the sake of strengthening existing networks.

These do not have to be directly focused on internationalization, existing project development but respond to dominant concerns of enterprises.

Dissemination of practice will not only ease up start up and business development processes but also will break gender stereotypes in terms of women economic activity.

3.2 Conditions of potential transfer of best practices from Finland to Poland

3.2.1 Short description of the practice

Fuuturi is directed to women entrepreneurs in existing business and women managers and employees, all in sparsely populated areas. This aimed to speed up entrepreneurship rates, the growth of the businesses as well as support for business internationalization as well as supporting own business development projects. Additional, main aim of the initiative was to support women cooperation in networks. Women received a lot of training in business and took part in study trips along with the business related modules they studied. Courses were run in their local environment so that the distances were not a barrier. Another important element was participation in volunteer-based development circles, here women could exchange ideas, get support from others in the same industry. A fee was required for participation in the project.

3.2.2 The addressees of the initiative

Women entrepreneurs and managers working on their business development and internationalization, also pursuing own development projects. Also, it involved women employees and managers.

This initiative should be undertaken by local chambers, existing networks of women as well as local governmental bodies.

3.2.3 Benefits of the practice transfer (for addressees and region)

Activation of local existing networks of women in different locations (sparsely populated in particular) and so no need to start other networks. Good activation of networks in chambers, especially women networks. Great opportunity for using chambers' capacity for women involvement.

Study visits in businesses and organizations increase knowledge of participants but also raise awareness on gender issues and so are breaking gender stereotypes among a variety of stakeholders.

Raising number of growing businesses in sparsely populated areas. Strengthening local economies. Also internationalizing local businesses.

Raising trust and community building process.

Increasing self-efficacy of women via promoting can-do attitude.

Building and developing advantages and actions among women entrepreneurs, managers and employees.

Strengthening contacts between coaches and participants. This might serve as a seedpoint for further development of networks

3.2.4 Activities to be undertaken to transfer the practice

A number of evenly distributed locations across a region or a country could be identified. Existing strong professional networks, chambers in different areas should be identified as well as existing circles and networks of women (not necessarily acting in business) should be approached. In Poland, there are still few women networks, and this initiative can use even such a small capacity.

The promotion among women in sparsely populated areas should take place on a very local level (libraries, local shops) and some incentives should be given. The promotion should also be actively made in venues where women entrepreneurs come for administrative purposes. It is important to involve women employees too.

The incorporation of e-business module seems important as it proved successful and useful in North Savonia for female entrepreneurs

Courses and trainings should be tailor made therefore, the design of training programme needs to be a response to actual needs and suggestions expressed by women.

3.2.5 Minimal requirements for the transfer

This initiative requires recruitment of participants who can afford payment for the training and coaching programme. Appropriate fee needs to be set so that it was not too high.

Participant groups need to be well-defined beforehand (existing entrepreneurs or existing plus future entrepreneurs)

A number of key local leaders should to be identified to promote the initiative.

Some non-financial support such as the base for networking opportunities and help with work-life balance as it is very rare and uncommon in Poland. Some childcare could be provided for the time of training.

3.2.6 Optimal conditions for the transfer

Promotion of initiative in local environments.

The engagement of different actors in local communities, actors from entrepreneurship support system.

Existing initiatives (women networks or similar) may be taken advantage in terms of participant recruitment, coach recruitment, for the sake of strengthening existing networks.

These do not have to be directly focused on internationalization, existing project development but respond to dominant concerns of enterprises.

Promoting additional support – such as childcare onplace of training and meetings - participants receive. This might attract media attention as such practices are not very common. Dissemination of practice will not only ease up start up and business development processes but also will break gender stereotypes in terms of women economic activity.

3.3 Conditions of potential transfer of best practices from Finland to Lithuania

3.3.1 Short description of the practice

Fuuturi is directed to women entrepreneurs in existing business and women managers and employees, all in sparsely populated areas. This aimed to speed up entrepreneurship rates, the growth of the businesses as well as support for business internationalization as well as supporting own business development projects. Additional, main aim of the initiative was to support women cooperation in networks. Women received a lot of training in business and took part in study trips along with the business related modules they studied. Courses were run in their local environment so that the distances were not a barrier. Another important element was participation in volunteer-based development circles, here women could exchange ideas, get support from others in the same industry. A fee was required for participation in the project.

3.3.2 The addressees of the initiative

Women entrepreneurs and managers working on their business development and internationalization, also pursuing own development projects. Also, it involved women employees and managers.

This initiative should be undertaken by local chambers, existing networks of women as well as local governmental bodies.

3.3.3 Benefits of the practice transfer (for addressees and region)

Activation of local existing networks of women in different locations (sparsely populated in particular) and so no need to start other networks. Potential activation of networks in chambers. Great opportunity for using chambers' capacity for women involvement.

Study visits in businesses and organizations increase knowledge of participants but also raise awareness on gender issues and so are breaking gender stereotypes among a variety of stakeholders.

Raising number of growing businesses in sparsely populated areas. Strengthening local economies. Also internationalizing local businesses.

Raising trust and community building process.

Increasing self-efficacy of women via promoting can-do attitude.

