

## FROM BUSINESSPLAN TO BRICOLAGE

*Andrea Dorothea Bührmann: University Of Munich; Institute Of Sociology, Munich, Germany*

*Katrin Hansen: University Of Applied Sciences Gelsenkirchen , Dep. Bocholt, Bocholt, Germany*

~

**Contact:** Andrea Dorothea Bührmann, University of Munich; Institute of Sociology, Konradstr. 6, 80801 Munich, Germany, (T) ++ 49 89 2180 3802, (F) ++ 49 89 2180 2922, Email: andrea.buehrmann@soziologie.uni-muenchen.de

According to German government statistics, since 1998 over 1 billion euros have been spent on supporting women-run businesses. Nevertheless, around 75% of German female business founders still see themselves as discriminated in comparison to men (bga 2007) and in 2006 Germany maintained the critical position 36 (out of 37 countries) in GEM concerning support of female start up activities (see Sternberg/Brixy/Hundt, 2007). Rolf Sternberg and Heiko Bergmann (2003: 33) have pointed out that besides a lack in supportive infrastructure there still exist cultural factors that are “not necessarily conducive for women starting business in Germany. [...] In recent years, media reports about starting businesses have increased, but the image of the typical business founder continues to be male dominated”. Still nowadays, the image of the entrepreneur in Germany continues to be based on the (masculine) entrepreneur of the early 20<sup>th</sup> century, which might be one cause of the gender gap in starting and growing businesses in Germany.<sup>1</sup>

### **The Hegemonic Image of Entrepreneurs**

The desire to build a 'private kingdom' or even a 'dynasty' (Schumpeter, 1993 [1934]: 138) is one dominant feature of an entrepreneur.<sup>ii</sup> This implies a considerable size of a business. In the (German) view of the successful entrepreneur, this aspect even has attracted increasing attention. In the German-speaking world, Dennis De (2005: 16f) sees a movement away from the original meaning of this concept, the core of which he regards as the responsible, bold and resolute leadership of a business: “Nowadays, most people associate entrepreneurship mainly with captains of industry ... if someone says, for example, ‘my uncle is an entrepreneur’, that suggests some vague large scale undertaking, instead of a small business owner, software consultant or roofer. All these people, however, are entrepreneurs according to the original meaning of the German word...”.

In viewing the growth model of 'classical' entrepreneurship theory,<sup>iii</sup> it also becomes apparently that the "normal case" of growth is to be found in the expansion of the business in terms of employees and sales, which is implicitly or explicitly evaluated in a positive way. In this entrepreneurial image the "entrepreneurial hero" or the "heroic self-made man", respectively, continue to predominate (see Reich, 1999: 25, see also Ahl, 2006:599, 613). According to this myth, the unspectacular people encountered in everyday life have no place in founding and running a business; nor is there room for the entrepreneurial thinking and acting of female employees: "To the entrepreneurial hero belongs all the inspiration; the drones are governed by the rules and valued for their reliability and pliability." (Reich, 1999: 26)

The functionality of such views for industrial societies may have held sway for a long time, but, in light of an increasingly observed transformation to a knowledge-based information society, many now see these views as obsolete at the very least, if not dangerous.<sup>iv</sup> This hegemonic (masculine) type of entrepreneurship belies the heterogeneity of today's entrepreneurial activities in Germany (and the world at large). The latter are characterised much more by the diverse forms of businesses themselves as well by the entrepreneurial individuals and their motivations in founding, running or taking over a business.<sup>v</sup>

Recent studies point to a growing proliferation of different business forms, a development seen to be largely attributable to the increase in female businesses.<sup>vi</sup> Thus, apart from the traditional entrepreneurship, there is also a distinct 'part-time entrepreneurship' or 'side entrepreneurship' and a 'necessity entrepreneurship,' which is founded in an unemployment situation or to avoid it, but which exhibits or can develop entrepreneurial characteristics.

We confronted this hegemonic image of entrepreneurs with a more diverse picture<sup>vii</sup> derived from a research project, in which a variety of methods were applied<sup>viii</sup>. In order to gain an adequate understanding of entrepreneurial activity, a trans-disciplinary research design is required, one that is constructed in a process-oriented way and contains both quantitative and qualitative methods. Nevertheless, there is an emphasis on qualitative methods in our approach, the use of which has been increasingly called for by the international entrepreneurial research community (see e.g. Hindle, 2004: 577).

