

## Work Package 5 Political Strategies and Transfer

### Group of activities 5.1 Political strategies

#### Policy Strategy Program

## Annex I Action Plan „Women“



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**INBETS BSR**

**Innovative Business Transfer Models for SMEs in the BSR**

## **Action Plan “Women”**

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## **Action Plan “Women”**

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## Introduction

In view of the declining population and ongoing global ageing, the economic and social activation of women is of paramount importance. Women make up more than half the world's population — statistically they also live longer than men and are better educated. Women's role in family business is invaluable: they support male-owners (mainly wives who advice their husbands/partners in firms' managing or take over home duties and let men focus on companies), they are non-formally employed helpers (performing specific work in the firm), they provide qualified staff for family firms (as employees on different positions). At the same time, women are characterized by lower level of professional activity then men, as well as lower engagement in management boards in all types of companies, including family firms.

The following issues has been addressed in this report:

- differences in professional activity level between men and women in Batlic Sea Region States – statistics and determinants,
- women's leadership – statistics and analysis of its specificity,
- women's participation in management boards of family firms and their role in succession processes – statistics and forecasts,
- propositions of supporting actions/tools for women-successors.

While preparing the report, several publicly available reports of research results, scientific publications and expert opinions were used, as well as interviews conducted by the INBETS Project partners' with women successor.

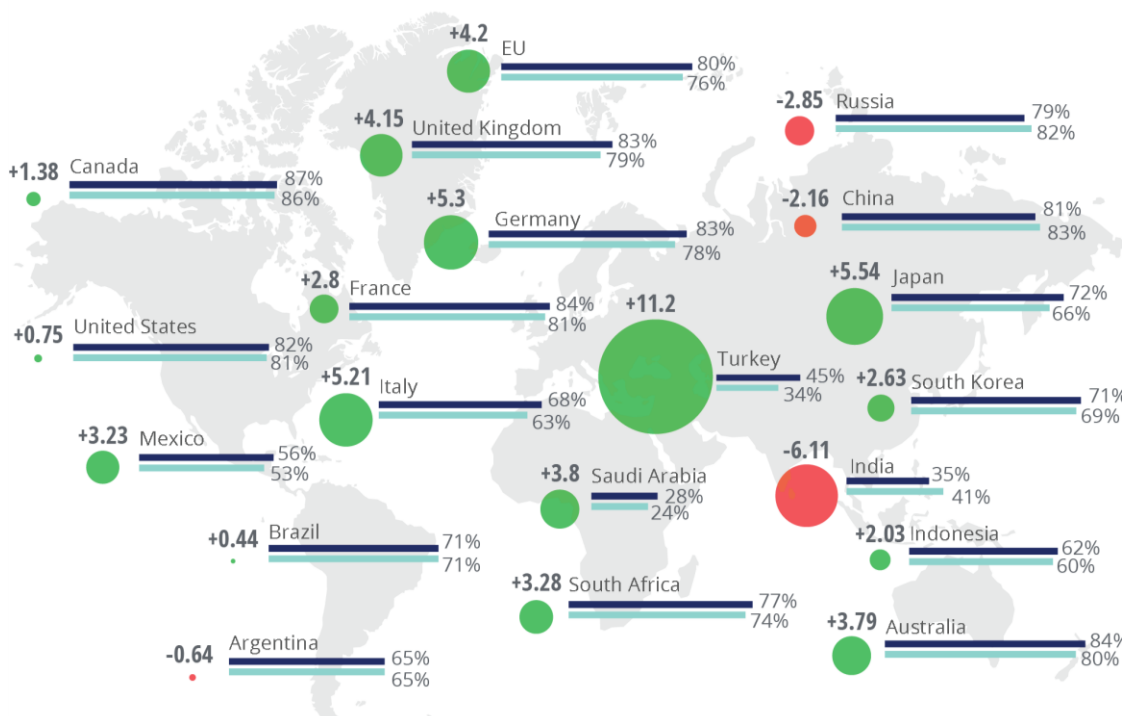
## Women on labour market

Women's participation in labour market has been rising for last years, nevertheless it is still on lower level than men's participation. In G20 countries during the past decade the labor force participation numbers show only modest increases in the ratio of women activity relative to men. The highest in Turkey, Germany and Italy (see Figure 1). In Turkey – mainly because of cultural changes (women have received more freedom despite the rules of the Muslim religion) and as the implication of international changes (increase in the number of foreigners working and starting families in Turkey). In Germany and Italy – mainly because of the changes in their traditional family models. For many years in those countries women's activity was centered on homework and family. Nowadays, since there is more and more single household (often created by women) – women becoming more independent and economically active.

**Figure 1. Female labor-force participation has barely changed in most G20 countries**

Percentage of women in the workforce, 2007 and 2017; bubbles indicate change in female-to-male employment ratio.

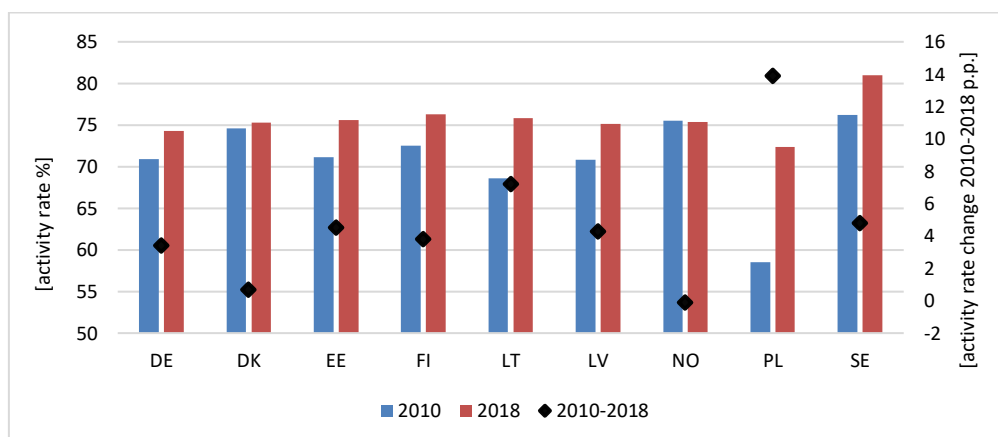
■ 2017 ■ 2007 ● Positive change in female-to-male ratio ● Negative change in female-to-male ratio



Source: (Majumdar, Buckley, 2019).

