Motivational Factors That Drive Russian Women Towards Entrepreneurship
Abstract

**Purpose** – The purpose of this master thesis is to offer a number of illustrations of Russian female entrepreneurs in order to identify potential motivational factors that make Russian women launch their own business start-ups.

**Design/methodology/approach** – The qualitative research method is applied within the master thesis based on information received from secondary (case studies) and primary (semi-structured interviews) data collection methods. The actor view and combination of directed and summative approaches of the qualitative content analysis update the information gathered within the theoretical studies of peer-reviewed articles on female entrepreneurship in general and particularly in Russia.

**Findings** – Female entrepreneurs are not a homogenous group. Motivational factors can be divided in two groups: both applicable to male and female entrepreneurship; exclusively female motivations. “The glass ceiling effect” is a common problem that pushes women into self-employment. “Internal-stable reasons” encourage women entrepreneurship as an opportunity to achieve work-life balance and be one’s own boss. The desire of social contribution is a driver of female entrepreneurship, too. Marriage and birth of children make females think about starting their own businesses as well. Female entrepreneurship discrimination in Russia still exists up to now, in particular: sexism and dalliance. The principle motivational factors for women entrepreneurs in Russia are: wholesome family relationship and family support. One can behold a developing positive trend inside the boundaries of various discrimination problems that used to frustrate the majority of females determined to embark on entrepreneurial activity. Still the majority of females who are determined to launch entrepreneurial projects consider marriage to be a significant and useful social institution.
Research limitations/implications – The research studies on women entrepreneurship in the world are at the infancy stage, much less in Russia. Thus, the number of articles on female entrepreneurship is willing to be broaden. The only conduction of interviews in terms of empirical analysis is not enough and could be supported by surveys and focus groups in the future. The authors are limited in time and resources for the analysis of such a vast topic as well as restrictions in the regional context (central regions – Moscow) disallow to apply findings in relation to the whole Russian Federation.

Practical implications – The findings of the master thesis could be used by researchers to replicate the study of motivational factors in a multiregional sample and to know whether the results are similar in all regions of Russia; and policy makers to motivate women to become entrepreneurs as it is a source of new jobs and allows women to be active participants in the country’s economy.

Key words - Female entrepreneurship, Women entrepreneurship, Motivation, Gender, Self-employment, Drivers, Female entrepreneurship in Russia, Women entrepreneurship in Russia
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Introduction

Background

Nowadays, entrepreneurial activity can be considered one of the core drivers of any market economy (Wells et al., 2003). Entrepreneurs develop all the spheres of living environment: social, political, cultural and economic. Entrepreneurship influences the evolution of the entire state: one of the brightest examples of the following phenomenon is entrepreneurial development in Russia.

To begin with, the origin of Russian entrepreneurial activity dates back to the 17th century, to the appearance of first merchants who came to Moscow from Siberia and Constantinople by large sailboats to sell their goods (caviar, furs, fruits) and services (cabbing, wood processing, commercial manufacture, etc.). Furthermore, during the time of the Russian Empire, entrepreneurship reached its heights with shipbuilding, construction, road building, railway construction, heavy industry and consumer industry. Here the authors cannot but mention, the dynamic role that women played in the development of entrepreneurial activity in the Russian Empire. Notwithstanding the fact that, the majority of them continued the business of their husbands and fathers, they displayed incredible results in the operation of the enterprises. For instance, «the textile factory case», when Ann Kumanina inherited cloth factory with 26 workers and succeeded in accomplishing enormous results: in some time, her factory became the third largest factory in Moscow (Ulianova, 2006).

As for the Soviet Union period, it should not be forgotten that before abandoning any kind of entrepreneurial activity, Soviet authorities in the name of V.I. Lenin allowed profit-oriented and social entrepreneurship in the course of NEP (New Economic Policy) in 1921. Moneylending, merchantry and consumer industry were the most popular types of commercial endeavor. Considering women who participated in numerous enterprises during NEP, the
authors should definitely mention Mary Kartashovskya, who produced headwear and hattery, Tatiana Orehova and her railway snack bars and Tatiana Borchevskya who sold and distributed handmade dresses (Hazieva, 2007). Thus, this sheds light on the fact that whenever entrepreneurship was possible to be carried out women were determined to use any slight possibility to participate in the process.

During the USSR period, when the country was ruled with regard to planned economy, entrepreneurship was strictly forbidden with neither men, nor women savoring an opportunity to have any kind of entrepreneurial activity (Wells et al., 2003). However, in 1986 during the presidency of Michael Gorbachev, entrepreneurial activity was granted again. Millions of men embarked on their projects, created cooperative stores and companies, the «perestroika» period started. Nevertheless, a substantial part of Russian women, for more than 60 years taking the role of house-wives or collective farmers for granted, lost interest in most kinds of independent activity, although the authors shouldn’t underestimate the woman’s role in the Soviet Union. Women were considered to be equal to men, for example, the authors can behold it from a number of pieces of Soviet art: the famous sculpture «the Worker and the Kolkhoz Woman» (1937) by Vera Mukhina, the movie «Office affair» (1977) by Eldar Ryazanov, portraying a Russian Woman as a tough boss. Still, the authors can state with great confidence that after the demise of the USSR, women were the first one to face serious gender problems when they were eager to start any entrepreneurial activity or either work on the same positions as men (Salmenniemi et al., 2011).

Starting from the 1990s, women began to enter the entrepreneurial field all over again. It is critical to mention that women now participated not only in the consumer and textile industries, but also in heavy industry, particularly, oil and gas sector, competing on equal ground with men. For example, Elena Baturina, Vlada Rusakova and Marina Sedyh.
The beginning of 2000s was marked by the decline of women’s entrepreneurial activity, that was caused by unfair numerous dismissals of female employees, considered to be expensive as well as unreliable personnel. More than that, female entrepreneurs came across a critical number of problems and issues concerning their gender, related to starting a company, obtaining licenses, receiving investments in their businesses and networking (Wells et al., 2003).

Today, women-entrepreneurs continue to defend their entrepreneurial rights, although the situation is much better. There are several large female entrepreneurs’ rights organizations in Russia (for instance, Health, Safety and Environment of Women) and numerous laws restricting any gender-related discrimination. In 2019 millions of women embark on entrepreneurial projects. Forbes magazine even has its own version of female magazine to share women’s successful entrepreneurial projects with the audience. Women-entrepreneurs in Russia today have more than 10 billion dollars in assets, build roads, hotels, construct residential compounds and estate, rule oil and gas companies, online start-ups and they account for the major part of all social network businesses in Russia.

Hence, female entrepreneurs were present in the world of business for centuries, but still the research on women entrepreneurship is under investigation even right now. The first reference to the phenomenon was noted in 1970s while male entrepreneurs were covered in literature as early as in the 1930s (McClelland et al., 2005). Thus, female entrepreneurship as a research subject gains extreme popularity within the last 30-40 years and the authors of the present master thesis are determined to contribute to its development, too.

**Phenomenon of female entrepreneurship**

Women represent near 40% of the global labor force (World Bank, 2018); they contribute using their talents to creation of the global product and control about $40 trillion in annual consumer spending (Statista, 2018). In recent years, there
is an obvious trend in Russia, highlighting that women tend to become self-employed as never and prefer starting their own businesses to working as employees in huge corporations. In 2016, 35% of all Russian female entrepreneurs were involved in business activity due to necessity reasons while only 23% of women were determined to become self-employed consciously (Global Entrepreneurship Monitor in Russia, 2018). In 2017, 163 million women started businesses in 74 world economies, while 111 million continued to run established enterprises (Global Entrepreneurship Monitor, 2018). These figures prove the fact that women affect the economic growth on the national and worldwide levels as well as that women create employment opportunities. Consequently, “female entrepreneurship” or “women entrepreneurship” has become a commonly used term that confirms the efforts of women to accept business challenges and tackle them in order to become economically independent and as a result to enable women empowerment in men’s business world (Lebowitz, 2018). Globally, in 2018 there are 7 women entrepreneurs for every 10 men entrepreneurs (Global Entrepreneurship Monitor, 2018) that highlights the fact of still existing inequality and perpetual stereotypes in business domain, in particular, in the field of entrepreneurship. However, 6 of 48 economies (Thailand, Indonesia, Panama, Qatar, Madagascar and Angola) surveyed by Global Entrepreneurship Monitor (GEM) in 2018 have roughly equal Total Entrepreneurial Activity (TEA) Rates of men and women (Global Entrepreneurship Monitor, 2018). In above-mentioned countries, the income level varies greatly among the population; it is wrong to consider women entrepreneurship to be only an income driven phenomenon. As for the Russian Federation, there is an obvious predominance of men in all types of entrepreneurial endeavors: start-ups as well as long-standing companies (Global Entrepreneurship Monitor in Russia, 2018). Moreover, in Russia there are 2 women out of 10 entrepreneurs (Research of the Ministry of the Economy of the Russian Federation, 2018). In comparison, in the USA over the past 20 years the number of women entrepreneurs has
increased by 114% and there is a common explanation for this fact in the country – entrepreneurship seems to be a better alternative to the demands of corporate life as in companies women suffer from gender discrimination, glass-ceiling effect and do not succeed in achieving work-life balance (Lebowitz, 2018).

In search for autonomy and flexibility women turn into discovering new personal business opportunities and launching new start-ups in their fields of interest. According to Joanna Drake, Director of SMEs (Small and Medium enterprises) and Entrepreneurship, European Commission “… Female entrepreneurship represents a ray of sunshine and hope for the future of Europe, European families. It represents the seed that could sew growth and jobs again across Europe” (Drake, 2012).

The actual situation with female entrepreneurship in Russia can be also overviewed in the Female Entrepreneurship Index (Figure 1).

Figure 1. The FEI index of top ten countries in comparison with Russia

Source: Created by the authors of the master thesis

In order to count this Index, three bottom-line indicators are used: the state of entrepreneurial environment, the state of entrepreneurial ecosystem and...
entrepreneurial aspirations. The top positions out of 77 are taken by the USA, Australia, the UK and Scandinavian Countries, whereas the Russian Federation is only 56th on that list, obtaining slightly more than 35 points out of 100 (in 2017 – 61th with 33 points out of 100).

Even if a positive trend is observed, still a lot has to be done about female entrepreneurship in the world, in particular in Russia. Therefore, the authors have chosen the present topic and would like at the end of their research journey to provide an insight into the critical issues of the female entrepreneurship nature, innovative behavioral and strategic business management practices of female entrepreneurs, principle goals that Russian women want to achieve by setting up their ventures.

Problem discussion

Before the authors turn closer to the topic of their research work it is important to mention the results of the previous studies that served as a starting point for the current master thesis. The previous studies on female entrepreneurship in Russia are not so numerous; there are few articles which consider the establishment of female entrepreneurship in Russia. As for the articles strictly dedicated to drivers of female entrepreneurship in Russia, the authors did not succeed in finding at least one of them. That serves as a proof that the topic of the master thesis is at the infancy stage and it is worth considering it.

In fact, the authors base their research on the findings of the articles that in the authors’ opinion are the most relevant, with sound theoretical and empirical arguments, and encourage them to follow the research work on female entrepreneurship in Russia setting these articles as a basis of the master thesis. Firstly, the authors are eager to mention “Are the Intentions to Entrepreneurship of Men and Women Shaped Differently? The Impact of Entrepreneurial Role-Model Exposure and Entrepreneurship Education” by M. Entrialgo and V. Iglesias (2017). Entrialgo and Iglesias in their article pay attention to the Theory of Planned Behavior (TPB) while analyzing reasons
encouraging people to start their own businesses. It was Ajzen (1991) who identified three drivers of entrepreneurship: attitude toward behavior, perceived behavioral control (PBC) and subjective norms; and the authors in question supported his point of view. Under attitude toward behavior Ajzen understands attraction of the actions to a person who wants to perform them; if entrepreneurial behavior is evaluated in a positive way, as a consequence it provokes intention to act. The PBC is determined as the perceived ease or difficulty in realization of such behavior. It is so called evaluation of entrepreneurial self-perceived capacity (the ability to control the behavior encourages intention to act). Finally, the subjective norms represent the perception of intended entrepreneurial behavior in the minds of people of reference (family, friends, other significant people) that may accept or reject the following entrepreneurial way of actions giving a hint on what is expected from entrepreneur and influencing the two above-mentioned drivers (attitude toward behavior, perceived behavioral control (PBC)). So called, indirect impact of subjective norms on entrepreneurial behavior in the Theory of Planned Behavior.

Entrialgo and Iglesias (2017) conducted a survey study among undergraduates of Entrepreneurship program in the European country in order to verify the proposed model of the generation of entrepreneurship intentions and to confirm the differences of men and women in this generation process. The results of the survey study were the following: the external factors seem to be more critical in case of female entrepreneurship. Exposure to parental model behavior has a significant impact on females’ attitude towards entrepreneurship; exposure to entrepreneurship education has a greater effect over the perceived entrepreneurial behavior in women than in men. However, the article only highlights motivational factors that are correlated to the Theory of Planned Behavior (TPB). In the opinion of the authors of the master thesis the findings of the above-mentioned theory have to be considered jointly with other factors (for example, those that arise out of the Push and Pull Factors
Theory) as it is too narrow to consider such a vast phenomenon from the one angle. That is why, the authors intend to continue the research on female motivational factors in the world and in particular in Russia.

The next article which inspired the authors is “Women’s entrepreneurship in Russia: impacts from the Soviet system” by Ann-Mari Sätre (2016). In this article female entrepreneurship is considered within the context of the Russian Federation which exactly corresponds to the topic of the master thesis and the author of the article analyzes how the social role of women has changed after the dissolution of the Soviet Union, particularly stating that surviving norms and social practices continue to impact women entrepreneurship in Russia. In fact the norms and practices have not changed practically at all: women continue to set up businesses only in traditional female sectors; bureaucracy is one of the most significant problems due to difficulties in registration and licensing; getting starting capital from financial institutions and government is practically unachievable for female entrepreneurs; surviving habits of obedience and “playing in safe behavior” do not encourage Russian women as well to be entrepreneurs. Women entrepreneurs tend to play the role of saviors of local places. “Women have themselves and their own strength; they do not count on anything else” (Sätre, 2016). Although, the article describes in a detailed way the influence of social norms, heritage of the Soviet Union, in authors’ humble opinion, it is not enough to pay attention only to norms as there are a lot of other crucial problems and the desire to solve them serves as a motivational factor for Russian women to enter the world of male-dominated business. So, the authors decide to go further and identify obstacles of female entrepreneurship in Russia.

To sum up, there are several research works on female entrepreneurship in general in the world which touch upon both obstacles and motivations of female entrepreneurs in different countries, however, in the Russian Federation there is still a gap in this field of research which has to be covered to permit the country to realize its potential as females are defined as a
potential leading force of the economic development. So, the authors of the master thesis would try to apply the existing theoretical knowledge on the phenomenon and conduct their own investigation to fulfill the purpose of the studies within the thesis.

*Purpose and research questions*

So, the purpose of the current master thesis is to offer a number of illustrations of Russian female entrepreneurs in order to identify potential motivational factors that make Russian women launch their own business start-ups. In this respect, it is crucial to describe the current position of female entrepreneurs in Russia; identify the eventual factors that hinder women entrepreneurial activity in the Russian Federation; specify the most spread potential female motivational reasons; clarify if the marital status of female business owners could have any impact on their business activity.

In order to fulfill the purpose, the following questions have to be answered: 1) What are the obstacles discriminating female entrepreneurs in Russia and preventing Russian women from starting their businesses? 2) Which reasons could potentially stimulate Russian women to undertake business ownership? 3) How does the marital status affect the entrepreneurial activity of Russian women?

*Research journey: story of Alex growing an apple tree*

This is Alex. One day Alex decided to give birth to something that would later on give birth to something else and be beneficial for him at the same time. That was a very hard but clever intention. So Alex decided to plant a tree, an apple tree to be precise. He went to the apple store and bought magic seeds that allowed a tree to grow in five days. The shop-assistants gave Alex clear and accurate instructions on how to water his tree, fertilize the ground without chemicals and how to defend the tree from dangerous insects.
Afterwards, Alex arrived at his house and went to his backyard, found a picturesque place, where his tree would fit the most, took his spade, dug a tiny hole in the ground and put the magic seeds inside.

So, if one applies this story to the master thesis, then Alex - is the authors. A young Russian student trying his utmost to get inside peculiarities of female entrepreneurship and special aspects this phenomenon faces in Russia.

The process of Alex planting the tree, taking care of it, the tree growing and the advent of the harvest is a metaphoric guideline of the following scientific research. Within the framework of this observation:

Seeds that turn into the Apple Tree - is the phenomenon of female entrepreneurship, problems connected with this issue in Russia and the background of the research.

Instructions that Alex has received in the apple store and the technics he applies while planting the tree - is the methodological aspect of research, how the study will be conducted, what are the frames and principal methods.

Process of growth of the tree and its branches - is the application of the exact methods (theory, case studies and semi-structured interviews).

Emersion of apples and the apples themselves - is the findings out of research.

Alex trying his apples - is the authors drawing conclusions and enunciating the answer to research questions.
Methodology: starting point of research journey

**DAY 1:** The methodology chapter provides a reader with the approaches and techniques that are used to plant and grow a scientific tree called “Motivational Factors for Female Entrepreneurs in Russia” to answer the research questions.

*Actor view*

It is of vital significance to choose correctly, which methodological view would be applied for an academic research (Arbnor and Bjerke, 2009). The authors are going to run briefly through all three existing approaches and to explain their choice.

The analytical method assumes that reality consists of independent variables that can be described separately. Therefore, when research is aimed at detecting cause-effect relations, it is possible to embed a particular hypothesis that can be later either proved or contradicted during the analysis (Arbnor and Bjerke, 2009). As for the drawbacks of this approach, one can highlight its failure to consider complexities and dynamics within reality as well as interconnections between variables. More than that, it does not take into account the subjective view of researchers that, undoubtedly affects the outcomes of the research process.

The system method deals with reality as a complex structure where all components and details are interdependent and there is no opportunity to observe the elements in separation. The method encompasses both subjectivity and objectivity that both can be applied to the observation (Arbnor and Bjerke, 2009).

The actor view is a major notion of constructivism as the actors form their own social environment as well as the context forms the view itself. Therefore, in regard to plunge in the issue of female entrepreneurship, factors and barriers, the authors focus on constructivism rather than positivism scientific approach as the former treats reality as a designed social structure that is comprehended subjectively by the researcher. Besides, the thesis encompasses hermeneutics
methodology of interpretation, when it comes to expounding the interview and case studies results.

The reality in constructivism approach is actually created within the research process that is why it is essential that the person carrying out research sets correct frames of reference and possesses full understanding of the issue. The advantage of this approach is the opportunity to take into account all complexities and dynamics of the reality, dealing with every issue as with unique and special environment.

In the authors’ humble opinion, the actors view corresponds to a greater extent with the research and its components, such as: purpose and research questions. Within this research system, reality is considered to be a social construction, where the actors are its indispensable part. The authors are confident that the context and humans that operate in this context are interconnected, that they “stand in a mutual, dialectic relation to each other”, having an impact on each other, and that «by creating us, the reality creates itself» (Arbnor and Bjerke, 2009). To conclude, the authors claim that by carrying out this research, they are going not only to conduct, but also to participate in it.