Qualitative approaches are particularly suited to the task of investigating new phenomena or ones caught in an emergent stage and enable the study of especially intricate aspects of these phenomena, such as feelings and thought processes (see, for instance, Strauss/Corbin, 1998: 11).

At first we performed a discourse-analysis<sup>ix</sup> of the image of female entrepreneurs of organisations and institutions that consult and support prospective (female) entrepreneurs.<sup>x</sup> Our focus was laid on understanding what knowledge about founding a business our interviewees are confronted with and whether and to what extent they are able to identify with this knowledge. Thus, we considered the websites as an element of the inter-discourse, concerning the topic of starting, running or taking over a business.

By conducting this discourse analysis we reconstructed what we call the 'normal entrepreneur'. This entrepreneur is implicitly expected to be male, because he is working around the clock for his plan-guided business, unburdened by caring for his family. Furthermore:

- He makes lengthy preparations to become self-employed and structures life around preparing for self-employed activities.
- He shows a distinct type of enterprising self. His care for the business is complemented by a pronounced desire for self-realisation. A high value is placed on ongoing personal and professional training and education.
- He uses mainly cultural capital as a resource and obtains specific qualifications to realise goals.
- Family is important for him, however, as social capital.

We conducted 29 narrative, problem-centred interviews with female and male entrepreneurs. In a process of open coding, developing categories and relating them to subcategories, we made patterns emerge which we then connected to theoretical concepts found in literature. Our result of this part of the project is a typology<sup>xi</sup> covering the following four types which emerged from interviews with women entrepreneurs as well as with men<sup>xii</sup>:

- Strategic Planners
- Step-by-Step Entrepreneurs
- Crisis-Entrepreneurs
- Bricoleurs

Those types differ regarding the categories: reason for starting the entrepreneurship, the entrepreneurial process, the capital resources of the entrepreneur<sup>xiii</sup> and their self-perception as an enterprising self.

The **strategic planner** corresponds closely with the hegemonic image of the 'normal entrepreneur'. This type is working around the clock for his plan-guided business, unburdened by caring for his family - on the contrary, the family cares for him and functions as a support system "in the background." Entrepreneurs of this type make long-time preparations to start their business and structure their lives around preparing for their self-employed activities.

*"I became self-employed at age thirty three. I had planned that ten years previous. I had always told my girlfriend that at some point I would work for myself by running a fitness studio.... After I trained to be a clerical worker, I took the next path and became a physical therapist, because it's really important for me to be well qualified. It's always been of the utmost importance for me to have solid professional training and to be prepared for everything." (Ms. E.)*

The strategic planner shows a distinct type of enterprising self. A high value is placed on ongoing personal and professional training and education. Apart from a marked willingness to pursue "life-long learning," a caring attitude concerning the well-being of the business is a motivating factor of the entrepreneurial activities of the strategic planner.

**Step-by-step entrepreneurs** develop their business in a process that has been planned out, beginning with the start-up idea (which often is based on professional experience or the acquisition of specific knowledge), and adjusting to the respective circumstances that arise.

*"Each interim goal I reach brings a new goal. I've noticed that I'm someone who's always moving forward. I've come to think in dimensions—I never thought that was possible. But that's in fact how it is." (Ms. K.)*

Those entrepreneurs do not primarily assess the development of the business in terms of quantitative growth. Planned reduction is an accepted option, depending on the personal and market-related circumstances:

*"I don't want any more growth, because it won't work out if I grow and remain solo. I have to find a partner to do that and I don't want that right now. Of course, I ask myself at the moment, where do I stand? Or, what position am I actually in as a business?...It's a difficult question, because for the first time in my life I'm asking myself if I should take a step back and become smaller. And that's almost more difficult than becoming larger, in terms of how I lead my life..." (Ms. J.)*

Entrepreneurs of this type direct their care mainly toward themselves, "...being content with a manageable business that provides them with a living."<sup>xiv</sup> "Doing something I have fun doing" is a common motivation, as is "being able to work the way I want to". Many interviewees of this type regarded themselves as lacking leadership ability in the early stages of their business' development. They have grown step-by-step into their role as the "boss":