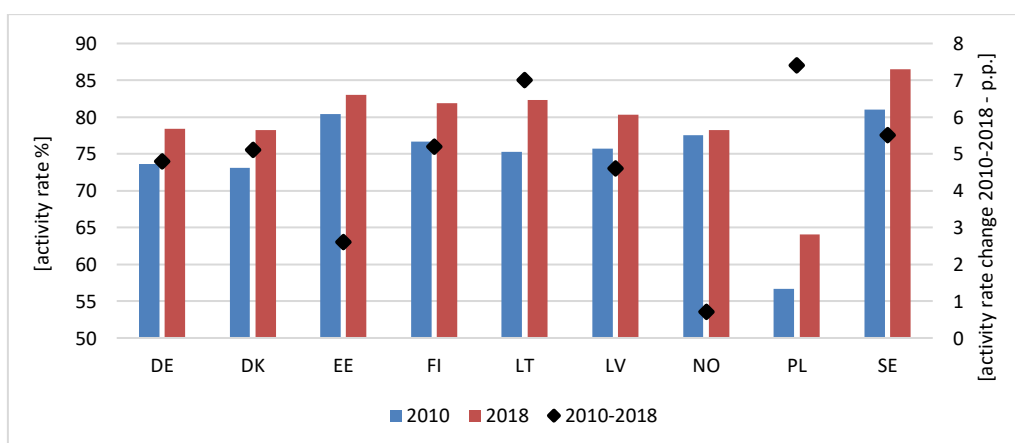
In the period 2010-2018 in the Baltic Sea Region States there can be observed the trend of increasing women's professional activity (activity rate increased by an average of 4,2 p.p.) – measured among women aged 15-64. The highest increase was noted in Poland – women's activity rate increased by 14 p.p. (from 58,5% in 2010 up to 72,4% in 2018). The only country from Baltic Sea Region where it has slightly decreased (by 0,1 p.p.) is Norway – see Figure 2. Meaningful changes were observed among women in older age groups: 40-64 and 65-74 (see Figure 3 and Figure 4). Their economic activity rate has increased in all Baltic Sea Region States. Quite interesting is significant increase of economic activity rate among women aged 65-74 in Estonia, Latvia and Lithuania. It just confirms how huge potential has been unexploited in Eastern European countries so far, and still can be used by employing women and older persons.

**Figure 2. Economic activity rate among women aged 15-64 in the Baltic Sea Region States in 2010 and 2018**



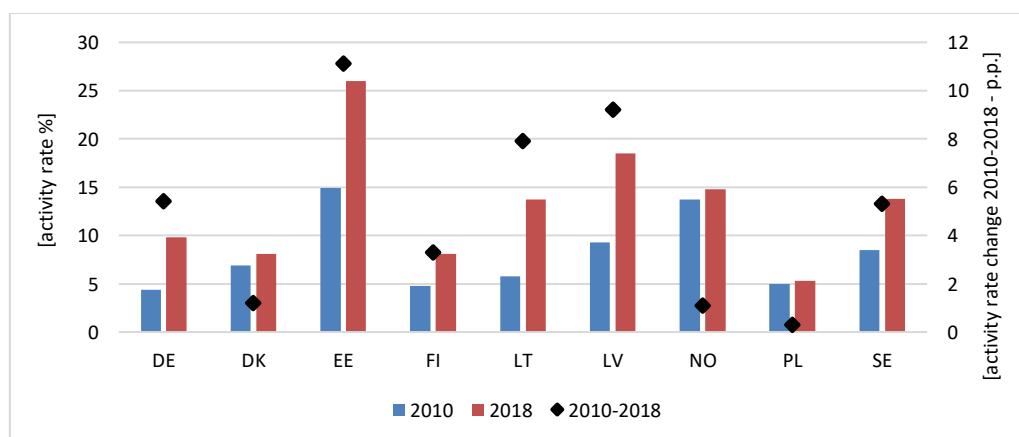
Source: own elaboration on Eurostat data.

**Figure 3. Economic activity rate among women aged 40-64 in the Baltic Sea Region States in 2010 and 2018**



Source: own elaboration on Eurostat data.

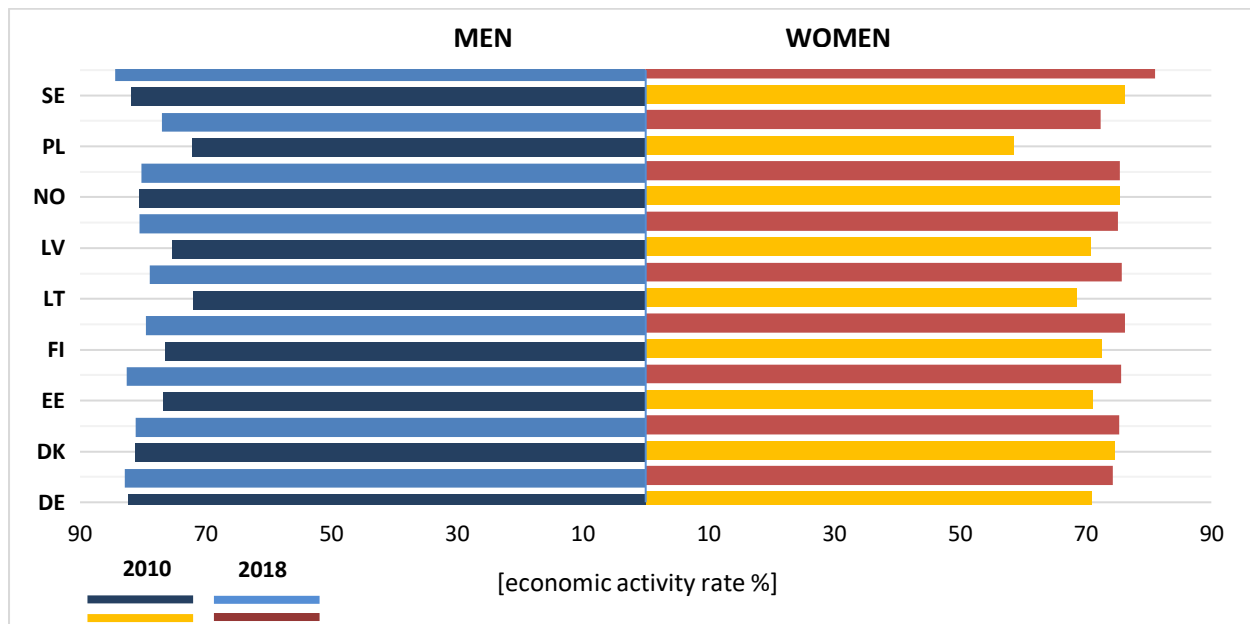
**Figure 4. Economic activity rate among women aged 65-74 in the Baltic Sea Region States in 2010 and 2018**