**Scientific Approach**

There are several forms of productive reasoning: induction (an approach that starts with an existing organization, business problem or economic issue and ends by elaboration of a new theory generated through the research process by application of various research methods) (Bryman and Bell, 2011); deduction (an approach opposite to induction, when all starts with the existing theory followed by elaboration of hypothesis that have to be proved and their testing by the means of empirical studies) (Bryman and Bell, 2011); abduction (an approach that combines in itself particularities of two previously mentioned forms of productive reasoning; the crucial thing about abductive approach is that it is used to solve complex “wicked” problems (as in case of female entrepreneurship in Russia) by seeking new approaches and using “framing”
(creation of a standpoint from which a problem can be solved, and adoption of a working principle associated with that standpoint, so as a result value can be created) (Dorst, 2011). The authors find abduction the most suitable form of productive reasoning for the present thesis because there is lack of literature on the phenomenon of “female entrepreneurship in Russia” (in particular, drivers and obstacles of it), thus there is little existing theoretical material (needed in case of deduction) and the authors do not intend to base their thesis on empirical studies and create a new theory as a result of them (as in case of induction). During the research the authors collect data, analyze theoretical findings of previous research works to catch what is going on. Only after thorough analysis, conclusions are drawn and a possible theory on drivers of female entrepreneurship is going to be framed, recommendations are going to be put forward.

Moreover, the research can be conducted using either qualitative or quantitative methods. The quantitative method is aimed at data and information collection, after which it is extracted and converted into numbers, graphs, figures and models, in order to test a particular statement (a purpose predefined in advance) and apply this extracted data to further calculations and analysis (Creswell, 2009). To use this method, the researcher requires to have a clear vision of the outcomes he or she intends to receive as the method is said to be result-oriented (Patton, 2015).

As for the qualitative method, it is usually applied when the core target of the research is to apprehend better a phenomenon or describe a situation which is reached by profound interviews and secondary data collection (usually case studies) as the main tools. Besides, if a researcher uses qualitative approach, there is no clear understanding of what is going to be achieved as a result of it (Bryman and Bell, 2011). If one compares qualitative method to a quantitative one, the former is more subjective, because researchers not only set the direction but participate actively in the process of handling this method. (Creswell, 2007). There are seven advantages of qualitative method one can
benefit from applying this type of method: the researcher can clarify meaning, identify how things work, communicate with people and become familiar with their experiences and opinions related to the topic, observe the functionality of systems and its impact on human’s life, seize context’s importance, specify unexpected results and conduct case comparisons to study significant patterns and schemes across cases (Patton, 2015).

Given the special aspects of the research on motivational factors of female entrepreneurship in Russia (for instance, intention to illuminate how entrepreneurial system is arranged in Russia; how context can encourage as well as discourage Russian female entrepreneurs) and the desire to contribute to overall understanding of female business activity in Russia, the authors choose the qualitative method as a corner stone of the research.

Research design

To organize empirical studies within the framework of qualitative approach the authors opt for the following methods of data collection: semi-structured one-on-one interviews with Russian female entrepreneurs as means of primary data collection and case studies on the most successful Russian businesswomen, owners of huge Russian corporations, as means of secondary data collection.

Case study

Case study as a method can be referred to both primary and secondary data collection (Hox and Boeije, 2005). The authors have chosen the latter one to find out information on most successful Russian women, owners of stable profitable companies. The choice can be explained by sample reasons: lack of resources to gather all relevant information on your own for further analysis. In case of case study as a secondary data collection method the authors are going to treat the information gathered and interpreted by other researchers, published in different sources (books, magazines, websites) and available to
the public. The collected information is going to be used as a supporting tool of the authors’ ideas (Sproull, 2002) related to female entrepreneurship in Russia. It is important to point out that only credible sources would be used for secondary data collection analysis.

Case study as a method involves analysis of a particular situation in order to find arguments to enforce the research issue (Yin, 2009). The research depends on available data with respect to past events and context within which the situation takes place. The object of the study can be different: a person, a company or an event (Bryman and Bell, 2011). Case study is considered to be an ideal method for small-scale research like a master thesis as it can be conducted by one researcher and not so time- and money-consuming. But it has its disadvantages, too. For example, it is too subjective and sometimes it is impossible to find relevant information and prove the reliability of it.

Taking into account the pros and cons of case studies the authors apply it during their research. They set up criteria to find female entrepreneurs for the case study. Firstly, only profitable and mature companies are considered as potential objects of the research because their owners can provide the authors with qualified data on the foundation of the business in question and financial results of it (annual statements). Secondly, the authors have decided to choose female entrepreneurs who are involved in traditional (online shopping platform) as well as non-traditional female industries in Russia (construction). Finally, only respectful and credible sources of information were used for case studies (biographies, interviews in officially registered journals and magazines and website publications).

Only two candidates of five initially selected for the case study have been adjusted. This was made with intention to focus more on primary data collection source – interviews and spend more time on it.

Elena Baturina is the first businesswoman the authors are going to speak about. She is the wealthiest woman in Russia in 2018 (Forbes, 2018) who is involved in real estate sector, hotel business and heavy industry.
The second woman is Tatyana Bakalchuk who is the founder of online shopping platform Wildberries LLC. She occupies the second position in the top list of Russian wealthiest women.

As soon as the authors finish with case studies, they present the results of interviews with seven Russian females, current or future entrepreneurs who have already found a start-up or are determined to launch a new venture.

**Interview**

Interview is considered to be a typical example of the research method used for primary data collection. Nordquist (2017) states that interviews provide researchers with raw data and unknown facts that could serve as supportive materials for the researcher’s claim. However, the most common reason for the use of interviews as well as other primary data collection methods is the absence of any relevant and available information within secondary data to answer the research questions and accomplish the researcher’s purpose (O’Hair, 2001).

Skills and experience of an interviewer influence the result of the interview. There are ten criteria proposed by Kvale (1996) that distinguish a successful interviewer from others. He or she has to be knowledgeable (familiar with the focus of the interview), structuring, clear in asking simple and short questions, gentle or tolerant, sensitive or empathetic, open to responding to what is important to the interviewee, steering (knows what wants to find out), critical (challenges what is said), remembering, interpreting (clarifies meanings of interviewee’s statements). The experienced interviewer has to be also balanced and ethically sensitive and has to induce an interviewee to be active and help him or her a lot by clarifying questions, doubtful moments and setting up a pleasant atmosphere in the conversation. Besides, the authors are guided by authenticity in their research, which includes: credibility, transferability, dependability and confirmability.
The researchers distinguish three main types of interviews: structured, semi-structured and unstructured (Bryman and Bell, 2011). The structured interviews imply the use of a prepared in advance list of questions and suppose that interviewers strictly follow this list without any deviation (Kvale and Brinkman, 2008). On the opposite, unstructured interviews are conducted without any preparative measures, spontaneously. Semi-structured interviews are something between; they are ranked as the most commonly used type of interviews (Kvale and Brinkman, 2008).

As for the interviews that authors intend to conduct within the master thesis, they are semi-structured which means that an interviewer has an interview guide (a list of questions or topics to be covered during an interview) but he or she is not able to predict answers of an interviewee that sometimes are going to provoke the appearance of new additional questions to be asked (Bryman and Bell, 2011). The authors plan to conduct flexible interviews, so, there is “no one set of questions administered to all interviewees and no specific sequencing of the issues raised” (Prasad, 1993). The interviewees are encouraged to talk about what they are experiencing in relation to their entrepreneurial activity and what they want out of the things. Different types of questions (introductory, follow-up, interpretative, informative) are to be used by interviewers in order to get as much information as possible as well as to understand attitude of interviewees towards topics and things discussed (Bryman and Bell, 2011). The tool “silence” (when the interviewer keeps silent and waits for the interviewee to continue the speech) is going to be applied to make interviewees talk and respond to the topics.

The interviews could be also organized online and face-to-face. In the second case the researcher has an opportunity to observe non-verbal communication of interviewees and listen to them at the same time. On opposite, the first type of interviews is less expensive as there are no expenses related to interview conduction (transport, Fika etc.) (Hofisi et al., 2014). As for the authors they opt for both in person interviews and Skype sessions because they understand
that in some cases it is practically impossible to conduct face-to-face interviews as interviewees are busy during working hours and tired after the long working day and that’s why not ready to chat in the evening.

As a lot of positive sides of interviews has been already mentioned, it is time to focus on disadvantages as all phenomena have pros and cons, thus, an interview as a research method is not an exception. First and foremost, trustworthiness and credibility of the achieved information from interviewees are put in question as there is no any warranty that interviewees fair play and do not hide the truth. Moreover, there are a lot of distortions that prejudice the reliability of data received like mistakes made in selection of interviewees, formulation of questions, unintentional omission of information or inclusion of it. Furthermore, interviews are said to be time- and resource- consuming. Interviewers tend to spend a lot of time on preparation, conduction, treatment and only further, analysis of information instead of just analysis of information as in case of secondary data collection. Then interviewers are in charge of all expenses related to the arrangement of interviews (for instance, Fika (coffee and pancakes)) that could be quite a considerable type of expense in case of scholarship students who are working on master thesis.

If one considers criteria applied by the authors to select potential interviewees for the master thesis it is viable to mention three of them: 1) gender and nationality: Russian females; 2) average age: 19-42 years; 3) female entrepreneurs currently running a business, students eager to embark on an entrepreneurial project in the near future, a woman, who used to work in a large corporation but decided to start a business, a businesswoman who experienced a failure, a misfortune related to the business activity.

As it turned out later after applicants’ selection the majority of interviewees is working or planning to operate in traditionally female sectors like fashion e-commerce, beauty services, educational services, food serving and advertising (Sätre, 2016).
The last but not the least, while conducting interviews the authors definitely respect the ethics norms. They ask in advance for permission for the audio recording and create false identities (names) for interviewees in order not to infringe on their rights and keep privacy.

**Qualitative content analysis**

As soon as the conduction of interviews is over, the authors have to apply qualitative content analysis to the received information. Under qualitative content analysis, researchers understand a flexible method that implies empirical analysis of information by subjective explanation of text data “within the content of communication through the systematic classification process of coding and identification of themes and patterns” (Hsieh and Shannon, 2005).

The application of qualitative content analysis allows researchers to emphasize the crucial themes and notions within the content of the research and describe the social reality created by these themes and notions as the latter is implemented in the certain surroundings (Mayring, 2000). Qualitative content analysis (preparation, coding and explanation of received information) yields either identification or evolution of new theories and models or further elaboration of the existing ones.

There are three types of qualitative content analysis that could be utilized by researchers: conventional, directed and summative. The choice of the specific approach could be explained by the purpose the researcher wants to fulfill or by the nature of the issue in question. The first one – conventional content analysis - is aimed at description of a precise phenomenon which has not been covered at all in the previous research or the research literature on this phenomenon is limited. There are no predefined notions and themes within this type of the research as an alternative they appear during the analysis of the received data.
Directed approach assumes that previous research on the phenomenon has been already conducted but the existing information is incomplete and further efforts are needed to prove and extend a conceptual theory or its framework. The research question can be formulated based on the existing theory as the latter could help to set predictions between variables of interest and “determine the initial coding and relationships between codes” (Mayring, 2000).

The last approach is called summative and starts with the process of identification of keywords related to the theory in question. Keywords are selected based on the purpose and interests of the researcher and theoretical analysis (Hsieh and Shannon, 2005).

As for the authors of master thesis they opt for the combination of two methods: directed and summative. The conventional one does not suit at all as there is a lot of data on the phenomenon of female entrepreneurship as well as a lot of literature sources for further investigation. Before the application of content analysis, the authors translate in English the received information (the interviews are conducted in Russian to facilitate the process for interviewees as some of women are not good at the language practice) and put all transcripts of interviews together. Then the information is integrated into topics and themes and put into table to ease the analysis and presentation of it.

As a result, the following themes and notions are identified: “not a homogenous group”, “have a higher education and additional education”, “count on government support”, “self-employment as an alternative to salaried employment”, “the glass ceiling effect” is known as a common problem”, “an opportunity to achieve work-life balance and be one’s own boss”, “the desire of social contribution”, “a way of breaking gender stereotypes”, “women can be successful in business as well as in household deals”, “marriage and birth of children make females think in a different way”.

Besides, keywords are used to structure the content of the research and facilitate the theoretical studies on female entrepreneurship. The following keywords are defined: “portrait of female entrepreneur”, “pull and push
factors”, “benefits of self-employment”, “gender”, “female presence”, “married and unmarried women”, “types of female entrepreneurs” etc.

Delimitations
One of the main delimitations is resources. The authors found out that it was practically unachievable to conduct more than seven interview series within about one month of master thesis preparation as well as it was hard to analyze numerous case studies on female entrepreneurship. Thus, only the most beneficial case studies are described within the work and only the most relevant data is included in the master thesis from the interviews. The authors also applied selection criteria to articles used for the theoretical analysis on motivational factors of female entrepreneurship in Russia such as the date of publication (between 2000 and 2018); the language of articles publication (English); only published peer-reviewed articles are chosen for the review process (books, chapters in the books, dissertations etc. are excluded). However, the authors are well-meaning and do their outmost to ensure the credibility and trustworthiness of the information presented in the master thesis. Thus, in case of master thesis on female entrepreneurship the phenomenon in question would be analyzed and discussed from both male and female backgrounds on it as the authors intend to combine their different gender views on the phenomenon and analysis of it (conduction of theoretical studies, interviews, qualitative content analysis etc.) and after critical judgement of their visions and understanding elaborate one common.

Division of work
As for the division of work among the authors, it is crucial to say that both Iana and Nikita contributed to the writing process of the current master thesis in equal measure. The introduction chapter was divided in the following way: Iana was responsible for phenomenon of female entrepreneurship and problem
discussion while Nikita has written background and research journey story; purpose and research questions were formulated by the authors together with their tutor. The methodological part was operated by both Iana and Nikita. The theoretical part (theory, findings and conclusions to it) was mainly written by Iana while Nikita was involved in the writing process of the empirical part (case studies, interviews, findings and conclusions to them). However, the interviews were conducted by the authors together in order to facilitate the transcription process and be more attentive to details (eye contact, gestures etc.). Before final submission of the thesis to the examiner the authors appointed a meeting with their tutor Frederic Bill to ask for the remarks as well as for the feedback on the master thesis.

Summary of methodology

In the table below the authors present the brief summary of the methodology chosen for the conduction of the current research (Table 1).

Table 1. Brief summary of the methodological part of the thesis

<table>
<thead>
<tr>
<th>Method</th>
<th>Choice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Methodological view</td>
<td>Actor view, constructivism</td>
</tr>
<tr>
<td>Form of productive reasoning</td>
<td>Abduction</td>
</tr>
<tr>
<td>Scientific approach</td>
<td>Qualitative</td>
</tr>
<tr>
<td>Research design (data collection)</td>
<td>Interviews, case studies</td>
</tr>
<tr>
<td>Analysis method</td>
<td>Qualitative content analysis</td>
</tr>
</tbody>
</table>

Source: created by the authors of the master thesis
Theory: story continues

**DAY 2:** Alex woke up early in the morning and came at his backyard. The tree started to grow, Alex could see the trunk. A bright thought glimpsed in his head, there could be neither branches, nor apples without a trunk. Therefore, in order to comprehend how we can grow our own scientific research, the trunk is the first thing to appear. And the theory is what the authors call trunk, providing them with the information about where everything has come from and why the current situation is as it is right now.

Besides, one of the authors studied the topic of motivational factors of female entrepreneurship before while writing literature review within the course of Scandinavian Perspectives on Entrepreneurship. The motivational factors of female entrepreneurship were analyzed within the context of Asian and European countries not considering Russia. The findings of the previous research were used as a basis within the master thesis in which the main emphasis is made on the study of potential factors driving women towards entrepreneurship in Russia.

*Female presence in entrepreneurship*

Over the last four years, the involvement of women in entrepreneurial processes has been steadily increasing provided that this trend is obvious not only in Western countries where women are in better conditions than in more religious Eastern countries with traditional life expectations (women have to rear children (yes, just like cattle) and take care of the family). Thus, this trend is mentioned in all articles chosen for the theoretical analysis whether it is the analysis of women entrepreneurship in Asia (Malaysia (Xaviera et al., 2012), the UAE (Naser, 2009) or Singapore (McClelland et al., 2005)), Europe (France (Orhan and Scott, 2001) or Spain (Suárez-Ortega and Gálvez-García, 2016)), America (the USA (Patrick et al., 2016), Mexico (Cantú Cavada et al., 2017), Colombia (Bianco et al., 2017), Canada (McClelland et al., 2005)),
Australia (Australia or New Zealand (McClelland et al., 2005)). However, business world is still dominated by men while women represented only one third of all entrepreneurs in the world in 2010 (Global Entrepreneurship Monitor, 2010) and account for about 40% in 2018 (Global Entrepreneurship Monitor, 2018).

As for women entrepreneurs’ profile, there is no set and standard characteristics that can be applied to every representative of this professional group. According to Xaviera et al. (2012) entrepreneurial traits of women cannot be labelled or generalized as female entrepreneurs are not a homogenous group. However, McClelland et al. (2005) identify demographic characteristics that are usually associated with women entrepreneurs while investigating the phenomenon “women entrepreneurship” within different countries (Canada, Singapore, Australia, New Zealand, Ireland). Among the common demographic characteristics, the authors of the research on women entrepreneurship in six countries mention marital status (married), age (30-45 ages old), and birth order (first born). These characteristics are the same within the group of men entrepreneurs. It has been also recognized that first-born children have different values and attitudes than their siblings and are in fact more entrepreneurial. Statistics show that entrepreneurs tend to be the oldest children almost 70 per cent of the time (McClelland et al., 2005). Patrick et al. (2016) have the same beliefs concerning marital status of women entrepreneurs pointing out that married women are self-employed at higher rates than unmarried women (8 % as opposed to 4 % for unmarried women in 2014); however, the self-employment of unmarried women is growing at a higher rate.

If one compares Russian Federation with the rest of the world, he/she would identify the similar trends related to female presence in entrepreneurial activities. It is a common knowledge that the key players in the Russian entrepreneurial activity are males, with their own rules of business foundation and development. Nevertheless, over the last 20 years the market has observed
a gross change in the trend with more than 25 successful female entrepreneurs’ billion-dollar cases (Forbes, 2018) as well as dozens or even hundreds of women employed as members of Boards of Directors and top-managers in the largest Russian corporations.

According to the survey, carried out in the article «Perceptions of female entrepreneurship in Russia» by Håkan Ylinenpää and Maya Chechurina (2000), 64% of Russian citizens considered women entrepreneurship to be a vital part of entrepreneurial activity whereas 27% had a negative attitude towards female enterprises in 2000s years. Nowadays the situation differs: with more than 80% of citizens supporting women-run businesses and 10% being neutral. As for the official opinion of Russian government, it remains the following: although there are certain jobs and occupations that are not designed for women (mostly dangerous jobs that are connected with hazard to life), women entrepreneurship should still be supported and developed, because discrimination in business as any other type of discrimination is demonstration of social disparity that has to be tackled (Medvedev, 2017).

In compliance with the survey on the most suitable and promising fields for female entrepreneurship in Russia, the ones considered to be the most advanced are: trade, financial services, social entrepreneurship (education and healthcare), so, basically, service sector. There is also a great number of females working in the sphere of consulting and audit. For instance, four women account for five key executives in the Russian department of Ernst & Young in 2018, one of the big 4 accounting and audit companies. The authors cannot but mention the recent research provided by Amway Global Entrepreneurship Report (2018) whereby 68% of females are looking forward to starting their business and this indicator is only 4,2% lower than the one characterizing similar situation with males.
**Motivations for start-ups**

The most popular theory related to entrepreneurial motivation factors is Push and Pull Factors Theory. This theory is mentioned in the majority of analyzed articles. Thus, the Push theory underlines the impact of negative external factors that press gang on people to become self-employed. Among the necessity factors that force into entrepreneurship researchers distinguish unemployment, dissatisfaction with previous salaried employment, necessity to earn crust (basic needs, health problems (Bruni et al., 2004), flexible schedule (work-life balance) etc. As for the pull factors that on contrast encourage people to opt for starting their own businesses researchers mention autonomy and independence, desire to be one’s own boss and self-achievement, high level of education (especially, in business and management spheres), relevant working experience, enjoyment of work, acquired social status, respect in the eyes of others and power.