Building and developing advantages and actions among women entrepreneurs, managers and employees.

Strengthening contacts between coaches and participants. This might serve as a seedpoint for further development of networks

3.3.4 Activities to be undertaken to transfer the practice

A number of evenly distributed locations across a region or a country should be identified. Existing strong professional networks, chambers in different areas should be identified as well as existing circles and networks of women (not necessarily acting in business) should be approached.

The promotion among women in sparsely populated areas should take place on a very local level (libraries, local shops) and some incentives should be given. The promotion should also be actively made in venues where women entrepreneurs come for administrative purposes. It is important to involve women employees too.

The incorporation of e-business module seems important as it proved successful and useful in North Savonia for female entrepreneurs

3.3.5 Minimal requirements for the transfer

This initiative requires recruitment of participants who can afford payment for the training and coaching programme. Appropriate fee needs to be set so that it was not too high.

Participant groups need to be well-defined beforehand (existing entrepreneurs or existing plus future entrepreneurs)

A number of key local leaders need to be identified to promote the initiative.

Coach who asks questions and does not give ready solutions, not traditional consultant.

3.3.6 Optimal conditions for the transfer

Promotion of initiative in local environments.

The engagement of different actors in local communities, actors from entrepreneurship support system.

Existing initiatives (women networks or similar) may be taken advantage in terms of participant recruitment, coach recruitment, for the sake of strengthening existing networks.

Support to find funding (crowdfunding) for women start-ups would be essential for the women to be interested in taking part in the initiative

Increasing media attention and organizing public events, i.e. seminars, workshops about entrepreneurship for women.

Projects can be focused on internationalization, existing project development but also respond to dominant concerns of enterprises.

Dissemination of practice will not only ease up start up and business development processes but also will break gender stereotypes in terms of women economic activity.

3.4 Conditions of potential transfer of best practices from Finland to Latvia

3.4.1 Short description of the practice

Fuuturi is directed to women entrepreneurs in existing business and women managers and employees, all in sparsely populated areas. This aimed to speed up entrepreneurship rates, the growth of the businesses as well as support for business internationalization as well as supporting own business development projects. Additional, main aim of the initiative was to support women cooperation in networks. Women received a lot of training in business and took part in study trips along with the business related modules they studied. Courses were run in their local environment so that the distances were not a barrier. Another important element was participation in volunteer-based development circles, here women could exchange ideas, get support from others in the same industry. A fee was required for participation in the project.

3.4.2 The addressees of the initiative

Women entrepreneurs and managers working on their business development and internationalization, also pursuing own development projects. Also, it involved women employees and managers.

This initiative should be undertaken by local chambers, existing networks of women as well as local governmental bodies.

3.4.3 Benefits of the practice transfer (for addressees and region)

Activation of local existing networks of women in different locations (sparsely populated in particular) and so no need to start other networks. Good activation of networks in chambers. Great opportunity for using chambers' capacity for women involvement.

Study visits in businesses and organizations increase knowledge of participants but also raise awareness on gender issues and so are breaking gender stereotypes among a variety of stakeholders.

Raising number of growing businesses in sparsely populated areas. Strengthening local economies. Also internationalizing local businesses.

Raising trust and community building process.

Increasing self-efficacy of women via promoting can-do attitude.

Building and developing advantages and actions among women entrepreneurs, managers and employees.

Strengthening contacts between coaches and participants. This might serve as a seedpoint for further development of networks

3.4.4 Activities to be undertaken to transfer the practice

A number of evenly distributed locations across a region or a country should be identified. Existing strong professional networks, chambers in different areas should be identified as well as existing circles and networks of women (not necessarily acting in business) should be approached.

The promotion among women in sparsely populated areas should take place on a very local level (libraries, local shops) and some incentives should be given. The promotion should also be actively made in venues where women entrepreneurs come for administrative purposes. It is important to involve women employees too.

The incorporation of e-business module seems important as it proved successful and useful in North Savonia for female entrepreneurs

3.4.5 Minimal requirements for the transfer

This initiative requires recruitment of participants who can afford payment for the training and coaching programme. Appropriate fee needs to be set so that it was not too high.

Participant groups need to be well-defined beforehand (existing entrepreneurs or existing plus future entrepreneurs)

A number of key local leaders need to be identified to promote the initiative.

As the aim is to develop new potentials of the existing companies or acquire new markets. This is quite new angle that might be interesting to Latvia as well. Currently Latvia motivates entrepreneurs focus more on export markets not only on Latvia market itself. Companies are lacking knowledge how to develop new products and how to enter new markets.

EU funding can be necessary. This action can be implemented in cooperation with Latvian Development Agency in order to find new potential markets for the products and services of the companies.

3.4.6 Optimal conditions for the transfer

Promotion of initiative in local environments.

The engagement of different actors in local communities, actors from entrepreneurship support system.

Existing initiatives (women networks or similar) may be taken advantage in terms of participant recruitment, coach recruitment, for the sake of strengthening existing networks.

These can be focused on internationalization, existing project development but also respond to dominant concerns of enterprises.

Dissemination of practice will not only ease up start up and business development processes but also will break gender stereotypes in terms of women economic activity.