Source: own elaboration on Eurostat data.

As it was stated before, even though women's activity rate increases, it's still lower than activity among men. In 2010 the biggest gender activity rate difference was noticeable in Poland (13,6p.p.) and Germany (11,5p.p.). In 2018 – in Germany (8,6p.p.) and Estonia (7p.p.) – see Figure 5.

**Figure 5. Economic activity rate among men and women aged 15-64 in Baltic Sea Region States in 2010 and 2018**



Source: own elaboration on Eurostat data.

The active participation of women in the labour market is influenced by numerous factors (Kunasz, 2016; Hunt, Samman, 2016; Aguero, Marks, 2008; Mammen, Paxson 2000). The literature indicates and divides them according to various criteria, including individual, workplace, economic and social factors. They can both encourage professional activity and “pull into passivity” (see Table 1).

**Table 1. Selected factors determining women's professional activity**

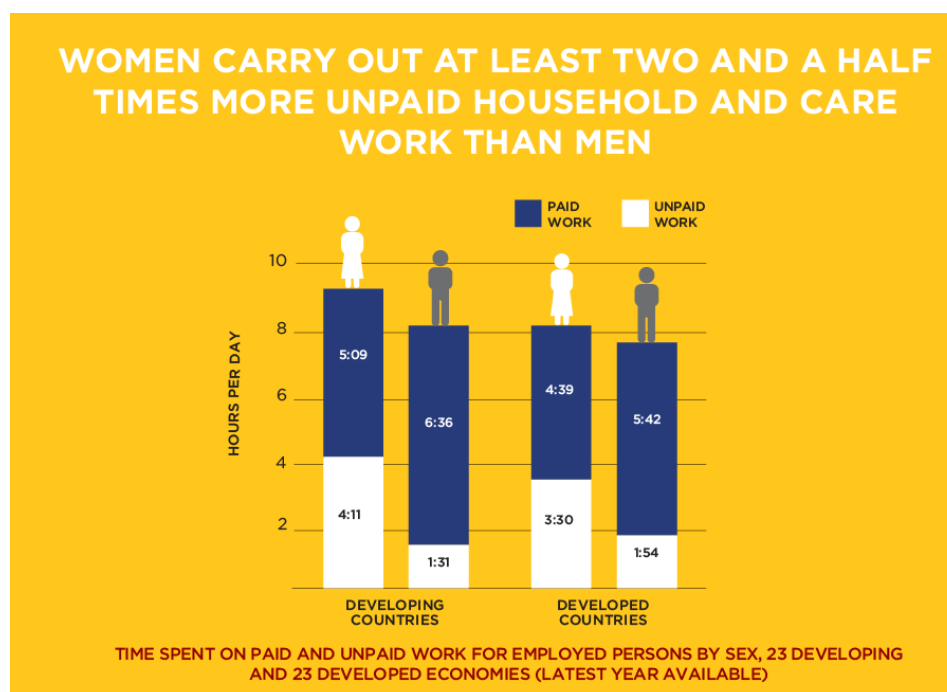
Factors	Increasing the professional activity rate	Inducing professional passivity
<b>INDIVIDUAL</b>	<ul style="list-style-type: none"> <li>— personality traits such as: curiosity about the world, enthusiasm, professionalism, diligence, independence</li> <li>— a high level of education</li> </ul>	<ul style="list-style-type: none"> <li>— personality traits such as: dependence, passivity, submissiveness</li> <li>— low level of education</li> </ul>
<b>WORKPLACE-RELATED</b>	<ul style="list-style-type: none"> <li>— promotion prospects</li> <li>— flexible working hours</li> <li>— a women-friendly organisational culture</li> <li>— possibility of self-fulfilment</li> </ul>	<ul style="list-style-type: none"> <li>— discrimination on grounds of gender (gender payment gap, difficulties in getting promotion etc.)</li> <li>— poor growth and promotion prospects (so-called “sticky floors”)</li> </ul>

		— no support for maintaining a work-life balance
<b>ECONOMIC AND SOCIAL</b>	— childcare system — legal solutions to promote women's labour market participation	— an extensive social benefit system — lack of systemic childcare solutions — gray zone

Source: (Richert-Kaźmierska, 2020).

The key factor limiting women's professional activity – as it was diagnosed in several research – is their engagement in home and family duties (Barrientos, 2002; Kabeer, 2008; Lantara, 2015; Morikawa, 2015; Winkler, 2016) (see Figure 6). Women report spending an average of 13 hours on housework and 23 hours on caring for family members each week – the equivalent figures for men are 8 hours and 10 hours. Both sexes view their relative contributions as unfair. 60% of women report doing more than their fair share (compared with just 10% of men), while 37% of men report doing less than their fair share (compared with just 6% of women) (Park et al., 2013).

**Figure 6. Women's engagement in unpaid work**



Source: (UN Women 2017).