To sum up, the above-mentioned factors are common motives for both men and women to start being engaged in entrepreneurship. If in the previous century most surveys carried out in industrialized world have found quite similar entrepreneurial motives for men and women with independence and the need for self-achievement always being at the first place (Hisrich et al., 1997), the situation seems to be quite different nowadays. All the selected articles distinguish separately motives that drive women into self-employment pointing out that some of these motivation factors are irrelevant for male entrepreneurs.

As for Russia, the all above-mentioned factors could serve as explanations of the gain of entrepreneurial popularity in the country in recent years. But if one simply puts the main reasons of today’s appeal of entrepreneurship in the country he/she would say that regardless a challenging environment for entrepreneurs (the U.S.- and E.U.-imposed economic sanctions, decline in venture-funding and overall country’s economic, political and social tarnished reputation and business instability), entrepreneurs opt for Russia as a country
of their business registration due to low corporate tax rates (20% in general), relatively educated population thanks to Russian education system (in comparison with Asian and even American and European education systems) and good scope of business activities to undertake (Henry, 2018).

Drivers for female self-employment

Hence, there are common reasons for women and men to become entrepreneurs, the authors of all selected articles draw attention in particular to unique reasons, applicable only to female entrepreneurs. As early as in the XX century researchers have specified the problem of the “glass ceiling effect” that prevented women from zooming up the career ladder and reaching senior posts within the companies (Welsh, 1988; Carter and Cannon, 1988). The only possible way out was turning into self-employment.

Firstly, according to Xaviera et al. (2012) there is a difference in the mindset attitude towards entrepreneurial opportunities between men and women as male start-ups are mostly driven by "external-stable reasons" ("I saw a terrific profitable market opportunity") while female representatives pay attention to "internal-stable reasons" ("I want to be my own boss, have flexible working hours").

Moreover, women are motivated by the social contribution their businesses could make to the society (Orhan and Scott, 2001). Starting their ventures women tend to make difference, that’s why they are more client oriented than men (Brush, 1992) and are searching for making contribution to the society (sometimes even altruistic) by creating new job opportunities in rural areas or finding a depilatory product that do not hurt the skin of people (McClelland et al., 2005).

Orhan and Scott (2001) during the analysis of female entrepreneurship in France have come to a conclusion that there are 7 types of motives for French women to become entrepreneurs: dynastic compliance, no other choice, entrepreneur by chance, natural succession, forced entrepreneur, informed
entrepreneur and pure entrepreneur. In case of dynastic compliance women become entrepreneurs (owners of a family business) during a transition period after dearth of a husband and until eldest child’s majority. The second type – no other choice – means that self-employment is the only option for a woman as she cannot find salaried employment due to several reasons: after having taken some time off for her family; after a change of scenery (followed her partner to a different location); if she is employed in low qualified (usually part-time) occupation and wants to make changes. The group of women, entrepreneurs by chance includes women with relevant graduate level of education who accept the role of entrepreneur rather than seek it due to environmental (an accident, financial difficulties in family business) and individual (despite of education and experience women suffer from perception concerning difficulties in finding an interesting salaried job) factors. Natural succession accounts for natural progression of women into a family business after getting relevant education or logical interference in business started by a husband (assistance in commercial and administrative area). Forced entrepreneurship is a type of self-employment that occurs due to necessity factors (no promotion is expected at salaried job or salary is too small for education and experience of a woman). Informed entrepreneurship supposes that women start business due to pull factors, influence of the close environment (for example, because of a role model in the family or because of a partner who ensures some sort of expertise or financial backing); it is a secure entrance in self-employment with reliable protection in case of failure. Finally, pure entrepreneurs are women who become entrepreneurs as a result of a natural development of their previous education and experience; entrepreneurship as a professional and lifestyle choice.

The seven types of female entrepreneurs in France stipulated by Orhan and Scott (2001) can be recognized in the patterns of female entrepreneurship by Bruni et al. (2004). The table below starkly illustrates these similarities.
Table 2. Similarities in the views of Orhan and Scott (2001) and Bruni et al. (2004) on typology of female entrepreneurship.

<table>
<thead>
<tr>
<th>Types of female entrepreneurs in France (Orhan and Scott, 2001)</th>
<th>Patterns of female entrepreneurship (Bruni et al., 2004)</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Pure entrepreneurship”</td>
<td>“Success oriented” or “strongly success oriented”: entrepreneurship as a career strategy, an initial alternative to obstacles related to career advancement in organizations</td>
</tr>
<tr>
<td>“Natural succession”</td>
<td>“Traditionalists”: women with family backgrounds in which the owning and running of a business is a longstanding tradition</td>
</tr>
<tr>
<td>“No other choice”, “forced entrepreneurship”</td>
<td>“Return workers” and “aimless”: women (low-skilled, low-paid) who have quit their previous jobs to consecrate themselves to families and are motivated by mainly economic reasons (better living conditions of their family and children) or by a desire to create space for self-fulfillment outside the family world</td>
</tr>
<tr>
<td>No equivalent type</td>
<td>“Radicals”: women who start businesses in order to promote women interests in society and show off that women can be independent and successful</td>
</tr>
<tr>
<td>Halfway similar to “no other choice”</td>
<td>“Dualists”: women who equally value both family and career; thus, flexibility as a characteristic of entrepreneurship is most valuable in their opinion</td>
</tr>
</tbody>
</table>

Source: created by the authors based on Orhan and Scott, 2001; Bruni et al., 2004.

To sum up, regardless different names of types of female entrepreneurs it is obvious that women entrepreneurs are driven by almost the same motives in the opinions of two groups of the researchers.
Furthermore, one can notice that motives for female self-employment depend on the region. Thus, in UAE and Colombia where women are considered of secondary importance and socially expected to be at the sacrificial and submissive service of others (a husband and children) due to religious and ethnical views reigning in the society, females consider the desire to be independent (both financially and psychologically) and to challenge gender roles as crucial motivation factors (Naser et al., 2009; Bianco et al., 2017). Females want to demonstrate their capabilities to themselves and others: "as women we can also do it, we want to look forward, demonstrate that we can save and that we know how to manage businesses” (Bianco et al., 2017). Women in Eastern countries also consider government support in the process of starting new businesses as very important, especially, financial support and advisory services (Naser et al., 2009; Bianco et al., 2017). In the UAE where the level of women education is steadily improving in recent times the general idea of viability of entrepreneurial opportunity is very import as women play for safety and look ahead with confidence (instead of men who are mainly risk lovers (Patrick et al., 2016)). Women also mention the father’s and spouse’s social positions as factors encouraging towards entrepreneurship in case their family members are reputable in the society (Naser et al., 2009; Bianco et al., 2017).

Finally, marriage and child’s birth and parenting obligations are factors pulling as well as pushing women into self-employment. Marriage can pull into self-employment (if a husband has additional human and financial resources necessary for starting a business) or push into it (the increased burden on women’s time (household responsibilities, childcare)) (Patrick et al., 2016). The flexible working schedule is the one of the most admired benefits of entrepreneurship for married women (instead of higher earnings mentioned by men (Hundley, 2000) and unmarried women (Patrick et al., 2016)). Noseleit (2014) has proved that additional children contribute to the probability of
turning into self-employment but at the same time the opposite effect (influence of self-employment on fertility rates) is not noticed. Patrick et al. (2016) have also observed the following trend among married women: better education (higher degree of education) makes married women less involved in working process at all; as more educative women tend to marry more successful men (in terms of education and earnings) and do not need to work for financial reasons. Unmarried women cannot work at all as they do not have a spouse to rely on; then they are pulled into self-employment in case there are potential reliable opportunities and strong entrepreneurial culture in their region, otherwise they prefer not to take entrepreneurial risks and to find opportunities in the salaried labor market (Patrick et al., 2016). As for unmarried elder women, they take entrepreneurship as they cannot expect high pensions from the state (Patrick et al., 2016). To sum it up, the drivers of unmarried women seem to be alike those of men while married women are impacted by gender-role attitudes at most.

As for Russian Federation, the topic of female entrepreneurship is still at the infancy stage, especially the one that covers motivational reasons that drive Russian women towards self-employment. The majority of research-works on female entrepreneurship in Russia focuses on different barriers that set obstacles to the involvement of women in any entrepreneurial activity. Among the most frequently named reasons are: economic factors, access to financial resources, educational barriers, corruption, social and cultural factors. The authors are determined to consider these obstacles in details as in their opinion the barriers do not seduce women out of the right way but on opposite serve as an additional stimulation factor for their self-employment. Regardless the fact that the barriers are analyzed within the Russian context of female entrepreneurship, the authors of the selected articles (Gallyamov, 2016; Iakovleva et al., 2019; Sätre, 2016) assure that the same problems could be found out in other countries. Therefore, the analysis of the barriers is carried out further in the text.
Economic factors. First and foremost, the economic difficulties are connected with starting and development of business ventures (labor-intensive and tedious procedures of registration; extremely high tax rates (33%); lack of start-up capital, complexity of access to financial resources; absence of government support). According to ForbesWoman (2016) female entrepreneurs in Russia (in comparison with men) suffer from inequality of opportunities to receive any kind of economic support. Besides, it is essential to mention MasterCard Index of Women Entrepreneurs (MIWE) (2018) as a core economic indicator of women entrepreneurship development. Firstly, in 2018 women account for 34.6% out of 100% of all Russian registered business owners. Secondly, MasterCard Index of Women Entrepreneurs (MIWE) represents the opportunity of women to launch businesses in Russia. According to the MIWE (2018), in 2017 Russia used to be on the 45th place with result of 59.6% out of 100 in the list of the countries assessed by the proper economic conditions for female entrepreneurial activity whereas in 2018 with the result of 69.1% (see Figure 2), Russia has shown a positive increase in the proper economic conditions for women-entrepreneurs, shifting from the 45th place to the 40th out of 100. However, the country authorities have still to make many efforts to catch up with Singapore, New Zealand and Vietnam being the leading countries of MIWE 2018.

Figure 2. MasterCard Index of Women Entrepreneurs in 2018

Source: MasterCard Index of Women Entrepreneurs (MIWE), 2018
Access to financial resources. Women tend to have access to numerous financial resources, but this access is limited by stereotypes, narrow-mindedness and stigmas of the investors and financial institutions mainly represented by men. The most part of males are determined not to trust women entrepreneurs. That is why women experience the lack of initial resources and the need to search for other sources of financing. According to Gallyamov (2016) 43% of female entrepreneurs plan to receive financial support from family and friends, 34% of women believe in the possibility to borrow money from the bank or business support funds, the rest of females prefer either to rely on investors or sponsors or search for other sources.

More than that, the problem of access to financial resources is not only in the quantity (sum of afforded financial resources), but also in the quality of them. Females claim that the quality of investment products doesn’t correlate with high interest rates and thus, the rates serve as a serious financial burden being an obstacle for the entrepreneurial activity.

Educational barriers. Although there is a great number of educational programs and courses, the major part of female entrepreneurs and intrapreneurs, are totally indifferent to them because they are unsure about the effect that a particular program may have on their business actions and moves. However, those women who attend any educational programs related to entrepreneurship are more likely to learn and study properly for uncertainty reasons and lack of entrepreneurial skills and experience whereas men are less-disciplined and prefer to try everything on their own.

The table below shows the results of the research on female and male attendance of entrepreneurial courses (Barsukova, 2010). So, 65% of male entrepreneurs neglect the courses, 35% - attend them and 4% of businessmen are enrolled for the courses right now. As for businesswomen, 47% of them attend courses, 51% - neglect them and 2% of female entrepreneurs are attending them right now (Table 2).
Table 3. Statistics on female and male attendance of entrepreneurial courses

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Male entrepreneurs</th>
<th>Female entrepreneurs</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of entrepreneurs that</td>
<td>35%</td>
<td>47%</td>
</tr>
<tr>
<td>attended the courses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The number of entrepreneurs that</td>
<td>61%</td>
<td>51%</td>
</tr>
<tr>
<td>did not attend the courses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The number of entrepreneurs that</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>are attending them now</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Barsukova, 2010

Corruption. Furthermore, corruption is considered to be one of the major problems preventing business conduction in all sectors of economy. Corruption supposes that officials overstep and impose additional costs on private owners. As a result, entrepreneurs have to pay exorbitant bribes, otherwise, their entrepreneurial potential could be blocked by officials who have been paid off by the competitors. Thus, entrepreneurs could face corruption at all stages of entrepreneurial activity: at the initial phase while dealing with registration and licensing or as business advances while solving administrative or some other problems with government officials asking for bribes.

Gallyamov (2016) states that 33,8% of businesswomen have not been witnesses of corruption at local levels while 66,9% of female entrepreneurs have notified corruption actions of state officials. However, the authors cannot guaranty that the former group of female entrepreneurs would not see it in the future.

There is also an informal classification of the most corrupted public services that confirms the above-mentioned statistics. According to the research (Gallyamov, 2016) 33,8% of female entrepreneurs suppose that all public sectors are corrupted; 26,1%, 15,3% and 10,2% consider sanitary control
services, registration of legal entities and fire security control respectively as the most corrupted ones.

As for the most corrupted sectors, bribes are frequently observed in real estate, rent and the provision of services; wholesale and retail trade and hotel and restaurant business (Gallyamov, 2016).

Social and cultural factors. Traditionally, entrepreneurship is considered to be a male-dominated sector of Russian economy as a typical entrepreneur has to be a persistent, risky, creative and persevering human who is determined to overcome numerous barriers and realize his business goals.

On opposite, women tend to be risk-averse and rely on their personal feelings and emotions while solving stressful situations and dealing with decision-making. Besides, women have to fulfill their household duties and “play” the role of wife, mother, caretaker. Some patriarchal husbands are even against their wives’ involvement in entrepreneurial activities as business takes a lot of time and decreases the amount of time spent on the family (Gallyamov, 2016).

However, in recent times modern women proved to succeed in combining the fulfilment of their family duties and realization of their business potential as well as husbands have become more conscious and stopped setting barriers to their wives’ self-employment as business development raises self-esteem of women and generates extra income to the family budget.

As far as the authors have stipulated the obstacles that discourage female entrepreneurs as well as stimulate them at the same time to show off their possibilities in the business world, it is high time to mention that Russian government bets on women entrepreneurship as the crucial stimulation factor of Russian economic growth. Although women represent 54% of the whole population in the country, only 23% of them are involved in business activities (Merkulova, 2016). Russian authorities consider the above-mentioned statistics as pessimistic and endeavor to improve them.

Finally, there are four main motives of Russian female entrepreneurs who opt for business settlement in the country (Figure 3).
Source: Yetisen et al., 2015

Primarily, taking into account the fact that Russia belongs to the group of low- and middle-income countries the main reason for female entrepreneurship is surely additional income as fixed positional salary is not enough for normal living (Yetisen et al., 2015). According to the research carried out by “OPORA Russia”, non-governmental organization supporting small and medium businesses in the country, 37% of females choose the entrepreneurial activity as they want to get additional income to support their families.

Secondly, entrepreneurship seems to be a great chance to accomplish the goal of self-fulfillment and to prove that feminine traits like tenderness, sensitiveness and respect towards others do not infringe on female participation in business, on opposite, contribute to successful business development and realization of entrepreneurial ideas in new formats and new spheres.

The next reason is desire for independence, especially financial. Women tend to earn their living on their own in order not to borrow money from their husband or parents and not to take loans from the bank.
Legacy is the forth-popular answer. This means that women want to contribute to society and create something long lasting and beneficial for everyone. 8% of females account for it.

Thus, the authors have named four most popular answers that women name as motivational factors of female entrepreneurship in Russia. However, the authors insist on more elaborated and detailed approach to drivers of women entrepreneurship in Russia that is why they aim to apply case studies and interviews as methods to get more actual data on the drivers of female entrepreneurship in Russian Federation.
Case Study Analysis Results: well on the way to the goal

**DAY 3:** When the trunk is ready, it’s time for the tree to grow and give birth to the branches. The bottom-line of the tree, as follows - theoretical studies, may enrich the reader with the better comprehension of a research topic and numerous issues connected with it and proved theoretically. Now it’s time for the empirical studies. Every tree has branches.

**DAY 4, before noon:** The first branch is “Case studies”. Each case is a unique and beautiful leave with its own structure and fate. Let’s start studying them.

_Elena Baturina. Inteko, investor_

Elena Baturina is a famous Russian entrepreneur, investor and philanthropist with a total net worth 1.2 billion USD. She is the wealthiest Russian woman on the planet. Baturina owned a large construction investment company «Inteko» as well as a great portfolio of shares of Russian blue chips- «Gazprom» and «Sberbank». 56 years old entrepreneur currently lives in London and invests in innovative start-ups, hotel and construction businesses in Europe and the USA. According to Forbes magazine, Baturina can also be considered the one and only female entrepreneur in the world who built the business in construction from scratch absolutely independently. She is the 55th wealthiest woman in the world, among those scraping up a fortune self-consistently. In 2019, there are 227 women and 75% of them inherited their wealth from other members of the family (Forbes, 2018).

Elena Baturina started her business at the end of 1989, when «cooperative» entrepreneurship became legal. She founded a construction company «Inteko» that embarked on cast-in-place and prefabricated construction, petrochemicals production, architectural design and real estate business. In 1991 she met and got married to a notorious mayor of Moscow - Yury Luzhkov who later continuously protected her and her business from discrimination and contributed to expansion of her company.
Elena Baturina contributed to the construction of more than 80 successful projects within 17 years both in Moscow region and across Russia, including numerous housing areas in the Moscow center, the reconstruction of Moscow State University and the renewal of the sculpture «the Worker and the Kolkhoz Woman» by Vera Mukhina (Abakumova, 2018).

In 2002 she succeeded to receive 10 billion ruble credit line in the largest Russian bank - SBERBANK (Forbes, 2018). Wisely investing this money in European and American retail start-ups, she doubled her fortune and dived deeply in the construction entrepreneurship.

Besides, Elena Baturina was the first Russian female to openly bring the issues of social entrepreneurship to table. She invested substantial amount of 100 million USD in the construction of stadiums and other sport facilities for youngsters, installing brand-new equipment and making the use of these facilities and premises absolutely free of charge. Baturina made this enormous contribution because she was determined to create a pleasant and comfortable training process for younger generation, increasing the number of children and teenagers doing sports.

When her assets reached 1.2 billion USD, she was invited to the annual meeting of the wealthiest Russian entrepreneurs organized by Vladimir Putin (Abakumova, 2018). Thus, during this meeting she was the first one to raise women entrepreneurship issues attracting the President’s attention to those.

In 2008, she invested 1 billion USD in the shares of Russian blue chips-Gazprom (the gas giant of Russia and the largest gas corporation in the world) and 100 million USD in Sberbank (the largest Russian bank and one of the 25 top banks in the world) shares (Abakumova, 2018). This investment is considered to be the wisest in the history of Russian entrepreneurial activity, she even received a nickname “Russian oracle” for it, cashing out 2 billion USD afterwards as in 2008 Russian bank interest rates doubled for the reason of the US Mortgage crisis (Abakumova, 2018).
In 2010 Yury Luzhkov retired and that’s the point when Elena Baturina started to face numerous difficulties operating in Russia as she lost her protection. Various construction agencies broke and infringed on contracts with her, she was being discriminated.