*"And I had to learn and realise that despite everything, even though I'm nice, I'm still the boss ... there are two worlds and I can't enter the other world. Of course, I'll go with them to eat an ice cream or something, but there are areas where my presence isn't wanted. And I had to recognise this (differentiation of roles), which was extremely difficult in the beginning." (Ms. J.)*

They identify themselves closely with their businesses and see this as "typical for an entrepreneur." This identification is mainly functional in nature and an important identification criterion is success:

*"I'm definitely an entrepreneur—otherwise I wouldn't be successful." (Ms. K.)*

Entrepreneurial characteristics the interviewees ascribe to them-selves included ambition, a high degree of professional competence, possession of a wealth of ideas as well as the willingness to take on responsibility. At the same time, some of them have difficulties labelling themselves as entrepreneurs:

*"You're labelled an entrepreneur even as a small business with three, four employees. That's simply what you're considered, but I don't feel like some raving entrepreneur who has to be in this group. I'd rather continue to see myself as a freelancer. I don't really see myself as an entrepreneur." (Mr. E.)*

Obviously, the status attached to being a (female) entrepreneur, which is defined through the hegemonic image of the entrepreneur, does not offer the interviewed persons of this type a figure they can identify with.

The third type we named '**Crisis Entrepreneurs**'. Their decision to engage in entrepreneurial activities has been initiated or even dominated by external

factors people have little or no control over. Specific critical life events we were able to identify as relevant in Germany at the beginning of the 21st century are

- unemployment or looming unemployment, connected with poor or non-existent possibilities in the labour market,
- the German reunification in 1990, which led to massive changes in economic structures the decades following,
- the death of a father or husband, which necessitated the decision to continue running or to take over the family business.

Even if these business founders and owners seem very heterogeneous at first glance there are many commonalities that emerged in the interviews. Before encountering a critical life event, none of the crisis entrepreneurs gave much consideration to the challenge of taking up an entrepreneurial activity. Nevertheless, they developed entrepreneurial qualities by running a business. The care for others, whether they be children, family or employees, is the central concern in the founding or taking over of a business. Caring about the business is likewise pronounced, but is clearly perceived as a means to an end. The first priority is caring about people, about others. Self-concern is focused on little or not at all.

The business founders from Thuringia in the former GDR had held positions with a high level of responsibility (managerial) or were already self-employed but had to develop a new structure and direction for their business in order to adjust to the changing circumstances.

*“Self-employment was actually the reason I did it. I had already worked for fifteen years in an apartment firm and the working conditions—...—were not that good, and there was a possibility then for people to become self-employed.” (Ms. H.)*

*“I became self-employed in 1973. I decided to take this step, because in 1972 in the GDR the laws for self-employment were relaxed. The changes in the law also applied to trade work (029:029). [...] It was clear to me that this was the path I had to take. I didn't give it any consideration that something could go wrong.” (Ms. G.,)*

The entrepreneurs characterised here from the new (east) and old (west) German states share a tendency to identify much more with the image of the entrepreneur as expressed through individual entrepreneurial attributes, rather than with the entrepreneurs as associated with big business and high management ratios. Their image of the entrepreneur is characterised by boldness and innovation. In contrast to the image of the normal entrepreneur, their idea of an entrepreneur is a founder who works actively with others and draws on a wealth of ideas.

Another group of entrepreneurs who encountered a critical life event are those who took over a family business after a father or spouse had died or could no longer work. They had definitely been around the entrepreneurship a great deal via their parents or familial situation, which had a demonstrably positive input on their preparedness to engage in entrepreneurial activities (see Moore, 2000; Lühr-Heinemann, 2005). Nevertheless, the decision to keep the business going becomes somewhat involuntary in their specific situation, thereby showing

parallels to the economy of necessity, since the survival of the business plays a decisive role as a means of securing a living (for the family).

The hegemonic entrepreneurial image obviously hinders these women from identifying themselves as entrepreneurs.

*Interviewer: "Do you see yourself as an entrepreneur?"*

*Ms. I.: ... not as a traditional entrepreneur.*

*Interviewer: What is a traditional entrepreneur?*

*Ms. I.: Well, someone who learned everything from scratch and had a very different background than I have, because I had to learn a lot over time. I don't have this typical background, a degree in business and accounting ..."* (Ms. I.)