## Women as the members of management boards

Women are less economically active and they are underrepresented in management boards. All research results (conducted in different countries) confirm there is still wide gender gap in leadership. It results from horizontal and vertical segregation to which women are still subject in many workplaces (Hozer-Koćmiel, 2008, p. 115). Horizontal segregation means the concentration of demand for the female labour force in certain — usually worse-paid — economic sectors. Vertical one – occurs when women occupy less prestigious positions, at the bottom of the professional hierarchy, and are less likely to be promoted than men.

Women occupy key managerial positions or become members of the management bodies in companies and public institutions less often than men. Despite the growth observed for several years, in 2017 only 25% members of boards of the largest publicly listed companies in the European Union were women – see Table 2.

**Table 2. Gender equity in decision making in EU and Baltic Sea Region States in 2017 (%)**

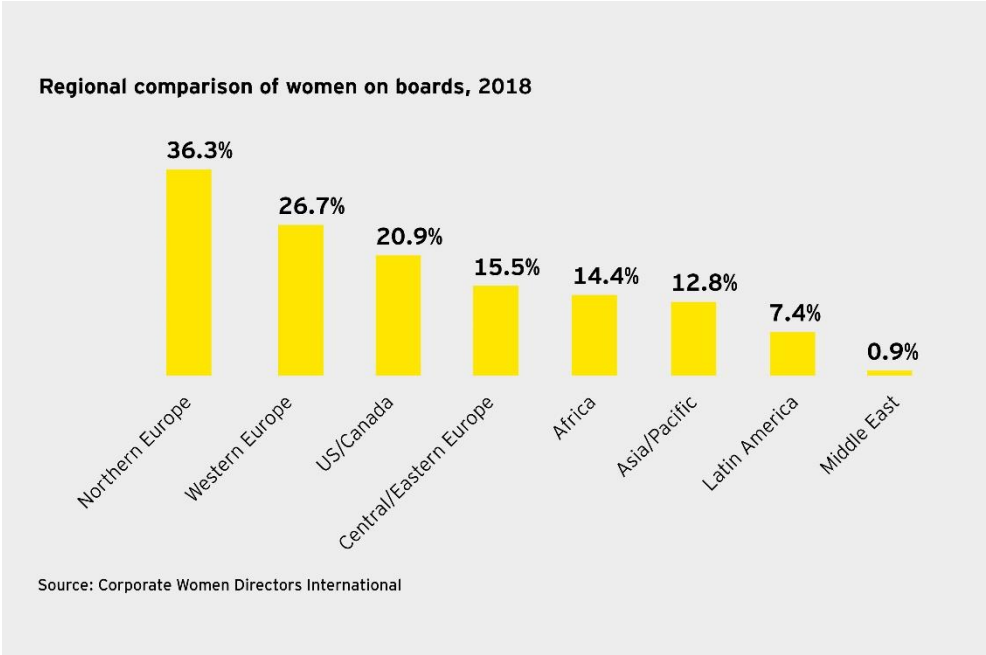
	Proportion of women on boards of the largest publicly listed companies
<b>EU28</b>	25,3
<b>DE</b>	31,9
<b>EE</b>	7,4
<b>FI</b>	32,8
<b>LV</b>	28,8
<b>LT</b>	14,3
<b>PL</b>	20,1
<b>SE</b>	35,9

Source: (2018 Report on equality, 2018, p. 65).

Most often women are the members of the boards in Northern Europe, least likely – in Middle East – see the Figure 7.

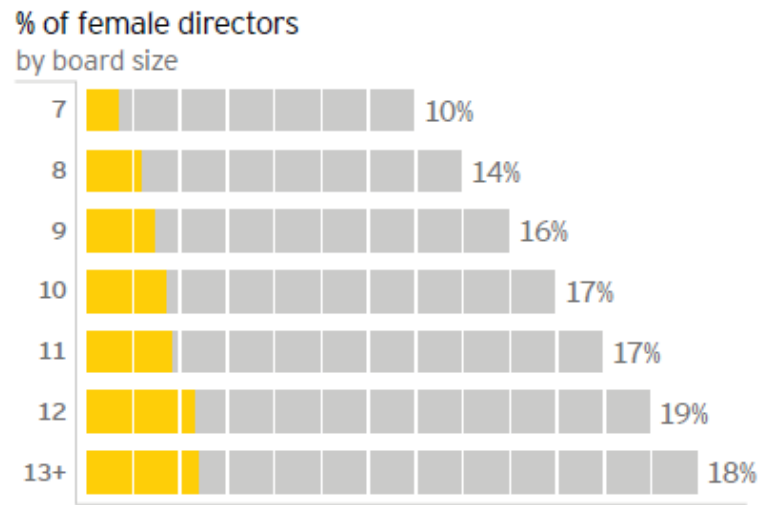
The proportion of senior business roles in different types of companies held by women stands in Europe at 24% (Medland, 2016), but in 85% of cases where CEOs are women they are the sole owners (Lee, Jasper, Fitzgerald, 2010), therefore it is a self-employment formula. The presence of female top managers in larger companies remains extremely low (Dawley, Hoffman, Smith, 2004). 51% of the companies that increased directorships held by women last years, did so by increasing board size (*Women on US boards*, 2015). Women's participation in the board remains correlated with board size – see the Figure 8.

Figure 7. Regional comparison of women on boards in 2018



Source: (How to get more women, 2019)

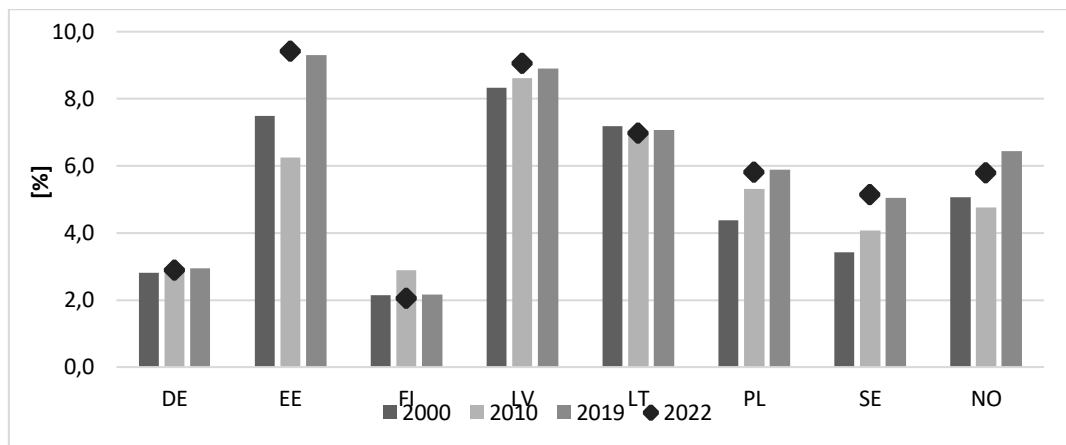
Figure 8. Women’s participation in the boards by board size



Source: (Women on US boards, 2015).