As the outcome of a consistent pressure and discrimination, Elena Baturina sold almost all of her assets in Russia and moved to London, UK. Since 2010, she has been continuously investing in hotel business in Central and Western Europe. She constructed 5-star hotel in Kitzbühel (Austrian ancient health-resort) investing 40 million euros and in 2012 her company opened Quisisana Palace hotel in Czech Republic (Abakumova, 2018). In 2013 she bought Morrison hotel in Dublin, Ireland, investing 7 million euros in redesign and reconstruction. All of her hotels and mini-hotels rank among the best hotels in the world.

Baturina proceeds her construction enterprises as well, handling and completing projects in the USA (Brooklyn housing area in 2015) and Cyprus (commercial real estate).

Besides, she is a successful institutional entrepreneur investing substantial funds into renewable energy projects and membranous construction development projects, for example in 2015 she acquired the German Company «Hightex GmbH», specializing in membranous development. Today the company works on construction of the largest stadium in Quatar, Al Bayt, that will see its first audience in 2022, at the FIFA-2022 Championship (Abakumova, 2018).

Furthermore, Elena Baturina goes on with her ruthless fight against discrimination of female entrepreneurs in Russia and supports numerous social entrepreneurial projects inside and outside Russia (Forbes, 2018).

Tatiana Bakalchuk. Wildberries LLC, e-commerce

Tatiana Bakalchuk is a 44 years old Russian female entrepreneur who founded «Wildberries» - the largest online-retailer operating on the Russian market
today (Forbes, 2018). She embarked on the project in 2004, having her daughter at the breast, by taking orders for «Quelle» and «Otto», German brands of clothing. She hammered out a deal herself, made payments in advance out of pocket and collected clothes every week in hopes to resell them to Russian females, living far from the capital and not having the opportunity to buy high-quality European brands.

Tatiana Bakalchuk was born in a small countryside, close to Siberian region. She moved to Moscow in the 1990s to enter the university. Her husband, Vladislav Bakalchuk is a Russian physicist and scientist, not interested in any entrepreneurial activity, although supporting Tatiana on each stage of her entrepreneurial development. After her university graduation, Tatiana decided to work as a tutor of English for children and undergraduates but, money she and her husband made was not enough to provide for the family properly (Danilicheva, 2019).

Tatiana comprehended that she needed a job that could give her a possibility to spend more time with her husband and a newborn daughter. Internet was on the verge of development in 2004 and Tatiana saw an opportunity. Millions of Russian women from distant and remote regions did not have a chance to purchase any trendy and fine clothes online. Therefore, Tatiana encountered famous middle-segment German brands «Otto» and «Quelle» and offered them cooperation. She created a simple website, called it «Wildberries» and purchased promotion on forums where women issues were mainly discussed and that very day she already had a score of orders (Danilicheva, 2019).

In 6 months, she understood she was incapable of running a business herself and thus employed a team of professional retail-managers and expanded: she rented office with a warehouse, hired coders, web-designers and call-center managers. The business model of «Wildberries» is actually a marketplace type with goods and products from partner-brands. The company directly operates with brands and producers of clothes and accessories as well as with the official distributors and they form the product mix and the retail price range
independently, whereas «Wildberries» receives commission on all sales (Rybakov, 2019).

Tatiana did not have any experience in business operation before and that is why she faced substantial difficulties at the point of expansion. For example, she required to carry out a photo shoot with her clothes - dresses, skirts, blouses and T-shirts and she made up her mind to use unprofessional models-actually her own employees - to participate in the photo shoot, she thought that could attract customers more as she focused on natural beauty and cut expenses planned on professional model payouts. As an outcome, these actions caused a 30% decline in sales because the customers are used to associating themselves with nice shape and healthy people. Tatiana was not exactly confident how the mechanism of promotion worked at that time.

In 2006 Tatiana contacted most European producers directly and signed long-term contracts with them. She permanently updated and worked on the design of her website to make it the most comfortable and user-friendly for potential clients.

In 2007 she took a risky decision to sell shoes online. None of her competitors has ever tried shoe sales as it was considered that the customers will never pay for «pig in a poke» and shoes is something that you try on before buying. However, that fact didn’t have any impact on Tatiana’s plans. She had her own solution to the problem: she launched «Wildberries» chain of self pick-up points throughout Russia, Belorussia and Kazakhstan, within each she installed fitting rooms to try on clothing that shined to the customers (Rybakov, 2019).

Within the first 2 quarters of 2016 «Wildberries» has come out on top among Russian companies dealing in online-trade. The major reason for that was the expansion of «Wildberries» chain of self pick-up points. Furthermore, the sales of the company have amounted to 1 billion USD (Forbes, 2018). Since 2016 «Wildberries» have been considered the best-selling and the most
effective online-retailer in Russia and in 2018 the turnover of the company has shown a 72% increase accounting for 2 billion USD. Today, «Wildberries» chain is a complex entrepreneurial structure, processing more than 1 million orders daily with more than 20 000 employees, making Tatiana Bakalchuk second wealthiest woman in Russia with a net worth 600 million USD (Forbes, 2018). In 2019 Forbes magazine included Tatiana Bakalchuk in the list of visionary entrepreneurs who built their enterprise from scratch and influenced the development of Russia and the world on the whole (Danilicheva, 2019).
Interview Results: well on the way to the goal

**DAY 4, afternoon:** The second branch of the tree is “Interviews”. Here, each leave is the interview with an entrepreneur or with a person determined to become an entrepreneur. There are actually 7 of them.

Having finished with secondary data collection method – case studies, the authors moved to primary data collection and conducted seven interviews with Russian females within the scope of their research. The authors carried out interviews with diverse females who are entrepreneurs or are determined to create an enterprise. The questions referred to three core directions: problems that females face, might face, what makes them continue their endeavors and their attitude towards the marital status. Hereinafter the questionnaires and answers to them are presented.

*Interviewee I - Alina*

Age - 32  
Occupation: Entrepreneur, owns a small chain of flower shops  
Interview Group: Entrepreneurs  
Status: Married  

1. **Why did you take a decision to become entrepreneur?**  
(Как вы пришли к тому, чтобы стать предпринимателем?)  
- To tell you the truth, this is not something I actually decided to do. My mother adores flowers and as far back as I can remember, our apartment always looked like a greenhouse. She inculcated in me this love for flowers, so since being a child, I have known how to tend plants. Moreover, when I was a teenager I fell in love with all this hippyish culture, 1967 San-Francisco, flower children, classic rock and blues and so that combination of the physical affection to flowers and mental state gave birth to an idea to open a flower shop. My parents supported me, at first, both financially and morally: we found a little room close to the central metro station and a cold-storage warehouse, close to
our apartment. We grew most flowers at home and stored them at the warehouse. My Dad brought them to the shop everyday while Mom and me were nicely arranging them. Since day one, we have been having a lot of clients, mostly students who had a date and needed last-minute flowers, it appeared that most of them failed to buy the bouquet in advance for some reason. We tried our utmost, but couldn’t fulfill the need because there were only two of us working. So, we hired couple more employees, then more. And then we understood that it was the right time to expand. We found the investor and opened one more flower shop. Then one more and another one. Now we have 12 shops, a professional management team and hundreds of happy clients. I never specially wanted to become an entrepreneur, all my life I’m just happy doing what I want to do and make others happy.

2. What is it to be a female entrepreneur in Russia for you? (Как бы вы сформулировали ответ на вопрос, что такое быть «женщиной - предпринимателем» в России?)

- As for me, I consider this to be very important to represent women who takes part in the entrepreneurial activity. My mother voiced me her fears about different attitudes towards us, like female entrepreneurs coming from male contractors. However, I didn’t gain the sight of any different attitudes. So, from my personal experience being a female entrepreneur is almost the same as being a male one.

3. What factors can you name among those discriminating your operation? (Какие факторы вы могли бы назвать в числе тех, которые дискриминируют вашу работу, как предпринимателя, по причине того, что вы - женщина?)

- No factors actually discriminated our operation, yet. Well, I haven’t come across any apparent ones, though, according to what I know, sometimes females face hardships and difficulties doing business with men because in our country business in most of times is considered to be their territory. I have heard about cases when men could infringe on the contracts, not follow their
obligations only because you are a woman, but as I have said, we in the flower business haven’t been tackled with any of those problems.

4. What usually motivates you? What makes you continue your work? (Что вас обычно мотивирует: работать, двигаться дальше, развиваться? Что мотивирует не сдаваться, даже если вы становитесь жертвой дискриминационных проблем, связанных с вашим делом жизни?)

- So, first of all, happy clients. You know, we start working at dawn and it is usually extremely hard to wake up, though I’m used to it, of course. But, you know what is the best motivation? It is when a hasty customer attends our shop fitfully looking around in search of this precious present - a bouquet of flowers. And I am the one to help him/her. Especially the one trying to buy flowers last minute, it is more often than not, that we are their last resort. And I materialize their hopes, making them happy. This makes me wake up every single day - love and dedication to my job. Secondly, potential opportunities. They motivate our small management and me, of course. Competition on our market is quite tough and we are always in pursuit of new selling points that can make us better, stronger, wealthier. And all of us like that feeling of permanent development and competition. That is why we are into business. So, potential opportunities, expansion and robust competition are also the best motivation.

5. What is your current marital status? (Прошу прощения, если вопрос покажется вам немного нетактичным, но это очень важно для нашего исследования. Скажите, пожалуйста, вы замужем? У вас есть молодой человек?)

- Currently, I am married and have two kids with my husband. We have been married for 10 years.

6. Do you think marriage affects your job? (Как вы думаете, брак влияет на вашу работу? На результаты вашей работы?)

- Marriage does affect my job, so do my children. Nevertheless, with the wisdom of hindsight and 10 years of experience in entrepreneurship, I can say for sure that family is the most important thing in the world. Even if you love
your job, working 24/7 will take you to the point when you feel lonely and depressed because you consciously cut yourself off friends, relatives and close people for the sake of the deal that you are fond of. Believe me, it’s no worth it. You should always find time and place for yourself. Life is more about finding a comfortable balance than about winning a competition. Unfortunately, this wisdom comes late.

7. What do you think: is marriage definitely an obstacle in your entrepreneurial activity? Or is it dependent on the individual with you? (Как вы считаете, всегда ли можно считать брак препятствием на пути успешной предпринимательской деятельности? Или же это зависит от человека, который с вами рядом? Будет ли он поддерживать или, наоборот, закроется, и связь с ним станет нитевидной?)

- Marriage definitely can be an obstacle, although I’m sure that you should always agree on every tiny point with your partner. What is marriage? It is not only your responsibility, but a responsibility in the face of your partner. Marriage is an obstacle even without you deciding to do business if you cannot agree with your partner. Marriage is all about mutual respect and mutual comprehension. I think, even if you love a person, should you never regard your love as of paramount importance. The cornerstone of your life is your principles and you. You should have your own little world, you should be able to exist on your own and only then you join your world with the world of your partner.

8. What will you choose: successful marriage and having a happy family life or operating your business successfully? (Что бы вы выбрали: счастливую семейную жизнь, наполненную детским смехом и любовью мужа, или успешно работающий бизнес?)

- To tell you the truth, I don’t think it should be a choice. I strongly believe that both of these spheres are critical, and I am confident that it is always possible to combine. One can find time for anything if she wants to. It is the question of prioritizing.
Interviewee II - Anna

Age - 28
Occupation: Entrepreneur, sells handmade goods and toys for children via Instagram and Amazon
Interview Group: Entrepreneurs
Status: Has a boyfriend

1. Why did you take a decision to become entrepreneur?
(Как вы пришли к тому, чтобы стать предпринимателем?)
- I actually came up with this idea in college. I spent hours and hours on Instagram scrolling down thousands of photos. Then I learnt about the opportunity to promote goods on Instagram and that’s the point when I decided to develop my enterprise via Instagram. Since my childhood I have been in love with toys, any kind of them. My grandfather makes toys himself. He is actually jack of all trades and I thought why not to attract him in my enterprise, he could be useful. So I approached my grandfather and asked him if he could probably create a trial consignment of toys for me. We chose colors, design, materials, some fine fabrics that toys would be made of. And I also invited my younger cousin who took photos of the toys. So I posted the photos on Instagram and the same day I received the first order, I was extremely happy. After that, I expanded the range, the product line and the product mix of my toys and I started working on expanding my client base. Then I comprehended that Instagram was not enough for me and I decided to work with Amazon. So, actually I took a decision to become an entrepreneur occasionally, just because I saw the opportunity - that’s basically it. But then, the process is something that makes you move, that makes you continue because it is flabbergasting and amusing. I am extremely happy to devote all my time to the project.

2. What is it to be a female entrepreneur in Russia for you? (Как бы вы сформулировали ответ на вопрос, что такое быть «женщиной - предпринимателем» в России?)
- Well, actually, I never experienced any bad attitude towards females in the entrepreneurial field. Maybe this is because the sphere I am working in is quite a modern one. In my humble opinion, this discrimination appears because of sexism, but personally me, I don’t feel any sexism in e-commerce sales. Probably this is the outcome of me working only with my family. So answering your question, for me it is quite easy to be a female entrepreneur in Russia, I don’t feel different being a female. My friend is a male entrepreneur and he faces exactly the same problems and difficulties that I face, but he is also dealing in e-commerce.

3. What factors can you name among those discriminating your operation? (Какие факторы вы могли бы назвать в числе тех, которые дискриминируют вашу работу, как предпринимателя, по причине того, что вы - женщина?)
- Again, as I said I cannot name any factors discriminating my operation. I used to have some problems with taxes, but fortunately I succeeded to solve them. They were the result of my inexperience and lack of expertise. It was definitely not a discrimination.

4. What usually motivates you? What makes you continue your work? (Что вас обычно мотивирует: работать, двигаться дальше, развиваться? Что мотивирует не сдаваться, даже если вы становитесь жертвой дискриминационных проблем, связанных с вашим делом жизни?)
- Every day I am motivated by my boyfriend. He is a real life coach and helps me a lot. We do sports together, watch movies together, spend a lot of time together. Although, he knows I have to work and he never interferes in my business. I am also motivated by tough competition. Life is a competition, isn’t it?

5. What is your current marital status? (Прошу прощения, если вопрос покажется вам немного нетактичным, но это очень важно для нашего исследования. Скажите пожалуйста, вы замужем? У вас есть молодой человек?)
- I have a boyfriend and we are happy together for the last 4 years.

6. Do you think marriage affects your job? (Как вы думаете, брак влияет на вашу работу? На результаты вашей работы?)

- I actually don’t want to marry. You know, we discussed it with him, and yes, I am frightened that it may probably affect my enterprise. But my boyfriend is totally okay with us dating.

7. What do you think: is marriage definitely an obstacle in your entrepreneurial activity? Or is it dependent on the individual with you? (Как вы считаете, всегда ли можно считать брак препятствием на пути успешной предпринимательской деятельности? Или же это зависит от человека, который с вами рядом? Будет ли он поддерживать или, наоборот, закроется, и связь с ним станет нитевидной?)

- I am actually not sure about marriage being an obstacle. You know, my project takes most of my time and leaves no room for a normal relationship. Therefore, I do not understand how to carry out a successful marriage and a successful business at the same time. But, I agree that it mostly depends on the individual that is with you. My boyfriend supports me, and I am proud of it. It is very important not to put pressure and to agree to a certain way of life.

8. What will you choose: successful marriage and having a happy family life or operating your business successfully? (Что бы вы выбрали: счастливую семейную жизнь, наполненную детским смехом и любовью мужа, или успешно работающий бизнес?)

- I still do not know, actually. I think that it depends on your age. Right now my project is everything for me. Within some time, I will probably appreciate marriage, but I’m not sure. I can’t say anything for sure now.

Interviewee III - Kate

Age - 35

Occupation: Entrepreneur, produces spare car parts for antique vehicles

Interview Group: Entrepreneurs
Why did you take a decision to become entrepreneur?

- So, basically there are two major reasons why I started to think about becoming an entrepreneur. The first one was obvious, I had worked in a large company before and I didn’t like total control and disrespectful behavior of my boss and so I decided that I don’t want to have a boss anymore therefore I just came up with a decision to start my own business. The second reason was that my dad is a car mechanic and he owns a little workshop in the suburbs of Moscow. And when I was a little girl I used to spend hours there helping him to repair vehicles. He specialized in antique vehicles. There was always some magic about these cars that overwhelmed my feelings. So, one day after I quit my job I approached my father and offered him to open an antique car repair workshop. He agreed and that was the day when we started to operate.

What is it to be a female entrepreneur in Russia for you?

- Being a female entrepreneur in Russia is a very hard labor. I have tackled with so many problems and hardships related to discrimination, harassment and sexism. I am confident that the reason for all these difficulties may be connected with the type of entrepreneurship that I’ve chosen. Producing car parts is considered to be a male type of business which is not fair, of course. Therefore, I often face problems and difficulties with signing the contracts, finding new agents and contractors, participating in a negotiation process. Men always consider themselves to be more experienced, more efficient, with superiority and dominance in business relations. So, answering your question, yes, women face serious hardships if they choose the path of being an entrepreneur. So, to be an entrepreneur in Russia and to be a female entrepreneur in Russia, these are two different, absolutely different things.
3. What factors can you name among those discriminating your operation? (Какие факторы вы могли бы назвать в числе тех, которые дискримицируют вашу работу, как предпринимателя, по причине того, что вы - женщина?)

- As I already told you, men consider me to be inexperienced and they also are sure that I have no expertise, no real skills, and most men cannot even believe that I am the CEO of the company. This can probably be weird and bizarre but it’s the reality. When you have an online business, e-commerce business, things are smooth and pleasant. However, when you enter a “male sphere of entrepreneurship”, such as: gas industry, oil industry, production, construction - you enter the territory of pain and total disrespect and discrimination towards all females. And all you have to do, no, all you are able to do, is just to accept the rules of the game they play.

4. What usually motivates you? What makes you continue your work? (Что вас обычно мотивирует: работать, двигаться дальше, развиваться? Что мотивирует не сдаваться, даже если вы становитесь жертвой дискриминационных проблем, связанных с вашим делом жизни?)

- You know, the only one person to motivate me as my father. Though he’s a man, he respects me, he respects my choice of occupation. Every single day when another contractor infringes on the contract or, for example, supplies car parts of poor quality, my dad is the only person to come up to me and tell me, Kate, you have it, you are the only one to cope with your problems and you will do it, I know it perfectly. That usually motivates me a lot. Another point that motivates me, is a tough competition among both men and women on this market, as I know, that I am not the only woman who challenged males. Now, don’t get me wrong, I am not a feminist activist. I am for the equality of both men and women in any occupation. People should have a choice and an opportunity to try to do what they want. So, the major point that motivates me and makes me wake up and continue my tough work every single day is that I
want to prove all sexiest males that I can work either equally to them or either better.

5. What is your current marital status? (Прошу прощения, если вопрос покажется вам немного нетактичным, но это очень важно для нашего исследования. Скажите пожалуйста, вы замужем? У вас есть молодой человек?)

- I am currently not married and I don’t have a boyfriend.

6. Do you think marriage affects your job? (Как вы думаете, брак влияет на вашу работу? На результаты вашей работы?)

- As for me, I fully agree to the opinion that marriage affects your job. Women who choose to live not for themselves but for their men, I suppose, they are mistaken. I don’t judge anyone, but don’t you think we have to live for our lives, first? Again I support marriage, like an institution, and I fully agree on the importance of the institution of a family. But I seriously contemplate that you can’t have both. It’s always like, either you have successful and healthy marriage because both partners work and devote a lot of time and energy to the development of their relationship, either you obtain a profitable and healthy enterprise. So, answering your question, I think that, yes, marriage would definitely affect my business.

7. What do you think: is marriage definitely an obstacle in your entrepreneurial activity? Or is it dependent on the individual with you? (Как вы считаете, всегда ли можно считать брак препятствием на пути успешной предпринимательской деятельности? Или же это зависит от человека, который с вами рядом? Будет ли он поддерживать или, наоборот, закроется, и связь с ним станет нитевидной?)