A clear link can be seen here between the growth of an entrepreneurially-moulded self-perception and the successful development of the business. The entrepreneurs recognise what they do for the business and grow into their roles:

*"I really grew into it. It just came to me."* (Ms. T.)

*"I see myself as being ...stronger as an entrepreneur. Since I've been freed from this certain pressure here and we've restructured, management-wise—I've seen myself more as an entrepreneur since that time."* (Ms. I.)

These entrepreneurs demonstrate a marked identification with the business:

*"... the firm and me myself. That's one thing. I can't separate them."* (Ms. P.)

*"Because I live with and for the firm."* (Ms. P.)

For all of the entrepreneurs grouped under the crisis label, a pronounced change occurred over time in their view of the image of an entrepreneur, because the critical life event for these women meant their initiation into becoming an entrepreneur was like "jumping into cold water":

*"It's a really a tremendous amount of work. I have to say that you don't have any idea of that beforehand."* (Ms. B.)

This helps to explain why their initial image of the entrepreneur is defined by the hegemonic entrepreneurial image. Nevertheless, their view of entrepreneurs develops over time, becoming more similar to the perception these entrepreneurs have of themselves. Thus, identifying oneself as an entrepreneur based on **function** changes to identifying with the **status** of an entrepreneur. They regard it as self-understood that being an entrepreneur implies taking on social responsibility:

*Interviewer: "As a local entrepreneur do you also play a role in the city's society?"*

*Ms. B.: Yes, I would say so. Yes.*

*Interviewer: Is that important as an entrepreneur?"*

*Ms. B.: Yes, definitely. I don't know how it is in large cities. I can't say. But in cities of this size, definitely."* (Ms. B.,)

Those who have become entrepreneurs through the advent of a critical life event – especially the family entrepreneurs – place high demands on themselves and others. They developed an entrepreneurial personality that follows criteria of economic efficiency, criteria that apply to the whole of the self. This type receives and revitalises a business, as can be shown in the case of the quasi-forced taking over of a family business, in which previously non-entrepreneurially oriented actors develop their enterprising self through their daily work. A similar situation can be found in the special case of businesses that were “phased out” in the aftermath of the GDR, parts of which were taken over by previous employees and given a new direction.

For Germany, this type of entrepreneur is important in view of the ca. 350 000 companies in need of new owners in the future (Freund, 2004) and in connection with the ongoing integration of the new German states. The success factors of this group are thus deserving of more investigation.

**Bricoleurs**<sup>xv</sup> use elements of their biography (key experiences, specific qualifications: internal bricolage) associating those to the pool of resources immediately available in the external environment (external bricolage), thus constructing resources and business opportunities. Joan Winkel distinguishes explicitly between internal and external bricolage, interpreting bricolage as a moderator of the relationship between opportunity discovery and opportunity development on the one hand and between opportunity development and opportunity exploitation on the other hand. Bricolage is seen as a means of leveraging the entrepreneur’s prior knowledge and other existing resources to navigate the entrepreneurial process (Winkel 2007: 5). A typical experience has been expressed by one of our interviewees:

*“I had the luck of getting a film in my first year that had already been very successful other festivals. That was obviously the best thing that could’ve happened to me. At the same time, I felt that my colleagues were suspicious of me, that they were wondering how I got this film, which others had also tried to get.” (Ms. D.)*

In contrast to the step-by-step entrepreneurs, the bricolage type entrepreneurs are more pro-active in the founding and formation of the business:

*“For me, it was important at first [...] to have enough energy to do it and pave my own way exactly. I knew precisely where I wanted to go. And I took along the others who were with me.” (Ms. G.)*

In the later development of the business, exploiting opportunities also proves to be an effective strategy of opening up the developmental possibilities of the company. The positive experiences with this approach lead the entrepreneurs to be open to new chances and to seizing opportunities:

*“In that case I didn’t think twice. Maybe, if a good opportunity arises ...” (Ms. C.)*

Moreover bricoleurs make good use of impetus from the environment to successfully navigate the business:

*“Then I came into contact with “Gourmet of the Day”, from the paper Feinschmecker. They wanted to do a cooking show for this day and they wanted me to do it. I did that and then came up with the idea to offer cooking courses there. That’s what I’m doing now.*