According to the research results of the International Labour Organization, in countries of the Baltic Sea Region less than 10% of working women are employed on managerial positions. In 2019 in Finland – only 2,2% (the lowest value among BSR States), while in Estonia – 9,3% (the highest value among BSR States) – see Figure 6.

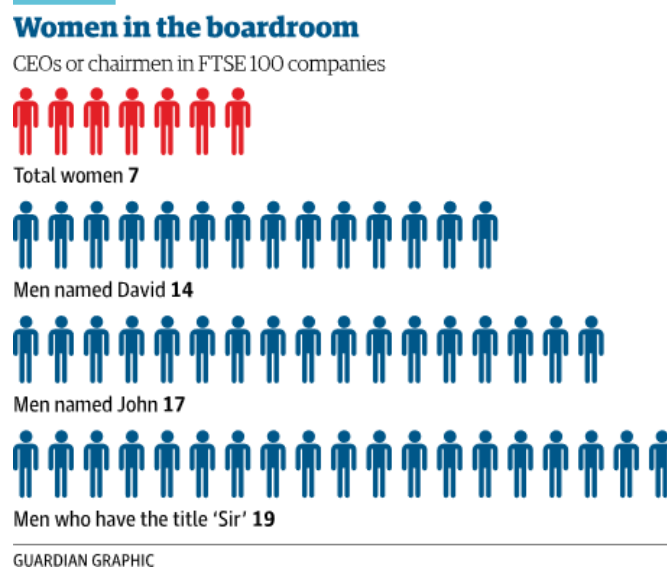
**Figure 9. Women employed on managerial positions in relation to total employed women in the Baltic Sea Region States – with forecast for the year 2022 (%)**



Source: own calculations using the data of the International Labour Organization  
<https://ilostat.ilo.org/data/>

Research conducted in 2015 in Great Britain has showed that among chief executives and chairs of FTSE 100 companies, there are 17 men called John (or Jean) - outnumbering all the female bosses put together. Men called David or Dave also outnumber women, by 2:1. Female leaders of FTSE 100 companies are outnumbered by Davids, Ians, Marks or Andrews (or variations of those names) by nearly 5:1 (Rankin, 2015) – see Figure 8.

**Figure 10. Women in boardroom – FTSE100 companies**



Source: (Rankin, 2015).

In the United States of America only 16% of S&P 1500 board seats are held by women – less than the proportion of seats held by directors named John, Robert, James and William. 15% of S&P Midcap 400 and 12% of S&P SmallCap 600 directorships are held by women (*Women on US boards, 2015*). Women

as board members are usually younger, less tenured and more likely to serve on multiple company boards than their male counterparts (*Women on US boards, 2015*).

Research results show, no significant difference between men and women regarding leadership skills or ability to handle management and business challenges. The only significant difference was the level of self-confidence. Men considered themselves more effective as leaders. This self-confidence is reflected in how highly they rated their leadership skills and ability to tackle management and business challenges. Women, on the other hand, were less likely to rate themselves as highly effective leaders compared to their peers, to have completed international assignments, to lead across geographies or countries, and most significantly, to lead geographically dispersed teams (*Global leadership, 2015*). Other limitations of women's leadership are summarized in Table 3.

**Table 3. Barriers for women's advancement to senior leadership**

Barriers	“strongly agree” and “agree”	
	women	men
stereotyping and preconceptions of women's roles and abilities	66%	34%
lack of senior or visibly successful female role models	64%	49%
lack of significant general management or line experience	63%	63%
commitment to family or personal responsibilities	62%	54%
lack of mentoring	61%	31%
failure of senior leadership to assume accountability for women's advancement	56%	35%
lack of desire to reach senior levels	53%	41%
lack of job assignments which are highly visible to key decisions-makers	52%	26%
lack of professional or executive development opportunities	47%	17%
lack of awareness of organizational politics	43%	11%
inhospitable corporate culture	36%	20%
lack of skill or ability to reach senior levels	14%	11%
sexual harassment by supervisors, colleagues, customers or clients	10%	1%

Source: (Women in leadership, 2002).

Scientists emphasize the importance of engaging women in management boards. They mention several reasons. Most often they point five of them: more efficient problem solving, higher transparency of decisions processes, significant ability for cooperation, better education (wider knowledge) and readiness to be mentors (important in the times of qualified employees lack) – see table 4.

**Table 4. Five reasons why having women in leadership benefits companies**

Gender diversity in managing boards means greater diversity of thought, which, in turn, leads to improved problem solving and greater business benefits.	( <i>Global Leadership Forecast, 2015</i> )
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Female executives make the decisions as being honest and ethical than do male executives.	(Women and Leadership, 2015)
Women leaders are more collaborative than men. Men are more focused on winning (warrior gene at all costs).	(Cullinan, 2018)
Women made better mentors than men. Mentorship and sponsorship can be incredibly important for career growth and job satisfaction, so having increased supply “on the bench” in the company can give the employees an edge.	(Ragins, Cotton, 2017)
Young women are starting their careers better educated than their male counterparts. A more educated workforce is essential for implementing innovative techniques, challenging the status quo and introducing new business approaches. Women should be given equal chances to ignite the growth of a company.	(On pay gap, 2013)

Source: own elaboration.