- Again, marriage is not definitely in obstacle in your entrepreneurial activity. But I have never heard of any cases of successful family life and very successful business ongoing. I can just talk for myself. For me, marriage right now will be definitely an obstacle because I spend every day 8 hours in the workshop with my father and with other workers, after that I spend six hours
in the office: checking the documents, signing contracts, making calls, talking to people, so the only goal I have is to expand and thrive. You make the choice yourself. No one makes you, no one insists on starting an enterprise. For example, I cannot imagine an individual who will be absolutely comfortable with my schedule and agenda. So, yes, right now I can’t have any conversation about something serious. But never say never.

8. What will you choose: successful marriage and having a happy family life or operating your business successfully?

- This is a difficult question. I want to become a successful woman. This success should include my successful private life and my career, of course. Besides, I already have a family: my dad, my mom, my cousins. And I’m on good terms with everyone. Right now my number one goal and the most essential target is to become a successful business lady. You see, they even have these sexist terms: business lady, what is that? And you are asking me what will I choose? I will choose success and thriving for me and my family and my enterprise.

Interviewee IV - Nataly

Age - 19
Occupation: Bachelor’s student, studies entrepreneurship. Wants to become an entrepreneur
Interview Group: Students
Status: Has a body-friend

1. Why do you want to become an entrepreneur?

- Well in my humble opinion, I really enjoyed my program at the University and I learned a lot of theory and studied a lot of theoretical data and knowledge. But right now I want to gain some empirical experience and therefore I want
to start my own business. My dad told me several times that probably it would be better if I tried to work in a large company to gain some more experience but I think this is just a waste of time. I have to develop myself as a business woman and only this would be fruitful. So, basically I want to become an entrepreneur to be financially independent and to create a break-through project.

2. What is it to be a female entrepreneur in Russia for you?

- Oh, I read tons of articles via Web and we always discuss them with my group mates and friends. Personally, I think it is not so easy to be a female entrepreneur in our country now. I have heard stories about females trying to embark on some business independently from their men, and they failed because no one took them seriously. So, how I see it, it is not even the problem of harassment or some tough discrimination, but no one appreciates women as a serious business partner and this is very disappointing because this is a reflection of serious social problems, such as sexism.

3. What factors can you name among those that may discriminate your operation?

- To start with, well, I have also heard of such kinds of discrimination as different prices for resources for female entrepreneurs and male ones. More than that, I have heard about the discrimination of a workplace. What is that: let’s suppose a male entrepreneur and a female entrepreneur are looking for the office to rent. The office for male entrepreneurs would be larger and with all necessary conveniences. Moreover, price for the rent would be lower. In comparison, for female entrepreneurs, price would be higher, location worse, room age smaller.
4. What usually motivates you? What makes you continue your work, your studies? (Что тебя обычно мотивирует: работать, учиться, двигаться дальше, развиваться? Что мотивирует не сдаваться, даже если ты становишься жертвой дискриминационных проблем, связанных с твоим делом жизни?)

- There are various things and factors that motivate me every single day. Firstly, all these successful stories of women entrepreneurs make me believe that, still we can operate on the same level with men. Secondly, I visit seminars and lectures of women entrepreneurs who are successful. And this makes me really motivated. I think that I am motivated by successful examples mostly, I don’t have any idols though but when you comprehend that some women overcame the problems that worry you now, you start to believe that you can do it too. We are not alone, we are a huge community. Every year, I know, that thousands and hundreds of thousands of women open their businesses, embark on entrepreneurial projects, especially social entrepreneurship ones. Men have their community and mutual support within this community so why can’t we have the same and support each other, develop and expand.

5. What is your current marital status? (Прошу прощения, если вопрос покажется тебе немного нетактичным, но это очень важно для нашего исследования. Скажи, пожалуйста, ты замужем? У тебя есть молодой человек?)

- I am not married and, well, I have a friend with benefit, but nothing serious.

6. Do you think marriage affects your job? (Как ты думаешь, брак повлиял бы на твою работу? На результаты твоей работы?)

- Well, I’m not exactly sure, but I think yes. Marriage is... I don’t know, who needs marriage now? I don’t think we have to marry at all. Yes, probably, marriage affects the job and studies because, imagine your boyfriend setting rules and controlling your life, what kind of business can you start?

7. What do you think: is marriage definitely an obstacle in your entrepreneurial activity? Or is it dependent on the individual with you? (Как ты считаешь,
всегда ли можно считать брак препятствием на пути успешной предпринимательской деятельности? Или же это зависит от человека, который рядом? Будет ли он поддерживать или, наоборот, закроется, и связь с ним станет нитевидной?)

- If you ask me, yes, I consider marriage to be a substantial obstacle in the entrepreneurial activity of any female. Women, we don’t have to marry, we don’t have to marry because men want us to marry them, we should exist in this world and develop the most comfortable way for us. And we can relate this to entrepreneurial activities too. I think we should start our own business activities, existence separately from men with our own rules. And you know what, I think we will do it more effectively because for example, I know that statistically men give more bribes than women do, causing corruption and this leads to the demise of any business. If you ask me, I would first set up a successful and profitable enterprise and only then start to think about marriage or a regular boyfriend. But probably, I just don’t feel that problem now because I’m young.

8. What will you choose: successful marriage and having a happy family life or operating your business successfully? (Что бы ты выбрала: счастливую семейную жизнь, наполненную детским смехом и любовью мужа, или успешно работающий бизнес?)

- Operating business successfully and no more comments.

*Interviewee V - Svetlana*

Age - 22
Occupation: Master’s student, studies marketing and leadership. Wants to own a bank business
Interview Group: Students
Status: Not married

1. Why do you want to become an entrepreneur? (Почему ты решила стать предпринимателем?)
- I’ve taken a decision to become an entrepreneur because my dad is a well off entrepreneur and I always had this example in front of my eyes. He’s so dedicated, so devoted to what he does every single day and sometimes even the most interesting job can be a routine. I fully understand that, but I still cannot imagine myself waking up to an alarm clock because someone told me to do that and completing the targets that I don’t really feel like completing. Why do I have to do so? Therefore, I decided to follow my fathers footsteps.

2. What is it to be a female entrepreneur in Russia for you?

(Как бы ты сформулировала ответ на вопрос, что такое быть «женщиной - предпринимателем» в России?)

- Well, I am not yet an entrepreneur. But, from my perspective, being a female entrepreneur is a very critical goal, even a mission, because you show other women that it is possible to build up your own enterprise without any help and it is possible to handle it. My father respects women entrepreneurs. And he always appreciates them with the same attitude as he has got towards men. The way of female entrepreneurs is a thorny way full of stumble blocks.

3. What factors can you name among those that may discriminate your operation?

(Какие факторы ты могла бы назвать в числе тех, которые могут как-то дискриминировать твою работу, как предприимателя, по причине того, что ты - женщина?)

- I haven’t yet, as I told you, stumbled upon any display of discrimination towards females in business. But I know, that among the factors that may discriminate the operation, one can name the sexist attitude of the government and governmental structures because usually the deals of all the businessmen and entrepreneurs in Russia are basically the reflection of the deals of the government. How can you be not sexist and not discriminative under the reign of a sexist and discriminative government.

4. What usually motivates you? What makes you continue your work, your studies?

(Что тебя обычно мотивирует: работать, учиться, двигаться дальше, развиваться? Что мотивирует не сдаваться, даже если ты...
- Usually, my dad motivates me and he teaches me how to build a relationship with different people and, you know, he always taught me never give up and I would never do it. If I am sure that I would do my utmost to succeed in the entrepreneurial activity and if I start I would not need any motivation. My friends, sport, other successful women and entrepreneurs, profit, all these factors may influence my motivation, of course.

5. **What is your current marital status?** (Прощу прощения, если вопрос покажется тебе немного нетактичным, но это очень важно для нашего исследования. Скажи пожалуйста, ты замужем? У тебя есть молодой человек?)

- I’m not married. But I really want to marry and have kids. I want to have a husband, you know, like my father.

6. **Do you think marriage affects your job?** (Как ты думаешь, брак повлиял бы на твою работу? На результаты твоей работы?)

- I’m not sure that marriage can have a negative impact on my job, or on my entrepreneurial activity. Again, I see the example of my dad. I want the same. I think, here it all depends on the person who is with you. If you love a person, if a person is fond of you, he or she will be an extra motivation for you. I am confident that love and relationship is all about taking and giving, giving and taking.

7. **What do you think: is marriage definitely an obstacle in your entrepreneurial activity? Or is it dependent on the individual with you?** (Как ты считаешь, всегда ли можно считать брак препятствием на пути успешной предпринимательской деятельности? Или же это зависит от человека, который рядом? Будет ли он поддерживать или, наоборот, закроется, и связь с ним станет нитевидной?)

- No, I have already answered that question, I think that marriage is not an obstacle for the entrepreneurial activity. Marriage is always an extra
motivation, as well as kids, as well as some circumstances that affect you and you start to work more, with a more substantial determination and dedication. Your business should become your vocation.

8. What will you choose: successful marriage and having a happy family life or operating your business successfully? (Что бы ты выбрала: счастливую семейную жизнь, наполненную детским смехом и любовью мужа, или успешно работающий бизнес?)

- I actually don’t want to make such a choice. But if I have to choose, I would choose a happy family, although I don’t want you to think that I don’t want to become an entrepreneur and that I’m not serious about that.

Interviewee VI - Liza

Age - 20
Occupation: Graduate, currently working in HR department in a large bank, wants to deal with international trade
Interview Group: Managers (currently working)
Status: Divorced

1. Why do you want to become an entrepreneur?

(Почему ты решила стать предпринимателем?)

- To begin with, I have been already working for six years. And when I started to work in a large corporation, I thought, well, I will gain experience here and I will get some practical knowledge. However, I understood that I definitely do not like that kind of experience. Now, don’t get me wrong, this is not because I don’t like the job. I adore my job, I am an analyst. This is mainly because of an enormous discrimination policy of the company I’m working in and especially discriminated attitude of my boss and most of my male colleagues. I certainly don’t like it. My boss harasses me, my workplace is smaller, two times smaller than the workplace of a male person of the same position. My salary is lower, 30% lower than the salary of male person of the same position. And I can’t but mention the attitude towards me. My boss asks
me to bring him his coffee. But I am not his secretary, I have an MSU diploma. I am a specialist, I have an MBA. And my boss sends me to print documents and asks me to bring him a coffee. Is it normal? I don’t think so.

2. What is it to be a female entrepreneur in Russia for you?
(Как бы ты сформулировала ответ на вопрос, что такое быть «женщиной - предпринимателем» в России?)
- However, I understand that being a female entrepreneur in Russia is a hard labor, you have to prove everything to everyone, and I am definite, the competition is tougher for us. Because we do not only compete with other women, but we compete with men, who have years of experience in business and management and who treat us as someone “disabled” from the beginning.

3. What factors can you name among those that may discriminate your operation? (Какие факторы ты могла бы назвать в числе тех, которые могут как-то дискриминировать твою работу, как предпринимателя, по причине того, что ты - женщина?)
- To be honest, I have already named the factors that discriminate my operation. I’m not sure about the ones which will discriminate my operation if I become an entrepreneur.

4. What usually motivates you? What makes you continue your work, your studies? (Что тебя обычно мотивирует: работать, учиться, двигаться дальше, развиваться? Что мотивирует не сдаваться, даже если ты становишься жертвой дискриминационных проблем, связанных с твоим делом жизни?)
- I am usually motivated by books and literature on female entrepreneurship and feminism on the whole, moreover, I am motivated by my friends and family.

5. What is your current marital status? (Прошу прощения, если вопрос покажется тебе немного нетактичным, но это очень важно для нашего исследования. Скажи пожалуйста, ты замужем? У тебя есть молодой человек?)
- I am divorced.

6. Do you think marriage affects your job? (Как ты думаешь, брак повлиял бы на твою работу? На результаты твоей работы?)

- Well, I think that marriage can definitely affect my studies and my job.

7. What do you think: is marriage definitely an obstacle in your entrepreneurial activity? Or is it dependent on the individual with you? (Как ты считаешь, всегда ли можно считать брак препятствием на пути успешной предпринимательской деятельности? Или же это зависит от человека, который рядом? Будет ли он поддерживать или, наоборот, закроется, и связь с ним станет нитевидной?)

- No, surely, marriage is not an obstacle to the entrepreneurial activity neither to the job. I suppose that marriage can be beneficial for any kind of activity not related to relationship. It mostly depends on your husband or boyfriend.

8. What will you choose: successful marriage and having a happy family life or operating your business successfully? (Что бы ты выбрала: счастливую семейную жизнь, наполненную детским смехом и любовью мужа, или успешно работающий бизнес?)

- I will definitely choose successful marriage but I don’t think that the question is posed correctly because I am sure that it is possible to combine successful marriage and successful operation in business. For any woman it is important to have a sustainable and profound relationship. My point of you is that it’s only possible to operate a successful business when you have a sustainable private life.

Interviewee VII - Ekaterina

Age - 42
Occupation: Businesswoman, used to own a real estate agency
Interview Group: Entrepreneurs
Status: Divorced

1. Why did you take a decision to become entrepreneur?
(Как вы пришли к тому, чтобы стать предпринимателем?)
- I am a mother of two kids on maternity leave. I was always interested in the particularities of real estate business, so couple years ago I started my own agency but for better or worse I was pushed out of business in 2014 due to the crisis in my country. Before maternity leave, I worked in the legal department of one of the developers. After the bankruptcy I decided to acquire a new qualification at Law School and started to work as a legal adviser.

2. What is it to be a female entrepreneur in Russia for you?
(Как бы вы сформулировали ответ на вопрос, что такое быть «женщиной - предпринимателем» в России?)
- To be honest, being a female entrepreneur in Russia is mostly the same as compared to being a male entrepreneur. But, of course, the main difference lies in the attitude. The rules of running a business are similarly tough.

3. What factors can you name among those discriminating your operation?
(Какие факторы вы могли бы назвать в числе тех, которые дискриминируют вашу работу, как предпринимателя, по причине того, что вы - женщина?)
- Women are not taken seriously and not seen as competitors. It is hard for women to receive grants and government support regardless the politics taken by the government in 2017. Women usually experience the lack of knowledge and experience in business management and suffer from it as their rights are violated and obligations are exaggerated. This was exactly my case and I had to blame myself for it.

4. What usually motivates you? What makes you continue your work?
(Что вас обычно мотивирует: работать, двигаться дальше, развиваться? Что мотивирует не сдаваться, даже если вы становитесь жертвой дискриминационных проблем, связанных с вашим делом жизни?)
- My kids, my dear children are the ones to motivate me the most. Though I went bankrupt, I never regret my taking part in the entrepreneurial activity. Definitely, I will continue, I will never give up, I will continue working on the
entrepreneurial projects because entrepreneurship is something I have always been meant to do. I see various examples of successful and hard-working women who are absolutely determined and dedicated to their enterprises and this motivates me, this makes me work hard and not give up the idea of trying to embark on a business project one more time.

5. What is your current marital status? (Прошу прощения, если вопрос покажется вам немного нетактичным, но это очень важно для нашего исследования. Скажите пожалуйста, вы замужем? У вас есть молодой человек?)
- I am divorced.

6. Do you think marriage affects your job? (Как вы думаете, брак влияет на вашу работу? На результаты вашей работы?)
- Marriage is a hard labor. You have to think twice before taking a decision to marry a person. I never regret my marriage, and as I told you I never regret my business initiative either. So, I think marriage definitely affects my job, business, or anything that is not related to my personal relations. My position is that every woman should definitely marry but she should accept, she should always accept and be ready for the consequences that come with marriage. I’m not talking exactly about negative consequences, on the contrary, I’m talking about serious responsibilities that come with marriage.

7. What do you think: is marriage definitely an obstacle in your entrepreneurial activity? Or is it dependent on the individual with you? (Как вы считаете, всегда ли можно считать брак препятствием на пути успешной предпринимательской деятельности? Или же это зависит от человека, который с вами рядом? Будет ли он поддерживать или, наоборот, закроется, и связь с ним станет нитевидной?)
- No, marriage is not always an obstacle. It’s just a circumstance that motivates you but at the same time brings you more responsibilities and therefore makes your entrepreneurial activity more complex. Young female entrepreneurs should always be ready to combine their personal life and their job. That’s all.
8. What will you choose: successful marriage and having a happy family life or operating your business successfully? (Что бы вы выбрали: счастливую семейную жизнь, наполненную детским смехом и любовью мужа, или успешно работающий бизнес?)

- I would choose both. I have a partner right now, I mean a very close friend, that I actually want to marry. And I also have a great number of interesting business-ideas that I want to implement. So, I want to develop both my personal life and my work-life. For me, these two aspects are inseparable.
Findings: towards the end

**DAY 5:** The apples appear: some become red, others become green. The apples represent the findings of the research.

On day five Alex as usual woke up and went at his backyard. He lifted his head and saw little and large, green and red beautiful apples. He decided to tear off one, but suddenly he looked down and saw one large red apple watching at him, he picked it up and tried. It was so tasty, overwhelming his feelings and sentiments, watering his mouth, that was the exact moment when he understood that all of his deeds were not in vain.

In the previous parts of the paper, the authors announced the results of the theoretical studies, case studies and interviews conducted within the master thesis. In this part of the work, the authors intend to summarize the received data and present the findings.

*Theoretical studies*

The findings of the theoretical studies demonstrate the importance of female presence in symbolically masculine-marked domain of business – entrepreneurship. In recent years women tend to improve the economic growth of the countries and create additional workplaces by raising their profile in entrepreneurial activities of the Eastern as well as Western countries.

As for the profile of women entrepreneurs, regardless the opinion of the absence of set and standard characteristics of female entrepreneurs, researchers have determined some common traits of them by carrying out several experiments. Women entrepreneurs are often married women, aged 30-45 years old. What is more, they are usually first born children of their parents; it is particularly could be explained by more motivated personality and presence of some mental special aspects of the first born children in the families in comparison with their siblings.
In case of motivational reasons for starting own businesses, women whatever their country of residence, distinguish push and pull factors of female entrepreneurship. The “glass ceiling effect” is said to be a common problem of Russian females in huge corporations; one of the most frequently named necessity factors. Women also pay attention to their increased desire to be one’s own bosses while opting for self-employment, as they are tired of other people giving directions and instructions to them, especially of males. Moreover, women are bothered by social contribution and set new ventures to not only gain profit but also give assistance to others while creating new products and providing services.

Depending on drivers of female entrepreneurship, different researchers create different classifications or types of female entrepreneurs. However, regardless the fact that the names of the types are variable, one can identify the same meaning (motives) among them. There are usually the following categories: female entrepreneurs who consider business ownership as a career strategy from the beginning; female entrepreneurs-successors of the family tradition or the husband’s endeavors; forced female entrepreneurs who are hostages of circumstances; females who intend to show off women potential to male businessmen.

What is more the changes in the marital status have a tendency to impact women’s disposition towards launching their own ventures. Child’s birth and parental obligations push women into self-employment to gain extra income for the family budget and pull into it to vary mother’s daily routine. On opposite, better educative women are not usually involved in self-employment within the maternity leave as their husbands earn enough money to make provision for the family and diversify the daily routine of their wives.

The findings of the theoretical studies also pay attention to the fact that obstacles for female entrepreneurship seem to be among drivers of Russian female entrepreneurship since recently. Women prefer to overcome the difficulties (corruption, economic problems, access to financial resources,
educational barriers) instead of taking them simply for granted. They consider obstacles as trying times allowing to see their potential and to prove, first of all, to themselves what they could achieve and at the same time to demonstrate to males that women are equally able to struggle with different barriers and could be persistent as men in the world of business.