*That developed like that in a year and I've gotten new customers through the cooking course and it's progressed like a snowball effect." (Ms. C.)*

Most of the bricoleur entrepreneurs have developed a distinctive enterprising self, even if they would not be inclined to call it that. They take an entrepreneurial approach both to their workday as well as their private lives:

*"As soon as I walk out the door, I think about how I'm being perceived. I'm private at my own place but when I go out I think, the person you meet on the street could be your customer." (Ms. L.)*

Quite often they equate themselves with the business. Being asked whether she ever thought of herself as a business, this entrepreneur replied:

*"Yes, I manage my business. At the same time, I continue to view my personal business not just as what I do professionally, but also what I do in managing the family, which my husband also does." (Ms. N.)*

The bricolage entrepreneurs are often motivated by the pressure of self-realisation. They truly want to be 'independent' and in a position to realise their own ideas and visions.

*Interviewer: "Was there something you wanted to achieve by being self-employed?"*

*Yes, just what that word expresses, to be self-employed, to never have to encounter a boss who pushes me around. It's nice to know I can decide for myself where I'm going, how I'm going to do something, definitely." (Ms. Q.)*

For bricoleurs the topic of "economic capital" was rather marginal.<sup>xvi</sup> They assess ideas as crucial, instead, and make use of social capital (networks) to leverage their impact. The majority of bricolage entrepreneurs in our sample are educated, thus having access to this form of cultural capital as well as to role-models in family.

The image of the entrepreneur plays a subordinate role in this group, however, because the status "entrepreneur" is not a decisive factor for them in founding a business. The self-perception of these entrepreneurs often deviates significantly from the rather hegemonic-oriented idea of the "entrepreneur in general." This type exhibited the tendency to reject the entrepreneur status but to identify closely with their respective profession. A salient facet of this group was their distinguishing between the "entrepreneur as such (*an sich*)" and "oneself as entrepreneur."

*"But I would also question whether I'm an entrepreneur because I work in the field of social work. I don't know. You don't use that word there. I think that more knowledge about entrepreneurship is useful. And I see too that I'm undertaking things that have to do with being an entrepreneur but I actually wouldn't really call it that, not really. You don't ever use that word in the field of social work.*

*Interviewer: How would you refer to yourself then?*

*I have a large practise." (Ms. R.)*

The strength of the bricolage type is being able to “create something from nothing” (Baker/ Nelson, 2005) and thus to set new impetuses in motion. This correlates exactly with the political will and economic necessity of regions that are subject to structural change without access to a generous amount of capital resources. To that extent, the bricolage type should take up a more central position among prevailing entrepreneurial images.

A comparison of the different types yields the following typology (see diagram 1):

**Diagram 1: Types of Entrepreneurs**

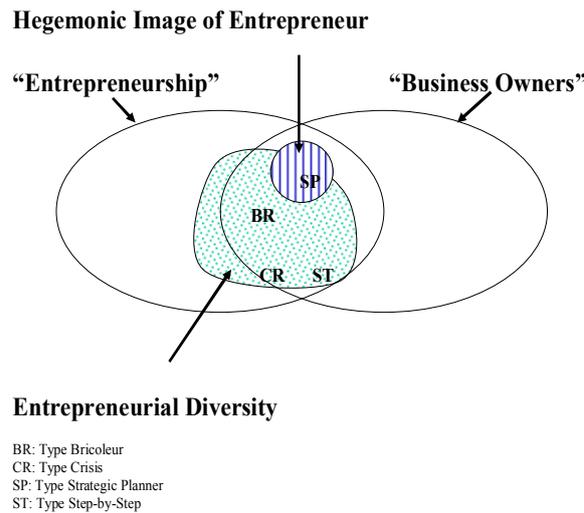
	<b>Normal Entrepreneur</b>	<b>Step-by-step</b>	<b>Crisis</b>	<b>Bricolage</b>
<b>Reason</b>	goal / plan	developments	facts	coincidence, construction/leveraging of resources
<b>Approach</b>	strategic & resource-oriented	incremental & resource-based	forced	occasional, idea-driven
<b>Business goals</b>	robust/rapid expansion of the business	gradual expansion of the business	preserving the business	survival of the business, self-realization
<b>Capital resources :</b>	-/+	-/+	-/+	-
Economic Capital	+	+	-/+	+
Cultural Capital	+	+	+	+
Social Capital				
<b>Enterprising self</b>	+	+/-	-/+	+
<b>Occurrences in our sample</b>	1female, 1 male	4 female, 1 male	6 female, 1 male	10 female, 2 male