## Women as successors – case studies

The type of companies where the number and share of women in managerial positions and management bodies is increasing, is family businesses<sup>1</sup> (Barrett, Moores, 2009; Humphreys, 2013; *Staying Power*, 2017). More than half (55%) of family companies have at least one woman on the board, and 70% also consider electing a woman as the next CEO.

According to the researchers, the specificity of family business favours the presence of women, offering them independence and access to potentially better jobs, including management and leadership positions. In addition, working in a family business means more flexible working hours, greater job security and opportunities for development and promotion (Salganicoff, 1990; Wagner, 2011; Borisova, Sterkhova, 2012).

However, young women (daughters) who actually assume the leadership of the family business are very few. The main factor which hinders their path towards a leadership role, seems to still be the gender of the successor (Jimenez, 2009). Family business owners rarely consider their daughter as a “first” candidate for succession (Martin, 2001; Lee et al., 2003). Most often that is a son who is expected to join the family business. Daughter “is

given a choice – or not invited – as a matter of course” (Francis, 1999). Daughters can assume the leadership of the family business only in “special circumstances” (Wang, 2010) such as: all siblings are female and the family has no male heirs (sons or even son-in-laws) (Haberman, Danes, 2007); all the male members of the family are not interested in running the business (Vera, Dean, 2005); the family or

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<sup>1</sup> Family businesses lack a clear definition in the literature. For the purpose of this study, a family business will be understood as a business of any legal form whose capital is wholly or mainly held by a family, while at least one member of the family has a management function and there is an intention to keep the business in the hands of the family (Frishkoff 2005).

the business is going through a tough time (such as a predecessor's sudden illness, a risk of failure of the business, etc.) (Dumas, 1998); daughter has an effective involvement in the family business and a close relationship with the predecessor (Curimbaba 2002). In some cases, families choose to create a team of siblings – sons and daughters – to share leadership and ownership in the future so that all the descendants are potential successors, regardless of gender. But even in these cases, the effective leader is the eldest son, and the daughter most often works in a secondary position, with very limited powers and responsibilities (Garcia-Alvarez et al., 2002).

Below there are presented some cases of women who have taken over the family business. The examples confirm the “special circumstances” that decided about women's succession.

#### CASE 1: MB Pneumatyka

Country	Brand	Size	Lenght of func.
Poland	automotive	medium	MB Pneumatyka founded in 1984
<a href="https://mb-pneumatyka.pl/en/profile/">https://mb-pneumatyka.pl/en/profile/</a>			
<b>Donator and sucesor characteristic</b>			
<p>Daughter-successor's father was determined, strictly defined in action, visionary, very good engineer. He adhered to the principle that a good product would sell itself. He assumed that the Polish market is large enough for the company.</p> <p>Successor has no doubt that a good product is not enough. The team and marketing activities are important. The market is the whole world. A definite visionary proving that you don't have to be an engineer to run an engineering company.</p>			
<b>Factors determining succession (positive/ negative)</b>			
<p>The father was forced to transfer the company to the daughter because he was seriously ill. The positive of this situation was that in company did not appear the problem of dual power-ownership. Negative: the successor didn't have anyone to learn from.</p>			

#### CASE 2: Met-Lak

Country	Brand	Size	Lenght of func.
Poland	Production of metal furnitures	medium	Met-Lak, from 1989
<a href="https://www.met-lak.com.pl/en/">https://www.met-lak.com.pl/en/</a>			
<b>Donator and sucesor characteristic</b>			
<p>Daughter-successor has a lot of doubts, because a woman is not associated with the metal industry. However, after a few years, she finds that metal can be used to make beautiful things, including combining them with other materials (wood, glass) and creating cool products. She can't imagine that more than 30 years of her father's work could be compromised. She believes that working for herself</p>			

is the coolest job. She has a lot of “female ideas” that could be brought to the industry. She believes that it is good to create a place where people earn, but also feel safe or can increase their competences.

**Factors determining succession (positive/ negative)**

The father does not seem still ready to hand over the company or at least some of his competence. For several years, siblings have been introducing to take over a business, but it is not yet known how it will end. Success will depend on whether she and/or he can identify with the company, give it their heart and soul. It should be a passion or at least conditions should be created for realizing the passion in the future.

**CASE 3: Antinasu & Ratsula Oy**

Country	Brand	Size	Lenght of func.
Finland	Commercial (Clothes)	Medium	Antinasu & Ratsula Oy; from 1924
<p>The business was founded by Mr. Gösta Wilsson in 1924, when Mr Willsson bought the bankruptcy estate of B. Arifullen in Pori, and started a clearance sale of textiles and dry goods. Gösta Wilsson was only 22 year old, full of ideas, and it didn't took a long time until Pori saw a new textile and clothing boutique being opened close to its market place. The Swedish name “Wilsson” was soon replaced by family of traders' original name “Ratsula” and the business was started by selling coats and men's suites.</p>			
<b>Donator and sucesor characteristic</b>			
<p>At the moment, transferring the business from third to the fourth generation is under the planning, and at this time, it means not only generational change but also the gender change. Although in each generation also the wives and sisters have been strongly involved in the business, there are no male heir in the fourth generation.</p> <p>The fourth generation has already been in the executive team, and are by this way growing to meet the new challenges. A consult has been involved in executive team training and building the new strategy. The fifth generation is growing and some of them have already taken their first steps on duty.</p>			
<b>Factors determining succession (positive/ negative)</b>			
<p>The depression in the change of 1920's and 1930's was hard, but young business managed through the hard times, as well as through the war years 1939-1944. The years after the war were the years of growing and widening the business New shops were opened and new building built. In the beginning of 1970's it was time for the first generational change. Göstas son, Pertti Ratsula, who had already in the late 1960's been involved in the management, took over the business. Mr. Gösta Ratsula remained the ownership of the company until his death in 1972.</p> <p>The 1970's was a challenging time in Finnish fashion business. During the 1960's the dressing habits of Finnish people had begun to change, and during the 1970's the youth adopted totally new styles. The youth fashion had broken through. This meant rapid changes and companies working in the fashion business were continuously bound to have their finger on the pulse. Also an energy crisis in 1973 and depression caused by that brought their own challenges to the markets.</p> <p>1980s was a decade of growing and adjusting the business, whereas the beginning of 1990's was an era of biggest depression in Finland after the war. Thousands of companies went into bankruptcy, unemployment was huge and people's purchasing power declined dramatically. The company managed to stay alive through this challenging period too. In 1996, Mr Pertti Ratsula and his wife decided to retire. It was time for the third generation to take the helm. Their son, Mr Matti Ratsula, his</p>			

wife and his sister had been working in the company even before that, but they also had experience from other companies, which brought new ideas how to do the things. One of these was to start the development process a year before the retirement by a survey directed to the whole personnel. In the survey both their view of disadvantages and weaknesses as well as their wishes were collected. The process continued by removing the disadvantages and after that, new directions were given and improvements realized. The directions were compiled together as a quality system which gives resources for independent working to everyone.