*Empirical studies: case studies and interviews*

As a result of the case studies carried out within the master thesis, the authors arrived at several significant implications as well. Firstly, one can behold that the entrepreneurial way of businesswomen mentioned above is similar to success stories of most male entrepreneurs, thus there is no need to unduly demonize the situation with female entrepreneurship in Russia. However, there is no doubt that women face more difficulties and hardships related to certain stages and aspects of entrepreneurial activity. For instance, Elena Baturina, the wealthiest Russian female entrepreneur needed protection of her husband, a powerful civil servant, at some point - to operate without troubles and anxieties and as soon as that protection disappeared, contractors and partners started to ditch her, infringing on the contracts and violating obligations. Just as important - the authors don’t claim that male entrepreneurs never experience problems of that kind and don’t need protection, on the contrary, the specific character of running a business in Russia hasn’t changed for the last 30 years and implicates that every entrepreneur should have a sort of protection, so-called «krisha» (krisha - is a slang word, directly meaning «roof»). The authors have a larger point here, implying that the reasons for that protection are entirely different when it comes to businesswomen. Males need «krisha» just in case someone powerful tries to carry out an illegal seizure or a takeover of their company. Women are more vulnerable to have «krisha» as a must, as an indispensable part of their activity because most old-fashioned male businessmen do not take them serious and for some reason feel they are liable to break commitments and obligations. Therefore, this case portrays a
bright demonstration of sexism and discrimination towards women from the side of a part of male members of Russian business community. Secondly, one can observe that on the whole, women should work harder than men because they are in the situation when they have to resist and confront not only other entrepreneurs but also the stigma and stereotypes that are widely spread among male entrepreneurs’ community, for example, that some business areas are considered to be “male spheres”.

The case of Tatiana Bakalchuk displays that she didn’t have to tackle with the challenges and problems of that kind. The main reason for that is that the sphere she chose for her entrepreneurial activity is e-commerce, a relatively innovative business area, where the majority of Russian male entrepreneurs with old-fashioned business approach simply do not understand how to operate.

Thirdly, the authors can state that in both cases the heroines saw the opportunity that no one else noticed and formed a specific strategy to apply it. Elena Baturina, who started her business in the 90-s in Moscow, felt the need for building brand-new, technologically advanced house blocks and apartments, because the ones left from the USSR were out of date, so she took a decision to enter a “tough fight” for repartition of the Moscow construction business and compete with a number of heavyweight male entrepreneurs for a place in the sun. Tatiana Bakalchuk, on the contrary, chose the strategy of the “peaceful blue ocean”. Being in the number of pioneers of online-retail, she also saw the opportunity that no one before paid attention to: women from Russian regions (apart from Moscow and Saint-Petersburg) want to be stylish and wear clothes of fine quality, but don’t have the capability. As for the motivational factors, one can notice that even after they have become a successful and accomplished, both Tatiana Bakalchuk and Elena Baturina take part in numerous social entrepreneurship projects, bringing the problem of discrimination to table. According to them, they are motivated by enormous profit results, expansion of their ventures and by their families, of course. Both
of them are married for more than 20 years, considering marriage to be a critical aspect of life, so although they participate in this one-sided battle with men entrepreneurs, society’s prejudice and stereotypes, they receive giant emotional support from their husbands, children and other members of the family as it plays a great role in the social relationship in Russia.

Nowadays, substantial number of youngsters and teenagers who are determined to become entrepreneurs claim that it is very hard to run a business in Russia. These two stories of female entrepreneurs prove that if you work hard on your strategy and organizational structure of your enterprise you will be able to achieve enormous results and scrape up a fortune. Elena Baturina entered a tough, and competitive industry with thousands of conservative, old-fashioned entrepreneurs, however she succeeded to gain 1.2 billion USD and continues to trigger various projects all over the world irrespective of her gender and nationality. Tatiana Bakalchuk was born in a small countryside and was not expected to become a successful businesswoman because of the lack of education and experience. Nevertheless, she succeeded to build a flexible and elaborate entrepreneurial structure with more than 20,000 employees.

Notwithstanding these facts, there are still 2 large discrimination problem directions if you want to embark on entrepreneurial projects. First of all, Russian women may feel safe only dealing with modern and innovative industries, such as e-commerce, online sales, social entrepreneurial projects as conservative and old-fashioned male-partners are out of the picture within these sectors. Secondly, if a female decides to launch a project in the field of blue-chip industries, such as: banking, heavy industry, construction, coal, gas, oil production, mining - she requires protection. This is absolutely unbearable and although the situation gets better, still a lot should be done. Besides, the authors claim that one should never forget about such discrimination problems as contractors infringing on contracts because you are a woman, corporate appraisal and company valuation might be carried out in an unfair way because most consultants take into consideration that the head of the company is a
female, bureaucrats can cause problems with the necessary licenses and permits if the company is run by a woman. At the same time, such examples as the above-mentioned, prove that these problems do not affect the desire of female entrepreneurs to set up and develop enterprises. Conspicuously, the motivation for any entrepreneurial activity usually comes from the families of Russian women and the urge to prove the government, competitors (especially male ones) that female-entrepreneurs are absolutely able to stand the pace.

In order to receive and handle interview findings correctly, the authors would like to allocate all the data in a more vivid way.

The interviewees’ breakdown:

<table>
<thead>
<tr>
<th>Occupation:</th>
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<tbody>
<tr>
<td>• 4 entrepreneurs</td>
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<tr>
<td>• 2 students</td>
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<tr>
<td>• 1 manager, determined to start the enterprise.</td>
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<table>
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<tr>
<th>Marital status:</th>
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<tr>
<td>• 1- married</td>
</tr>
<tr>
<td>• 2- divorced</td>
</tr>
<tr>
<td>• 2- have boyfriends</td>
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<tr>
<td>• 1- neither married, nor has a boyfriend.</td>
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As for the interviews carried out with 7 Russian females, the authors received the following results:

1. Female entrepreneurs currently operating in so-called female industries, such as: e-commerce, flower-shop business, online toy sales do not experience any discrimination problems connected with their activity, though all of them obviously heard about the issue.

2. 28.5% (2 interviewees), the entrepreneurs working in the typical male industry (real estate business, spare car parts production) definitely face
discrimination problems, such as: dalliance, “Lolly gagging” - not being considered serious partners, disrespect.

3. 43% (3 interviewees) - 2 working entrepreneurs and 1 student - state that entrepreneurial rules in Russia are the same for men and women.

4. 57% (4 interviewees) - 2 entrepreneurs, 1 manager and 1 student - claim that rules differ within the sector of business, and for women the rules are always not equal.

5. The majority (80%) of interviewees name sexism as a number one discrimination problem. Respondents claim that sexism actually encompasses all the discrimination ploys that men apply, while doing business with women.

6. 57% of respondents (4 interviewees) - all of those, who are currently running a business - are less emotional about discrimination problems, still considering that most of them are demonized by women who never embarked on any projects. These females state, that the problems do exist, they have a crucial impact on their activity, but usually it is not the end of the world. However, most students have another opinion. This is proved by the corresponding results, the authors obtained from students who never ran a business before, according to whom all the discrimination problems are fatal.

7. 85% (6 interviewees), indifferently of occupation name family or particular members of the family as their greatest motivational factor. 28.5% (2 interviewees) name the influence and support of their fathers a vital motivational factor. 43% (3 interviewees) also name the examples of other successful female entrepreneurs, seminars and literature on female entrepreneurship. 14% (1 interviewee) brings up profits and expansion of business as a sort of motivation.

8. All of the respondents agree to the fact that marriage affects the job and study process. But only 28.5% (2 respondents) claim that marriage may have a certainly negative impact on their activity. Most of the respondents, who are not married are not sure, yet.
9. 57% (4 interviewees) are confident that marriage is not an obstacle and it all depends on you upbuilding your relationship correctly. 28.5% (2 interviewees) state that it is essential to find the right partner and cut a deal with him.

10. Only 14% (1 respondent) will definitely choose a successful business over a happy family and she is a 19 years old student. The majority of females either say that both successful entrepreneurship and a happy family are important or would rather choose being happy in their families, 2 respondents find the question difficult and are not sure, yet.

11. All the females previously or currently married are sure that successful marriage is more critical than a thriving enterprise.

12. 28.5% (2 interviewees) of entrepreneurs consider marriage to be a significant institution that provides support to the entrepreneurial activities.
Conclusions: the end of the story

**In a nutshell:** Carrying out this prolific research, the authors got to the point when it was so important not only to understand the problems of female entrepreneurs, outline the motivational factors, give examples of successful cases, but also to see the positive trend, the positive dynamics that came from the findings. Sometimes you have to turn your head around looking up or down, deeply plunging into the issue, trying to obtain the critical finding. Sometimes you do not have to tear off the apple, to try one.

*Conclusions^ appearance of a new theory*

So, the purpose of the current master thesis is to show a number of examples of Russian female entrepreneurs in order to identify potential motivational factors that make Russian women start their own businesses. The authors started their research journey with historical insights on women entrepreneurship establishment in Russian Federation and found out that after the demise of the Soviet Union, female entrepreneurship started to increase and therefore, raised a various number of argues and discussions. The concept itself as the authors see it, appeared more than 200 years ago and since then has enjoyed a sustainable development. For the reason of total absence, entrepreneurship had to start with a clean slate at the end of the 20th century, as an outcome, female entrepreneurship has been suffering serious misconceptions and discriminations lately. Nonetheless, one can notice a critical positive trend showing the elaboration of women running enterprises in the 21st century. Every year more and more Russian females are empowered to open companies, launch entrepreneurial and social entrepreneurship projects, creating global businesses and investing substantial funds worldwide.

But what are the reasons for the above mentioned changes? Why the number of businesswomen in Russia has been increasing in recent years and continues
to increase right now? To answer these questions the authors had to analyze the existing data on the problem in question as well as to conduct their personal investigation of the phenomenon.

The results of the analysis of the existing theoretical knowledge on entrepreneurship show that there is a wide range of reasons that stimulate people into business ownership. Some reasons could be classified as necessity factors as they push into self-employment (unemployment, dissatisfaction with previous salaried employment, necessity to earn crust (basic needs), health problems, flexible schedule (work-life balance) etc.). Others encourage to enter the world of business ownership or pull into it: autonomy and independence, desire to be one’s own boss and self-achievement, high level of education (especially in business and management spheres), relevant working experience, enjoyment of work, acquired social status, respect in the eyes of others and power.

Indeed, it was found out that entrepreneurs regardless of their gender name the same motivational factors but there are still factors considered as exclusively female in entrepreneurship as well. For instance, “the glass ceiling effect” is known as a common problem for female salaried employees that pushes them into self-employment. “Internal stable reasons” encourage women to enter the world of start-ups in order to achieve work-life balance and be one’s own boss. Many females are driven into self-employment by the desire of social contribution, as they want to improve the life of the family and the society as a whole. Female entrepreneurs can be classified in different ways depending on the routes by which they become entrepreneurs (Orhan and Scott, 2001) or goals they want to achieve by self-employment (Bruni et al., 2004).

The theoretical studies also reveal the fact female entrepreneurs are not a homogenous group and it is quite difficult to identify common traits of representatives of this profession. However, there are some frequently observed characteristics such as marital status (married), age (30-45 ages old)
and birth order (first born children) that could be observed among the majority of female business owners.

The articles also state that nowadays there are more entrepreneurs among married women (if one compares them with unmarried); however, self-employment of the latter is growing faster (Patrick et al., 2016). Married women are more motivated by advantages of self-employment as flexible working hours and possibility to combine business and family duties (McClelland et al., 2005). However, marriage could both pull (for example, because of husband’s financial support) and push (for example, because of increasing economic burden as a result of child’s birth) into entrepreneurship (Patrick et al., 2016).

What is more, according to the findings of theoretical studies in the eastern countries women are more preoccupied with gender stereotypes and independence (Naser et al., 2009). That is why they consider self-employment as a way out allowing to show men that women are equal members of the society and could be successful professionals in business not only in household and family duties (Bianco et al., 2017). The same trend could be observed in Russian Federation where some old-fashioned men try to impose Russian women the role of full time mothers infringing on the women’s social life outside of the family.

Based on the case studies observed and the interviews carried out the authors could unconditionally add to the findings within the theoretical analysis that the most crucial motivational factor has not changed or altered within years, starting from 1990s. Both super successful female entrepreneurs with hundreds of millions USD on their bank accounts, whose businesses emerged in the 1990s and teenage students are similar in calling “Family” and “Family support” in particular, the most considerable and heavyweight factors that make them continue to operate and remain determined to either be or become an entrepreneur. Besides, the authors claim that successful examples of women who overcame hardships and difficulties related to discrimination, overwhelm
the feelings of those young women who seek for starting their own businesses. 10 years ago among the obstacles that held many women back from embarking on their entrepreneurial projects were shortage of venture capital, legal restrictions and ineffective state institutions as well as lack of proper education and a personal fear of failure. Nowadays, the situation differs and the analysis of the interviews proves it. Today, lack of proper education, for example, is no longer considered to be a stumbling block and the example of Tatiana Bakalchuk, a resident of a cozy nook in a tiny countryside, who succeeded in finding a company in the 2010s is the brightest portrayal. Today women rely upon themselves and their own efforts. Venture capital opportunities became accessible and approachable, with gargantuan e-commerce and online sectors evolving. It is worth noting, that there is no sexism or discrimination in these sectors and they represent the sweetest spot for young dedicated female entrepreneurs. The rules of the game set by men with a Soviet conservative mindset, outlining that “woman’s spot is the kitchen” have changed and continue to change. One can gain the sight of that in all spheres of human life, including entrepreneurship, without doubt. The role of the woman in different social institutions changes with an incredible speed, unveiling thousands of gifted females who come to light. This is a definitely positive trend, proclaiming equality and balance in the society. Undoubtedly, this will contribute enormously to the development of all spheres and sectors of life in Russia, including entrepreneurship.

To conclude, it is fair to mention one old Russian saying: “New time comes, old time leaves, for those who knew, new is at ease”.

Limitations and future research directions

During the development of the master thesis, several limitations were defined by the authors within the research journey. The first limitation is geographical setting. It is wrong to generalize female entrepreneurs as a group and consider business women from highly developed Russian regions (Moscow, Saint
Petersburg) and provinces or villages. This could be explained by several factors: 1) enormous territory of the country, 2) higher level of business concentration and economic activity in central regions with higher standards of living and higher income levels than on the periphery (poorly developed local communities and small towns). As it is impossible to conduct interviews with female entrepreneurs from all Russian regions the authors focus on business women from the capital of Russia – Moscow and prevent that the results of the research are not appropriate for female entrepreneurship out of big Russian cities.

The next limitation is the number of interviewees and heroes of case studies. The authors consider that the sample size is small but enough for the master thesis. However, there is an opinion that small sample size can lead to a large standard deviation. The large standard deviation could be a cause of less accurate results of the research.

The last but not the least limitation is trustworthiness of information. Firstly, data gathered on the basis of interviewees’ answers cannot be proved or falsified as interviewees could have their own prejudices or views that prevent them from honest speaking, but the authors do not know about their existence. Secondly, the authors also throw doubts upon data taken from case studies and articles as information in them could be embellished for personal needs. Finally, time limits do not allow the authors to study all the information from interviews, case studies, articles in a very detailed way.

There is still plenty of room for future research on female entrepreneurship in Russia. One possibility is to include more Russian regions (not only Moscow but smaller cities and towns) in a future research. Comparing the regions, it would be possible to identify if the drivers for entrepreneurship and barriers vary depending on the level of regional development.

Another suggestion is to conduct a longitudinal study on female entrepreneurship in Russia. Collecting information on female entrepreneurship
over a long period of time would allow to determine if the drivers and barriers have changed over the years.

Finally, the possibility to compare drivers and obstacles of female entrepreneurship in Russia and other countries (developed and emerging ones) could show if the level of country’s development has an impact on female entrepreneurship as well as to understand if Russian women differ from European or American females, for example.

To sum up, the findings of the master thesis could be used mostly by researchers to replicate the study of motivational factors in a multiregional sample and to know whether the results are similar in all regions of Russia (or even other countries); and policy makers to motivate women to become entrepreneurs as it is a source of new jobs and allows women to be active participants in the country’s economy.
Reference List


# Appendix

## Appendix 1. Summary of articles used within the master thesis

<table>
<thead>
<tr>
<th>#</th>
<th>Author (Year)</th>
<th>Article name (Journal name)</th>
<th>Key findings</th>
<th>Methodology</th>
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<tbody>
<tr>
<td>1</td>
<td>Siri Roland Xaviera*, Syed Zamberi Ahmadb, Leilanie Mohd Nora, Mohar Yusofa (2012)</td>
<td>Women Entrepreneurs: Making A change From Employment to Small and Medium Business Ownership (Procedia Economics and Finance, Vol. 4)</td>
<td>“The number of women entrepreneurs continues to increase steadily worldwide. Women represent more than one-third of all people involved in global entrepreneurial activity (Global Entrepreneurship Monitor, 2010). There is no set and standard profile of women entrepreneurs that can be predictably applied. Factors can not be categorised or labelled (Kamal, Wojoud and Rana, 2009). Men and women have different reasons for entrepreneurship: women have &quot;internal-stable reasons&quot; (&quot;I want to be my own boss&quot;), while men have &quot;external-stable reasons&quot; (&quot;I saw a terrific market opportunity&quot;) Reasons for entering the business ownership: personal achievement, independency and autonomy. Passion for their desired business, courage, confidence and strong will power were their strongest skills. The challenges faced by the respondents were a shortage of professional staff, shortage of general staff, issues of development and growth, financial constraints due to high overheads and a lack of consultation advice from experts.”</td>
<td>A survey method, 153 women entrepreneurs from Malaysia (Kuala Lumpur), a self-administered questionnaire</td>
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</table>
| 2 | Kamal Naser, Wojoud Rashid Mohammed, Rana Nuseibeh (2009) | Factors that affect women entrepreneurs: evidence from an emerging economy (International Journal of | “Emirate women are mainly working in the public sector that is highly dominated by males. It is very rare to see a woman occupying a high rank within the public sector’s organizations. However, few UAE women attempted to start their own business. Hence, women might stand a better chance to prove herself by developing her own business. | A survey method, 750 Emirate women entrepreneurs were asked to complete questionnaire. Of them,
<table>
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<th>Source</th>
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<td>Organizational Analysis, Vol. 17(3)</td>
<td>Women participation in the national labor force of the GCC (Gulf Cooperation Council) countries ranging from more than 40 percent in Qatar and Kuwait, 28 percent in Bahrain, 24.5 percent in Oman and around 15 percent in Saudi Arabia and UAE. Financial support from the government especially in the start-up capital is an important factor that motivated women to establish their own businesses. Knowledge, skills and experience are all important factors in the development of women entrepreneurs. The analysis also revealed self-fulfillment and the need for being financially independent is another factor that motivates women in the UAE to become entrepreneurs. Another important factor that appeared to influence women’s decision on whether or not to be self-employed is the father and the spouse occupation. This result is evident in the Arab countries. If the father or the spouse occupies good social position with the society, it is easy for the women entrepreneur to capitalize on the position and to make her way not only in business but in other social and economic activities. Availability of business opportunities (business ideas) were also among the factors that motivate Emirates women to take part in the country’s economy. This result is not surprising since a significant proportion of those who took part in study are highly educated and obtained their degrees from Western universities. For them, finding the opportunity, assessing and executing it will not be difficult since the vast majority of the respondents are business graduates and they are trained to undertake such activities. On the other hand, unlike previous research undertaken in developed as well developing countries, women entrepreneurs in the UAE seem not to have a serious problem with social norms, market network and competition.”</td>
<td></td>
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<tr>
<td>M. Emilia Bianco, Margaret Lombe, Mara Bolis (2017)</td>
<td>Challenging gender norms and practices through women’s entrepreneurship (International Journal of Gender</td>
<td>“This study found that gender affected and was affected by women’s entrepreneurship. Women talked about Machismo (&quot;condescension of the swaggering male; the trappings of manliness used to dominate women and keep them 'in their place...')&quot; which acknowledged that women were socially expected to be at the service of others, sacrificial and submissive. Women from different ethnicities and regions reported experiencing different constraints (barriers in accessing resources such as land titles, credit, education, technical and business</td>
</tr>
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449 completed the questionnaire.
and Entrepreneurship, Vol. 9(4))

| 4 | Magdalena Suárez-Ortega* and Rocío Gálvez-García (2016) | Motivations and decisive factors in women's entrepreneurship. A gender perspective in education and professional guidance (Procedia - Social and Behavioral Sciences, 237) | Reasons for entrepreneurship: business opportunity or vocation; undertaking because of necessity; other reasons. In fact 6 out of 10 entrepreneurs in Spain who are in the initial phase of their projects are male but "Women are becoming the engine of the most promising economic growth of the country" (according to Autonomous Federation ATA (2015)). The first motivation reason: vocational one ("Almost 60% of people do it more for fun, wanting to see a project realized"). Example of Vanessa: Making the transition to entrepreneurship for having found an opportunity: "Studying second course of Law, when I was 20, a business opportunity appears, my father hesitated but eventually we started the business, and I get in front of that bathrooms´ screens´ company, all guaranteed and organized by my father". | A descriptive and qualitative methodology: theory about gender and feminism, social indicators, documentary sources and observational procedures, as well as interviews and life stories. |
Another reason: by necessity (Entrepreneurship as a gateway to a working state, in order to have a job. Underlying motivations for Vanessa: increase incomes, flexibility that allows to organize herself and reconcile work and family life, where women still have more difficulties; family business culture (It is easier to create a company when you have direct contact with the businessworld. Admittedly Vanesa lived in a familiar business culture during her childhood, her father is a businessman, sucking business since I was a little girl; you like it or do not like it). The importance of education about entrepreneurial culture in the family, in school, at university. Innate personality (It seems that the character of the person is one of the main factors that are perceived versus enterprise, there are certain innate qualities that predispose the persone to entrepreneurship, especially when it comes to undertake by chance or by vocation. Although entrepreneurial skills can be learned some people are born with these qualities). The motives and decisions that drive female entrepreneurship are because of obligation, since the limited supply and market access opportunities for paid employment, than by vocation.

| 5 | Martha Cantú Cavada, Vito Bobek, Anita Maček (2017) | Motivation Factors for Female Entrepreneurship in Mexico (Entrepreneurial Business and Economics Review, 5(3)) | Motivation is defined as inner and outer factors which encourage aspiration and dynamism in people to be continually interested and dedicated to a job, a role or a topic, or to make an effort to reach a goal (Ingle, 2014, p. 1). Motivations denote the needs, wants, desires or aspirations that impact, control or clarify the behaviour of individuals (Kumar, Poornima, Abraham, & Jayashree, 2003, p. 119). Abraham Maslow (1943), developed a theory which suggests that humans are motivated to satisfy five basic needs (Maslow, 1943). Description of 5 basic needs on the example of an entrepreneur. ‘Push’ theory and ‘Pull’ theory. The Push theory argues that individuals are pushed into entrepreneurship by negative external factors like job dissatisfaction, dismissal from a job, etc. On the other hand, the Pull theory suggests that individuals are attracted to entrepreneurial activities in order to seek independence, to use their skills and experience in the optimal way, etc. The Global Entrepreneurship Research Association mentions in its 2014 report that female | After the literature review which it is composed of secondary data, the authors made the empirical part of the study which was developed by obtaining primary data. Attaining primary data consisted of qualitative exploratory research, based on 13 indepth |
entrepreneurship in Mexico is becoming more powerful and frequent nowadays (GEM, 2014). The Mexican society faces a big revolution towards female entrepreneurship. Based on the change of family structure and traditions, women nowadays are having more opportunities to develop as entrepreneurs. Female entrepreneurship development is influenced by different factors including the entrepreneurs’ personal traits, social and economic factors. The lack of other economic prospects and unemployment pushed the women entrepreneurs from our sample to start their business. Women entrepreneurs’ psychological characteristics and social factors played a motivational role to undertake their own business. Pull factors for starting female entrepreneurship in our analysis prevailed (changing tradition and the role of women in Mexico, increasing number of non-governmental institutions which are generating great opportunities for women during the conception phase of the entrepreneurship process). Reasons which emphasise entrepreneurship as a positive and desirable alternative that pull women entrepreneurs to their choice prevailed in comparison with the factors which forced women to start business enterprises. Different governmental programmes that support female entrepreneurship, business incubators, financial knowledge, networking, and improving self-esteem are factors which promote female entrepreneurship in Mexico.

| 6 | M. Entrialgo and V. Iglesias (2017) | Are the Intentions to Entrepreneurship of Men and Women Shaped Differently? The Impact of Entrepreneurial Role-Model Exposure and Entrepreneurship Education (Entrepreneurship Research Journal) | Women are seen as an important potential resource for communities aiming to expand their economies, but empirical evidence indicates that the percentage of women involved in entrepreneurial activity remains below that of men (Thébaud 2015). According to TPB (Theory of Planned Behaviour), intentions have three independent determinants (antecedents of intentions): Attitude toward behavior, perceived behavioral control (PBC) and subjective norms (Ajzen 1991). The attitude toward behavior refers to the appeal of such behavior, or to the degree to which the individual holds a positive or negative personal evaluation of it (Ajzen 1991; 2002; Kolvereid 1996) [In entrepreneurship affects the perception of desirability, and, in turn, influences intention]. The second determinant is PBC, i. interviews with female entrepreneurs and entrepreneurship experts in Mexico. |
e. the perceived ease or difficulty in managing that behavior (Ajzen 1991). This concept is similar to self-perceived capacity. [In entrepreneurship reflects the perception the individual has of their ability to control this behavior, which favors intention]. Finally, the subjective norms measure the perception that the person has of the support received from family, friends and other significant people for the individual when carrying out a particular behavior. It refers to the perception that persons of “reference” may or may not agree with the decision to adopt a behavior. [In entrepreneurship the values of the persons of “reference” in relation to entrepreneurship influence our understanding of what is expected of us, and therefore also our attitude and PBC. According to this, social norms exert their influence directly on the antecedents of intentions, and therefore only indirectly on intentions (Liñán and Santos, 2007).]

| 7 | Emma McClelland, Janine Swail, Jim Bell, Patrick Ibbotson (2005) | Following the pathway of female entrepreneurs: A six-country investigation (International Journal of Entrepreneurial Behaviour & Research Vol. 11 No. 2) | Female entrepreneurship is an under-researched area with tremendous economic potential and one that requires special attention (Henry, 2002). “Push” and “pull” factors as motivators for business start-up (Alstete, 2002) or alternatively negative and positive factors as discussed by Deakins and Whittam (2000). The “push” or negative factors are associated with the necessity factors that force the female into pursuing her business idea. These can be redundancy, unemployment, frustration with previous employment, the need to earn a reasonable living and a flexible work schedule, reflective of the family caring role that is still expected from women. Welsh (1988) and Carter and Cannon (1988) found evidence of a “glass ceiling effect” that impede executive women from reaching more senior executive positions and thus pushes them from management positions into their own business. Women in his sample were more dissatisfied with previous work and experiences and saw self-employment as a means of catering for conflicting personal and work demands. Those women with domestic responsibilities was the belief that business ownership appeared the only way that they could make a sustainable living around other family commitments.

The “pull” or positive factors are those associated with factors of choice (Orhan and 86 Scott, 2001) and the desire for entrepreneurial aspirations (Deakins and Whittam, 2000). Among them are independence, self-fulfilment, autonomy, self-achievement, being one’s own boss, using creative skills, doing enjoyable work, entrepreneurial drive and desire for wealth, and women in this generation Process. A survey study has been carried out in order to obtain empirical data for research. Participants were final year undergraduates in the North of Spain. Internet-based research conducted by both the authors, and teams of students from the School of International Business at Magee College, between February and April 2004. Participants: Fifty-six female entrepreneurs from 6 countries. |
social status and power. The need for independence and the challenge of business ownership are the most frequently quoted 'pull' motivators for women entrepreneurs. Women are motivated by the social contribution their business can make to society (Orhan and Scott, 2001). Women start their own businesses, with the objective of “making a difference,” which means being more client-focused than men (Brush, 1992), ethical in operations and making a social contribution in addition to pursuing economic motives. Rosa et al. (1996) further add that women do not enter business for financial gain, but to pursue intrinsic goals such as independence and flexibility to interface family and work commitments. Brush (1992) has advanced the “integrated perspective,” the main premise of which was that many women business owners conceive of their businesses as a cooperative network of relationships rather than primarily as a separate profit-making entity.

It has to be emphasised that female entrepreneurs are not a homogeneous group (Carter, 2000a,b). But some demographic characteristics of women business owners are similar to those of men: marital status (married), age (30-45), and birth order (first born). It has been recognised that first-born children have different values and attitudes than their siblings and are in fact more entrepreneurial. Statistics show that entrepreneurs tend to be the oldest children almost 70 per cent of the time.

| 8 | Muriel Orhan and Don Scott (2001) | Why women enter into entrepreneurship: an explanatory model (Women in Management Review, Vol.16(5)) | Most surveys that have been carried out in industrialised countries have found quite similar entrepreneurial motivations between men and women with independence and the need for self-achievement always being ranked first (Hisrich et al., 1996). Motivations - identification of seven types of motives for women to become entrepreneurs:  
- Dynastic compliance (a family business; accepted the job during a transition period and her decision was taken with the agreement of her grown up children (dearth of husband, childrens are successors)  
- No other choice (self-employment as a result of difficulties within the salaried employment area; other situations: women who could not find a job after having taken some time off for their family, or who followed their partner to a different location and could not find an equivalent position, or women who remained in low qualified, often part-time, casual | Qualitative research involving 25 French women entrepreneurs were used to explore case study situations. A qualitative research technique using in-depth interviews |
- Entrepreneur by chance (1) the "evolution of women" with push factors, individual or environmental, and also with some environmental influences; taking a family business due to external circumstances such as an accident or a financial difficulty faced by parents; accepted the role of entrepreneur rather than seeking it 2) became entrepreneurs because of individual necessity; despite their level of education and previous experience, they perceived they would have difficulty in finding an interesting salaried job.
- Natural succession (leading, or co-leading their businesses; natural progression into the family business, after having acquired the relevant education, or the business itself was created by the husband's technical expertise and his wife found it logical for her to assist with the start up in a commercial and administrative position)
- Forced entrepreneur (the "evolution of women" characteristics together with having started as entrepreneurs as a result of necessity factors; No external influence from the environment)
- Informed entrepreneur (the "evolution of women" trend and choice of entrepreneurship for pull reasons; influenced by their close environment, either in a business succession circumstance or because of role models, or because the partner ensured some sort of expertise or financial backing; a quite secure entrance into entrepreneurship; a prior knowledge of what is to be expected from entrepreneurship, or some form of protection in case of failure)
- Pure entrepreneur (running own business appeared as a natural development of their previous experience; a high level of education with degrees in law or business; some were more diversified and had experienced "on-the-job" training; Entrepreneurship appeared to be a professional as well as a lifestyle choice).

| 9 | Attila Bruni, Silvia Gherardi and Barbara Poggio (2004) | Entrepreneur-mentality, gender and the study of women entrepreneurs (Journal of Organizational Change Management, Vol. 17 Issue: 3) | Patterns of female entrepreneurship - typologies of women entrepreneurs (are depicted as reflecting women's private life-courses: interruptions, discontinuities in business, ways to plan their futures which do not distinguish between business plans and personal plans): - the "aimless" young women who set up a business essentially as an alternative to unemployment; | Literature review, discourses on women entrepreneurs |
- the “success-oriented” young women for whom entrepreneurship is not a more or less random or obligatory choice but a long-term career strategy;
- the “strongly success-oriented” women, usually without children, who view entrepreneurial activity as an opportunity for greater professional fulfilment or as a means to overcome the obstacles against career advancement encountered in the organizations for which they previously worked;
- the “dualists”, often with substantial work experience, who must reconcile work and family responsibilities and are therefore looking for a solution which gives them flexibility;
- the “return workers”, or women (usually low-skilled) who have quit their previous jobs to look after their families and are motivated by mainly economic considerations or by a desire to create space for self-fulfilment outside the family sphere;
- the “traditionalists”, or women with family backgrounds in which the owning and running of a business is a longstanding tradition; and
- the “radicals”, or women motivated by a culture antagonist to conventional entrepreneurial values who set up initiatives intended to promote the interests of women in society.


Self-employment is alternative to wage and salary employment for unmarried (they cannot work at all as they have to support themselves) but married women cannot work at all as they have a spouse to support the family. Married women are self-employed at higher rates than unmarried women (8 % as opposed to 4 % for unmarried women in 2014); however, the self-employment by unmarried women is growing at a higher rate. Factors either pull into self-employment (high level of education, experience) or push in it (low level of education and experience, discrimination; self-employment as a step toward wage and salary employment). Thus, the most ambitious and most disadvantaged workers may both turn to selfemployment.

Non-monetary benefits of self-employment: a flexible schedule, a lower or no commute, and other advantages of being your own boss.
### The factor of risk aversion

Women tend to be more risk averse and the rewards of self-employment are more variable and less certain (i.e., more risky) than salary employment; married women exhibiting more risk aversion than unmarried women.

**Marriage may pull women into self-employment** (a spouse with additional resources in terms of human capital specific to self-employment) as well as **push into** it (the increased burden on women’s time). Self-employment provides more flexibility and the ability to allocate more time toward household responsibilities associated with marriage. Households may also use women’s self-employment as a financial backup.

**Children are assumed to push women into self-employment** (perhaps as opposed to salaried employment) because of the higher burden placed on women’s time as a caregiver. A recent paper by 

The factors influencing unmarried women’s choice of self-employment more closely resemble those that affect men’s employment choices (though gender differences still persist), while family burdens and gender-role attitudes significantly influence married women.

### Suvi Salmenniemi, Paivi Karhunen, Riitta Kosonen (2011)

**Between Business and Byt: Experiences of Women Entrepreneurs in Contemporary Russia** *(Europe-Asia Studies, 63 (1))*

6 of 25 respondents have become entrepreneurs by **privatising state-owned enterprises** or a part of it alone or together with other women. Before privatization they had worked as employees there. Push factors played an important role in women’s decisions to become entrepreneurs. For some women their way into entrepreneurship was a **survival strategy**. Many of our respondents started their business **reluctantly**, only because there was no other choice in the face of unemployment, declining wages and the need to support their family. But they had **gradually grown to enjoy entrepreneurship** and did not regret starting up a business. Others were encouraged by friends or family, sometimes a **joint venture** was created by friends. Russian women pointed out **gender discriminations** in business and explained their lack of trust towards formal institutions. They preferred **informal contacts and networks** not only because of ineffective work of formal institutions but also because of desire to avoid gender discrimination.

Social networks allowed to avoid Russian women gender discrimination and juggle the demands of entrepreneurship and family responsibilities.

27 semi-structured interviews with Russian female entrepreneurs in two Russian regions (St Petersburg, the Republic of Karelia) during 2005-2006. The majority of the interviewees had established their enterprises during the 1990s.
| Family gave financial and emotional support to respondents but at the same time served as a problem and increased the responsibility level and even prevented from business involvement (women’s double burden). Female entrepreneurs seemed to be committed to their businesses and were not ready to give up in case of financial problems or prolonged resistance of the family. But still patriarchal attitude towards female entrepreneurship was a barrier. |

| Observations and more than 100 qualitative interviews in two Russian regions (Archangelsk Oblast and Nizhegorodskaya Oblast) in 2002-2014 with Russian female entrepreneurs (some male interviewees also participated and stated their opinion on female entrepreneurship in Russia (motivations, reasons of failure). In addition, a survey with both male and female residents of Nizhegorodskaya oblast on possibilities to overcome and cope with poverty and hardships |

| 12 | Ann-Mari Sätre (2016) | The nature of the institutional factors influence women’s entrepreneurship in Russia. While formal institutions (legal rules and regulations) empower the possibility of women’s business development, informal institutions could both restrict and facilitate it. The dissolution of the USSR has not practically altered the role of women in the society, the previous social norms continue to exist and women are forced to take the reality for granted and reject the idea of becoming entrepreneurs. It is even harder to start entrepreneurship nowadays than after privatization reforms due to the lack of changes in Russian society and women’s inaction in changing the way the system works. Women have used the new opportunity to set up businesses in traditionally female sectors, which had low-priority status in the distribution of resources during the Soviet era, such as within health care, retail trade and services (Roshchin and Roshchina, 1994). The survival of hierarchical decision-making is reflected in the business sphere, in organizations as well as in enforcement and in the behaviour of entrepreneurs. The low level of trust in the legal system encourages the informal solutions to be found out and serves as an obstacle for women entrepreneurs. Bureaucracy is one of the problems for small entrepreneurs due to difficulties in registration and licensing. Surviving habits of obedience and “playing in safe behavior” do not encourage entrepreneurial activity of Russian women. Cultural norms and values do shape women entrepreneurial activity as well. Problems related to starting capital prevent the development of female entrepreneurship as well. |
Women entrepreneurs tend to play the role of **saviors of local places**. “Women are focused on how to survive, they are **not aggressive** and they do not have to prove anything”. “Women have themselves and their own strength, they do not count on anything else”.

As a Russian woman you are used to surviving, you simply have to. It is not about experience from your work life, training or education, it is an instinct, a habit”. Russian women point out that it is easier to start a business than to survive after the first year due to lack of financial capital, high taxes and competition with males.

| 13 | Tatiana Iakovleva, Marina Solesvik, Anna Trifilova (2019) | Financial availability and government support for women entrepreneurs in transitional economies: Cases of Russia and Ukraine (Journal of Small Business and Enterprise Development, 20 (2)) | The conceptual understanding of female entrepreneurship in a transitional economy (on the example of Russia and Ukraine). **The context is very important** for female entrepreneurship. Female entrepreneurship presence increased in both countries but still there are **no initiatives from neither government, nor business to support female entrepreneurship**. Russian women entrepreneurs pointed out the **importance of resources and luck as well as knowledge on how the “hidden rules work in business”**. However, there are several **programs supporting female entrepreneurship and bank loans** are available for Russian females but not to the equal extent as for men. The conditions of the former are sometimes are failed to fulfill. The society seemed to understand the significance of female entrepreneurship in recent years; but no efforts to promote it. The modern female entrepreneurs are portrayed as energetic, highly educated and knowledgeable; women entrepreneurs’ portray still excludes the important role of motherhood and family-work balance that in our opinion deserves separate and extensive attention. |
| 14 | Wells, B.P., Pfantz, T.J., Bryne, J.I. (2003) | Russian Women Business Owners: Evidence of Entrepreneurship in a Transition Economy. (Journal of Developmental Entrepreneurship, 8 (1)) | The strategy of female entrepreneurs was mainly to expand their business and to grow in the upcoming years. The barriers mentioned by female entrepreneurs were tax policies, business laws, economy and inflation, instability in banking system. The main problem for female entrepreneurs was maintaining business profitability. Industry affiliation of employees (top 5): retail trade, manufacturing (non-durable), business services, personal services, educational services. |
Appendix 2a. Questionnaire for the interviews (in Russian)

1. Как вы пришли к тому, чтобы стать предпринимателем? (Почему ты решила стать предпринимателем?)
2. Как бы вы сформулировали ответ на вопрос, что такое быть «женщиной-предпринимателем» в России?
3. Какие факторы вы могли бы назвать в числе тех, которые дискриминируют вашу работу, как предпринимателя, по причине того, что вы – женщина?
4. Что вас обычно мотивирует: работать, двигаться дальше, развиваться? Что мотивирует не сдаваться, даже если вы становитесь жертвой дискриминационных проблем, связанных с вашим делом жизни?
5. Прошу прощения, если вопрос покажется вам немного нетактичным, но это очень важно для нашего исследования. Скажите, пожалуйста, вы замужем? У вас есть молодой человек?
6. Как вы думаете, брак влияет на вашу работу? На результаты вашей работы?
7. Как вы считаете, всегда ли можно считать брак препятствием на пути успешной предпринимательской деятельности? Или же это зависит от человека, который с вами рядом? Будет ли он поддерживать или, наоборот, закроется, и связь с ним станет нитевидной?
8. Что бы ты выбрала: счастливую семейную жизнь, наполненную детским смехом и любовью мужа, или успешно работающий бизнес?