The change of the man at the helm was made within one night, and it was agreed that after having retired, the former CEO do not intervene in the business if he is not asked for that. Retired entrepreneur presented the company if the successor could not do it, he managed some projects and he was always willing to answer the questions. This worked well and can be recommended for companies that are in the situation like this. The ownership was transferred piece by piece within the next 10 years.

Although the transfer was planned well, it took one year for the retired couple to get accustomed with the situation. Before that, they were comparing the new ways to do things with their former ways.

#### CASE 4: Sinituote Oy Ltd

Country	Brand	Size	Lenght of func.
Finland	Manufacturing industry (Cleaning equipments)	Big	Sinituote Oy Ltd, from 1940
Sini-Tuote Oy (Ltd) was founded by Mr. Einto in the end of 1940's. Company was growing few decades but got difficulties in the end of 1980's and company's major bank took over the company which was after that splitted. Mr Ilkka Brotherus bought company's cleaning equipment production and the name "Sini-Tuote Oy".			
<b>Donator and sucesor characteristic</b>			
Johanna Hamro-Drotz, Ilkka Brotherus daughter, will take the responsibility. It was not by any means self-evident that Mrs Johanna Hamro-Drotz would follow in her father's footsteps. The decision begun to clarify nine years ago when she was living in Geneva and begun her career as Export Manager of company. Before that she had been working in Metso Corpration Plc and in Golla Plc. For six years ago the Hamro-Drotzs moved to the Finland and after family leave Mrs. Hamro-Drots began as Marketing Manager of the company. In September 2018 she was nominated as CEO of the company.			
<b>Factors determining succession (positive/ negative)</b>			
The company has been growing up and many new products has been developed and launched within the past 30 years. Now, at the age of 67, Mr. Brotherus thinks that it is time for generational transfer.			

#### CASE 6: Otto Brandt Ab Ltd

Country	Brand	Size	Lenght of func.
Finland	Diversified	Big	Otto Brandt Ab Ltd > Oy Otto Brandt Ab Ltd and Brandt Group Ltd, since 100 years on the market
This company had in its history two stormy transfers. The first transfer in the 1930's was close to fail: The founder of the company did not trust on his son and sold majority of shares outside the family. Piece by piece son succeeded to collect them back. The second transfer during the end of 1960's and			

beginning of 1970's was technically uncomplicated operation, but the problem was that it was difficult for father to transfer the responsibility to his son.

Third transfer was executed step by step in the beginning of 1980's. First step was to double the share capital. New capital was subscribed by sons, Tom and Stefan, who now owned 50 % of the company. A few years later company bought its own shares from Tor Brandt, his wife and daughter. Finally, Tom and Stefan owned the company 50 / 50. The earlier transfers had been complicated, characterized by the confidence gap between fathers and sons, and this transfer had its figures too: Father, Tor Brandt, was seen in the office almost daily even in the end of 1980's.

Corporate had two product lines, consumer products and industrial products. One brother was responsible for consumer business and the other for industrial business. Both brothers developed their parties, but it was not enough that products and customers were very different from each other. That were the brothers too. And furthermore, both brothers had children some of them were willing to continue the business. Dividing of the corporate had been planned for long time, but diffusion would have cost a lot in the form of taxes to be paid. Finally, the Limited-liability Companies Act was changed, and tax-neutral diffusion became possible. At first, the value of each business was balanced by group support, then the group was divided into two groups, both owned by brothers in 50/50. The last phase was to change the shares and now both brothers owned their own business alone.

After that there has been another business transfer in industrial group, known as Brandt Group Ltd, the first without any problems in juridical or personal relationship level. Group is now managed by 4th and 5th generation together. In the former consumer division, Oy Otto Brandt Ab Ltd the transfer from 4th to 5th generation is still ongoing.

#### **Donator and sucesor characteristic**

3rd transfer: Tor Brandt > Tom and Stefan Brandt; 4th transfer: Stefan Brandt > Stefanie Brandt (Ongoing) Tom Brandt > Jesper Brandt and Charlotta Furuholm

#### **Factors determining succession (positive/ negative)**

We have learned that the relationships between generations are not always uncomplicated, but the transfer will succeed if it is well planned.

### **CASE 7: Hallaworks Oy**

<b>Country</b>	<b>Brand</b>	<b>Size</b>	<b>Lenght of func.</b>
Finland	Engineering, subcontracting	Small	Hallaworks Oy
<b>Donator and sucesor characteristic</b>			
When the entrepreneur and owner of the company, Juha Hallamaa died suddenly and unexpectedly in December 2007, his daughters were 19 and 22 years old (they were students).			
<b>Factors determining succession (positive/ negative)</b>			
The production manager took operative responsibility and sisters, realizing that they were unexperienced as entrepreneurs, started the search of new CEO with help of head hunting company that knew their father and company and had an idea of what kind of person was searched. After three months a new man was at the helm.			
Both of sisters had vocational level education in business administration, and straight from the beginning of new situation they took care of administrative routines with the help of bank, bookkeeper			

and insurance companies, as well as customers and suppliers, all those were understanding and patient in the situation. Everything was new for sisters, although one of them had been working in the company few summers, thus they had to learn all. And much was learned from mistakes. New CEO proved to be a man at his place. His experience and knowledge were at great help, although he didn't have experience of entrepreneurship.