Appendix 2b. Questionnaire for the interviews (in English)

1. Tell us about yourself (name, age, occupation)
2. Why did you take a decision to become entrepreneur? (Why do you want to become an entrepreneur?)
3. What is it to be a female entrepreneur in Russia for you?
4. What factors can you name among those discriminating your operation? That can discriminate your operation?
5. What usually motivates you? What makes you continue your work? (What can probably motivate you? Make you continue your work?)

6. What is your current marital status?

7. Do you think marriage can affect your job/studies?

8. What do you think: is marriage definitely an obstacle in your entrepreneurial activity? Or is it dependent on the individual that is with you?

9. What will you choose: successful marriage and having a happy family life or operating your business successfully?
Appendix 3. Summary of the conducted Interviews with female entrepreneurs

<table>
<thead>
<tr>
<th>Name / Age / Occupation / Interviewee-group</th>
<th>Why did you take a decision to become entrepreneur? (Why do you want to become an entrepreneur?)</th>
<th>What is it to be a female entrepreneur in Russia for you?</th>
<th>What factors can you name among those discriminating your operation? That can discriminate your operation?</th>
<th>What usually motivates you? What makes you continue your work? (What can probably motivate you? Make you continue your work?)</th>
<th>What is your current marital status?</th>
<th>Do you think marriage definitely an obstacle in your entrepreneuri al activity? Or is it dependent on the individual that is with you?</th>
<th>What do you think: successful marriage and having a happy family life or operating your business successfully?</th>
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Alina / 32 / Entrepreneur, owns a small chain of flower shops / Entrepreneurs

To tell you the truth, this is not something I actually decided to do. My mother adores flowers and as far back as I can remember, our apartment always looked like a greenhouse. She inculcated in me this love for flowers, so since being a child, I have known how to tend plants. Moreover, when I was a teenager I fell in love with all this hippyish culture, 1967 San-Francisco, flower children, classic rock and blues and so that combination of the physical affection to flowers and mental state gave birth an idea to open a flower shop. My parents supported me, at first, both financially and morally: we found a little room close to the central metro station and a cold-storage warehouse, close to our apartment. We grew most flowers at home and stored them in the warehouse. My Dad brought them to the shop everyday while me and Mom were nicely arranging them. Since day one, we have been having a lot of clients, mostly students who had a date and needed last-minute flowers, it appeared there were only two of us working. So we hired couple more employees, then more. And then we understood that it was the right time to expand. We found the investor and opened one more flower shop. Then one more and another one. Now we have 12

As for me, I consider this to be very important to represent women who takes part in the entrepreneurial activity. My mother voiced me her fears about different attitudes towards us, like female entrepreneurs coming from male contractors. However, I didn’t gain the sight of any different attitudes. So, from my personal experience being a female entrepreneur is almost the same as being a male one.

No factors actually yet discriminated our operation. Well, I haven’t come across any apparent ones, though, according to what I know, sometimes females face hardships and difficulties doing business with men because in our country business in most of times is considered to be their territory. I have heard about cases when men could infringe on the contracts, not follow their obligations only because you are a woman, but as have said, we in the flower business haven’t tackled with any of those problems.

So, first of all, happy clients. You know, we start working at dawn and it is usually extremely hard to wake up, though I’m used to it, of course. But, what is the best motivation? It is when a hasty customer attends our shop fitfully looking around in search of this precious present - bouquet of flowers. And I am the one to help them. Especially those trying to buy flowers last minute, it is more often than not, that we are their last resort. And I materialize their hopes, making them

Currently, I am married and have two kids with my husband. We have been married for 10 years. Marriage does affects my job, so do my children. Nevertheless, with the wisdom of hindsight and 10 years of experience in entrepreneurs hip, I can say for sure that family is the most important thing in the world. Even if you love your job, working 24/7 will take you to the point when you feel lonely and depressed because you consciously cut yourself off friends, relatives and close people

Marriage definitely can be an obstacle, although I’m sure that should you always agree on every tiny point with your partner. What is marriage? It is not only your responsibility, but a responsibility in the face of your partner. Marriage is an obstacle even without you deciding to do business if you cannot agree with your partner. Marriage is all about mutual respect and mutual comprehension. I think, even if you love a person, should you never regard your love as of paramount importance. The cornerstone of
shops, a professional management team and hundreds of happy clients. I never specially wanted to become an entrepreneur, all my life I’m just happy doing what I want to do and make others happy.

happy. This makes me wake up every single day- love and dedication to my job. Secondly, potential opportunities. They motivate our small management and me. Competition on our market is quite tough and we are always in pursuit of new selling points that can make us better, stronger, wealthier. And all of us like that feeling of permanent development and competition. So, potential opportunities, expansion and robust competition are also the best motivation.

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your life is your principles and you. You should have your own little world, you should be able to exist on your own and only then you join your world with the world of your partner.
I actually came up with this idea in college. I spent hours and hours on Instagram scrolling down thousands of photos. Then I learnt about the opportunity to promote goods on Instagram and that’s the point when I decided to develop my enterprise via Instagram. Since my childhood I have been in love with toys, any kind of them. My grandfather makes toys himself. He is actually jack of all trades and I thought why not to attract him to my enterprise, he could be useful. So I approached my grandfather and asked him if he could probably create a trial consignment of toys for me. We chose colors, design, materials, some fine fabrics that the toys would be made of. and I also invited my younger cousin who took photos of the toys. So I posted the photos on Instagram and the same day I posted the photos, I received the first order, I was extremely happy. After that, I expanded the range, the product line and the product mix of my toys and I started working on expanding my client base. So actually I took a decision to become an entrepreneur occasionally, just because I saw the opportunity. But then the process is something that makes you move, that makes you continue because it is flabbergasting and amusing. I am extremely happy to devote all my time to the project.
Kate / 35 / Entrepreneur, produces spare car parts for antique vehicles / Entrepreneur

So basically there are two major reasons why I started to think about becoming an entrepreneur. The first one was obvious, I had worked in a large company before and I didn’t like total control and disrespectful behavior of my boss and so I decided that I don’t want to have a boss anymore therefore I just came up with a decision to start my own business. The second reason was that my dad is a car mechanic and he owns a little workshop in the suburbs of Moscow. And when I was a little girl I used to spend hours there helping him to repair vehicles. He specialized in antique vehicles. There always was some magic about these cars that overwhelmed my feelings. So, one day after I quit my job I approached my father and offered him to open an antique car repair workshop. He agreed and that was the day when we started to operate.

Being a female entrepreneur in Russia is a very hard labor. I have tackled with so many problems and hardships related to discrimination, harassment and sexism. I am confident that the reason for all these difficulties may be connected with the type of entrepreneurship that I’ve chosen. Producing car parts is considered to be a male type of business which is not fair, of course. Therefore, I often face problems and difficulties with signing the contracts, finding new agents and contractors, participating in a negotiation process. Men always consider themselves to be more experienced, more efficient, with superiority and

As I already told you, men consider me to be inexperienced and they also are sure that I have no expertise, no real skills, and most men cannot even believe that I am the CEO of the company. This can probably be weird and bizarre but it’s the reality. When you have an online business, e-commerce business, things are smooth and pleasant. However, when you enter a “male sphere of entrepreneurship”, such as: gas industry, oil industry, production, construction- you enter the territory of pain and total disrespect and

You know, the only real person to motivate me as my father. Though he’s a man, he respects me, he respects my choice of occupation. Every single day when another contractor infringes on the contract or, for example, supplies car parts of poor quality, my dad is the only person to come up to me and tell me, Kate, you have it, you are the only one to cope with your problems and you will do it, I know it perfectly. That usually motivates me a lot. Another

I am currently not married and I don’t have a boyfrien d.

As for me, I fully agree to the opinion that marriage affects your job. Women who choose to live not for themselves but for their men, I suppose, they are mistaken. I don’t judge anyone, but don’t you think we have to live for our lives, first? Again I support marriage, like an institution, and I fully agree on the importance of the institution of a family. But I seriously contemplate that you can’t

As an entrepreneur in Russia I have tackled with so many problems and hardships related to discrimination, harassment and sexism. I am confident that the reason for all these difficulties may be connected with the type of entrepreneurship that I’ve chosen. Producing car parts is considered to be a male type of business which is not fair, of course. Therefore, I often face problems and difficulties with signing the contracts, finding new agents and contractors, participating in a negotiation process. Men always consider themselves to be more experienced, more efficient, with superiority and
dominance in business relations. So, answering your question, yes, women face serious hardships if they choose the path of being an entrepreneur. So, to be an entrepreneur in Russia and to be a female entrepreneur in Russia, these are two different, absolutely different things.

discrimination towards all females. And all you have to do, no, all you are able to do, is just to accept the rules of the game they play.

point that motivates me, is a tough competition among both men and women on this market, as I know, that I am not the only woman who challenged males. I am not a feminist activist. I am for the equality of both men and women in any occupation. So, the major point that motivates me and makes me wake up and continue my tough work every single day is that I want to prove all sexiest males that I can work either equally to them or better.

have both. It’s always like, either you have a successful and healthy marriage because both partners work and devote a lot of time and energy to the development of their relationship, either you obtain a profitable and healthy enterprise. So, answering your question, I think that, yes, marriage would definitely affect my business.

and thrive. You make the choice yourself. No one makes you, no one insists on starting an enterprise. For example, I cannot imagine an individual who will be absolutely comfortable with my schedule and agenda. So, yes, right now I can’t have any conversation about something serious. But, never say never.
Nataly / 19 / Bachelor’s student, studies entrepreneurship. Wants to become an entrepreneur / Students

Well in my humble opinion, I really enjoyed my program in the University and I learned a lot of theory and theoretical data and knowledge. But right now I want to gain some empirical experience and therefore I want to start my own business. My dad told me several times that probably it would be better if I tried to work in a large company to gain some more experience but I think this is just a waste of time. I have to develop myself as a business woman and only this will be fruitful. So, basically I want to become an entrepreneur to be financially independent and to create a break-through project.

Oh, I read tons of articles via Web and we always discuss them with my group mates and friends. Personally, I think it is not so easy to be a female entrepreneur in our country now. I have heard stories about females trying to embark on some business independently from their men, and they failed because no one took them serious. So, how I see it, it is not even the problem of harassment or some tough discrimination, but no one appreciates women as a serious business partner and this is very disappointing because this is a reflection of serious non-economic problems, social problems, such as sexism.

To start with, well, I have also heard of such kinds of discrimination as different prices for resources in comparison between female entrepreneurs in male entrepreneurs. More than that, I have heard about the discrimination of a workplace. What is that: let’s suppose a male entrepreneur and a female entrepreneur are looking for the office to rent. The office for male entrepreneurs will be larger and with all the necessary conveniences. Moreover, the price for the rent will be lower. The same situation with female entrepreneurs, there are various things and factors that motivate me every single day. Firstly, all these successful stories of women entrepreneurs make me believe that, still we can operate on the same level with men. Secondly, I visit seminars and lectures of women entrepreneurs who became a success. And this makes me really motivated. I don’t have any idols though but when you comprehend that some women overcame the problems that worry you, you start to believe that you can do it.

I am not married and, well, I have a friend with benefit, but nothing serious.

Well, I’m not exactly sure, but I think yes. Marriage is... I don’t know, who needs marriage now? I don’t think we have to marry at all. Yes, probably, marriage affects the job and studies because, imagine your boyfriend setting rules and controlling your life, what kind of business can you start?

If you ask me, yes, I consider marriage to be a substantial obstacle in the entrepreneurial activity of any female. Women, we don’t have to marry, we don’t have to marry because men want us to marry them, we should exist in this world and develop the most comfortable way for us. And we can relate this to entrepreneurial activities too. I think we should start our own entrepreneurial sphere, existence separately from men with our own rules. And you know what, I think we will do it more effectively because for

Operating business successfully and no more comments.
price is higher, location worse, the roomage smaller. too. We are not alone, we are a huge community. Every year, I know, that thousands and hundreds of thousands of women open their businesses, embark on entrepreneurial projects, especially social entrepreneurship ones. Men have their community and mutual support within this community so why can’t we have the same and support each other, develop and expand.

example, I know that statistically men give more bribes than women do, causing corruption and this leads to the demise of any business. If you ask me, I would first set up a successful and profitable enterprise and only then start to think about marriage or a regular boyfriend. But probably, I just don’t feel that problem now because I’m young.
I’ve taken a decision to become an entrepreneur because my dad is a well off entrepreneur and I always had this example in front of my eyes. He’s so dedicated, so devoted to what he does every single day and sometimes even the most interesting job can be a routine. I fully understand that, but I still cannot imagine myself waking up to an alarm clock because someone told me to do that and I have to complete the targets that I don’t really feel like completing. Why do I have to do so? Therefore, I decided to go in my fathers footsteps.

Well, I am not yet an entrepreneur. But, from my perspective, being a female entrepreneur is a very critical goal, even a mission, because you show other women that it is possible to build up your own enterprise without any help and it is Possible to handle it. My father respects women entrepreneurs. And he always appreciates them with the same attitude as he has got towards men. The way of female entrepreneurs is a thorny way full of stumble blocks.

I haven’t yet, as I told you, stumbled upon any display of discrimination towards females in business. But I know, that among the factors that may discriminate the operation, one can name the sexist attitude of the government and governmental structures because usually the deals of all the businessman and entrepreneurs in Russia are basically the reflection of the deals of the government, How can you be not sexist and not discriminative in a sexist and discriminative government.

Usually my dad motivates me and he teaches me how to build a relationship with different people and, you know, he always taught me to never give up and I will never do. I am sure that I would do my upmost to succeed in the entrepreneurial activity and If I start I will not need motivation. My friends, sport, other successful woman and entrepreneurs, profit may influence my motivation, of course.

I’m not married. But I really want to marry and have kids. I want to have a husband, you know, like my father.

I’m not sure that marriage can have a negative impact on your job, or on any entrepreneurial activity. Again, I see the example of my dad. I want the same. I think, here it all depends on the person who is with you. If you love a person, if a person is fond of you, he or she will be an extra motivation for you.

No, I have already answered that question, I think that marriage is not an obstacle for the entrepreneurial activity. Marriage is always an extra motivation, as well as kids, as well as some circumstances that affect you and you start to work more, with a more substantial determination and dedication. Your business should become your vocation.

I actually don’t want to make such a choice. But if I chose, I would choose a happy family, although I don’t want you to think that I don’t want to become an entrepreneur and that I’m not serious about that.
To begin with, I have been working for six years already. And when I started to work in a large corporation, I thought, well, I will gain experience here and I will get some practical knowledge. However, I understood that I definitely do not like that kind of experience. Now, don’t get me wrong, this is not because I don’t like the job. I adore my job, I am an analyst. This is mainly because of an enormous discrimination policy of the company I’m working in and especially discriminated attitude of my boss and most of my male colleagues. I certainly don’t like it. My boss harasses me, my workplace is smaller, two times smaller than the workplace of a male person of the same position, My salary is lower, 30% lower than the salary of male person of the same position. And I can’t, but mention the attitude towards me. My boss asks me to bring him his coffee. But I am not his secretary, I have an MSU diploma. I am a specialist, I have an MBA. And my boss sends me to print documents and asks me to bring him a coffee? Is it normal? I don’t think so.

However, I understand that being a female entrepreneur in Russia is a hard labor, you have to prove everyone everything, and I am definite, the competition is tougher for us. Because we do not only compete with other women, but we compete with men, who have years of experience in business and management and who treats as someone “disabled” from the beginning.

To be honest, I already named the factors that discriminate my operation. I’m not sure about which ones will discriminate my operation if I become an entrepreneur.

I am usually motivated by books and literature on female entrepreneurship and feminism on the whole, moreover I am motivated by my friends and family.

I am divorced.

Well, I think that marriage can definitely affect your studies and your job.

No, marriage is definitely not always an obstacle in the entrepreneurial activity or either and your job. I suppose that marriage can be beneficial for any kind of activity not related to relationship. It mostly depends on your husband or boyfriend.

I will definitely choose a successful marriage but I don’t think that the question is posed correctly because I am sure that it is possible to combine successful marriage and successful operation of business. For any woman it is important to have a sustainable and profound relationship. My point of you is that it’s only possible to operate as successful business when you have a sustainable private life.
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<th><strong>Ekaterina / 42 / Used to own a real estate agency / Entrepreneurs</strong></th>
<th><strong>I am a mother of two kids on maternity leave. I was always interested in the particularities of real estate business, so couple years ago I started my own agency but for better or worse I was pushed out of business in 2014 due to the crisis in my country. Before maternity leave, I worked in the legal department of one of the Developers in Samara. After the bankruptcy I decided to acquire a new qualification in Samara Law School and started to work as a legal adviser.</strong></th>
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<td><strong>To be honest, being a female entrepreneur in Russia is mostly the same as compared to being a male entrepreneur. But, of course the main difference lies in the attitude. The rules of running a business are similarly tough.</strong></td>
<td><strong>Women are not taken seriously and not seen as competitors. It is hard for women to receive grants and government support regardless the politics taken by the government in 2017. Women usually experience the lack of knowledge and experience in business management and suffer from it as their rights are violated and obligations are exaggerated. This was exactly case and I had to blame myself for it.</strong></td>
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<td><strong>My kids, my dear children are the ones to motivate me the most. Though I went bankrupt, I never regret about me taking part in the entrepreneurial activity. Definitely, I will continue, I will never give up, I will continue working on the entrepreneurial projects because entrepreneurship is something I have always been meant to do. I see various examples of successful and hard-working women who are absolutely determined and dedicated to their enterprises and this motivates I am divorced.</strong></td>
<td><strong>Marriage is a hard labor. You have to think twice before taking a decision to marry a person. I never regret my marriage, and as I told you I never regret my business initiative either. So, I think marriage definitely affects your job, business, or anything that is not related to your personal relations. My position is that every woman should definitely marry but you No, marriage is not always an obstacle. It’s just a circumstance that motivates you but at the same time brings you more responsibilities and therefore makes your entrepreneurial activity more complex. Young female entrepreneurs should always be ready to combine their personal life and their job. That’s all.</strong></td>
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<td><strong>I would choose both. I have a partner right now, I mean a very close friend, that I actually want to marry. And I also have a great number of interesting business-ideas that I want to implement. So, I want to develop both my personal life and my work-life. For me, these two aspects are inseparable.</strong></td>
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<td>me, this makes me work hard and not give up the idea of trying to embark on a business project one more time.</td>
<td>should accept, you should always accept and be ready for the consequences that come with marriage. I’m not talking exactly about negative consequences, on the contrary, I’m talking about serious responsibilities that come with marriage.</td>
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