At the moment both sisters are working in the company, one is CEO and the other Chairman of the Board, the former CEO who was hired after father's death, is a Member of the Board and the business is going on. The company has also ridden out the storm caused by biggest customer who closed its works in Finland – turnover was cut off with 50 % but is now step by step reaching the former level.

## CASE 8: Telilän Sähkötyö Oy

Country	Brand	Size	Lenght of func.
Finland	Electrical contractor	At the moment medium	Telilän Sähkötyö Oy; Telilän kiinteistöt Oy, Telilän Sähkötyö Oy, from 1956
Telilän Sähkö was founded in 1956 by Mr. Erkki Telilä who run the business more than 20 years. In 1977 the legal form of the company was changed and in 1978 it was transferred to Erkki's son, Mr. Sakari Telilä. In 2008 took Sakari's son Mr. Pekka Telilä responsibility of business as CEO of Telilän Sähkötyö Ltd.			
<b>Donator and sucesor characteristic</b>			
Mr. Pekka Telilä was the first entrepreneur in Generational Replacement Program of Satakunta University of Applied Sciences. His father Sakari Telilä had planned to retire. It was clear that Pekka would be the owner in near future. The company, Telilän Sähkötyö Ltd, had also future challenges for growing up as a national and international company.  Pekka had planned his studies with teachers of his core subjects and with the mentor from the faculty of Technology and Maritime Management bearing in their minds the future entrepreneurship. A cooperation contract with the Enterprise Accelerator was signed when Pekka still was studying. He spent the academic year in Ireland as an exchange student studying electrical engineering, business management and English. The Bachelor's Thesis of Pekka was related to the generational replacement in Telilän Sähkötyö. He graduated and became an electrical engineer.			
<b>Factors determining succession (positive/ negative)</b>			
During his studies Pekka and his father had pondered the essential business activities with the mentor and a couple of experts from Enterprise Accelerator. It was considered that Pekka's challenge was to expand the enterprise activities and to make international contacts.  Pekka and his father Sakari decided to make diffusion for the company. Pekka took on his responsibility the electric contracting under the name Telilän Sähkötyö Ltd and Sakari runs new company Kiinteistö Telilä Ltd which owns and develops the facilities. Telilän Sähkötyö Ltd has grown by acquiring other electric contractors and developing new competence areas like building automation, weak current and solar power.			

## Empowering women successors – what can be done?

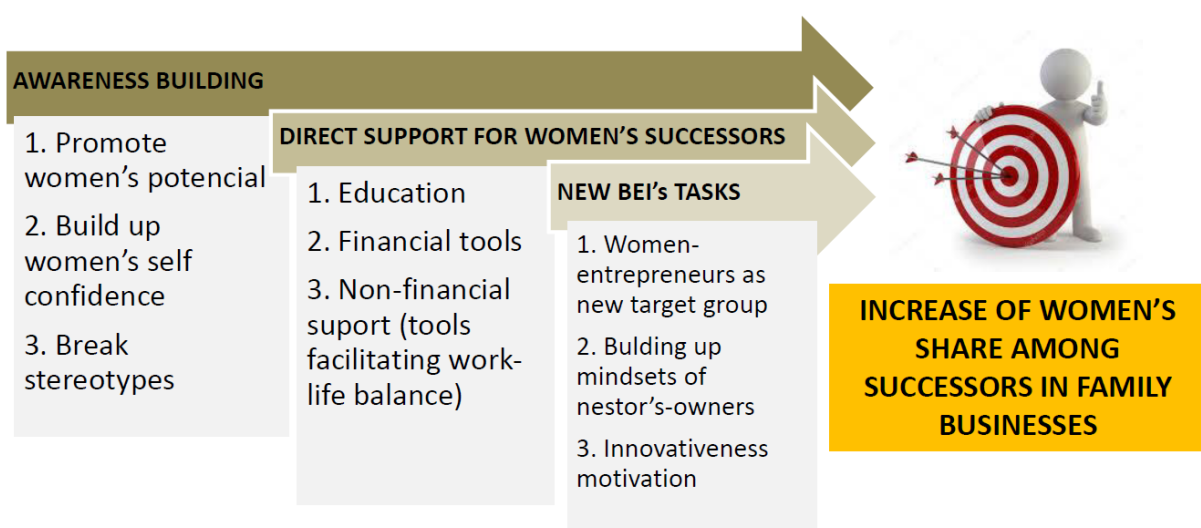
There are a number of actions that can be taken to improve diversity on boards by increasing women's participation, as well as increase the frequency of taking over family businesses by women. Those actions refer to different dimensions: women's individual self-esteem (awareness, willingness), companies internal organizational culture, regulations protecting women against gender discrimination, society education and awareness building – Figure 11 and 12.

Figure 11. Activities supporting women's participation in leadership

Recommended activities	
<b>AWARENESS BUILDING</b>	Case studies, motivating movies Workshops (nestor's-owners – successors), media promotion Education: ISCED3 – ISCED7 (2011) 
<b>DIRECT SUPPORT FOR WOMEN'S SUCCESSORS</b>	Courses, workshops, coaching programmes Low interest loans, women's special funds Care system for children and the elderly 
<b>NEW BEI's TASKS</b>	Courses and workshops dedicated for women-entrepreneurs Women's tailoring of communication Working with „conservatives“ Innovativeness promotion – exhibitions, trade shows 

Source: own elaboration.

Figure 12. Activities supporting women's successors



Source: own elaboration.

## Conclusions

Because of all the economic and social changes, increase of women's participation in labor market and leadership is indispensable. The actions must be taken in different dimensions and the effects will be observable after some time. Most desirable actions, that should be undertaken are as follow:

- promote women's achievements, especially among young women who have to believe in themselves,
- promote diversity-friendly workplaces,
- promote balanced work teams,
- overcome gender related stereotypes – build up society awareness,
- remove barriers to women's progress – regulations' changes if needed,
- develop financial supporting tools for women-entrepreneurs.

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