Caption: + = important resource; = unimportant resource

## Conclusions

One can not simply assume that business owners have necessarily developed entrepreneurial characteristics. Therefore, we have to be careful not to mingle both categories. In our framework we distinguish “entrepreneurship” as a concept to be set apart from existing (male and female) “business owners” (see diagram 2). As we showed in our project, crisis and step-by-step entrepreneurs slowly grow into the role of an entrepreneur, thereby developing specific profiles as “enterprising selves”. This highlights the necessity to further research the processes of developing entrepreneurial qualities before or after becoming business owners. On the other hand, those qualities are also called on, developed and required when the individuals in question are managers, employees, teachers, researchers and students. This implies expanding the currently dominating understanding of entrepreneurship which is mostly related to business owners. Therefore, the border areas of both zones as well as the overlapping part should be looked at more closely in full shape.

**Diagram 2: Mapping Entrepreneurship**



In the overlapping area, we position the hegemonic image of the entrepreneur at the core, an image that continues to take its bearings from the classical type of business persona described in the first part of this chapter.<sup>xvii</sup> This ‘normal entrepreneur’ is primarily seen as one who evinces entrepreneurial qualities through the growth and expansion of his/her business. Success indicators for this type are sales and number of employees, figures relied on to demonstrate the expansion of the entrepreneurship. This hegemonic image of the entrepreneurship reflects only a portion of the actual entrepreneurial activities found in the intersecting field of ‘entrepreneurship’ and ‘business owners.’ Nevertheless, this image can make it difficult for potential, female

entrepreneurs to regard themselves as 'entrepreneurs' and to act accordingly. For that reason, we are calling for a more diverse image, based on a comprehensive understanding of 'value added'. In order to really understand the growth of an enterprise, one must go beyond management ratios, highlighting how growth influences different stakeholders and whether this influence is sustainable. Growing enterprises generate their own complexities; successfully negotiating these complexities can only come about through a learning process. This must also be incorporated into the (male and female) image of the entrepreneur.

### Limitations and further research

Limitations result from the methodological approach and the restrictions in terms of which regions in Germany are selected. Both aspects imply limitations regarding the representativeness of the results. The project presented intended to develop and deepen our understanding of facets of entrepreneurship in Germany, without intending or wanting to make statements about the distribution of the types discussed. This exploratively arrived at, open typology remains to be tested in terms of its quantitative dissemination.

On the qualitative side of the research, there are additional research questions that need to be addressed, particularly with regard to the bricolage and crisis entrepreneurial types:

- How exactly are developmental processes of the "entrepreneurial self" initiated?
- (How) do these processes become stabilised or maintain their own dynamic?
- Do approaches exist that support special entrepreneurial types or does external support rather destroy their specific potentials?

Furthermore, in the context of entrepreneurial diversity it is necessary to ask what roles are played by other social dimensions or categories, such as ethnicity, sexual orientation or age. So we have to expand our research perspective from a so called intra-categorical view - on which we concentrated our research up to now - to an inter-categorical one. Doing so we hope to find out which other dimensions or categories are relevant for the becoming of a bricoleur, a crisis or a step-by-step type. And perhaps we could find out whether there exist common categories for all types in question or whether the categories differ and, if yes, in what manner exactly. According to this mode of research the field of the so called intersectional studies<sup>xviii</sup> contributes important research results and findings.<sup>xix</sup> However, further research is definitely needed especially according to the question how to process further empirical investigation of the subject.

## References

- Ahl., H. 2006. Why Research on Women Entrepreneurs Needs New Directions. *Entrepreneurship Theory and Practice*, vol. 30 (5): 595 - 621
- Arum, R. & Müller, W. 2004. The Reemergence of Self-Employment: Comparative Findings and Empirical Propositions. In: Arum, R. & W. Müller (eds), 2004. *The Reemergence of Self-Employment*. Princeton and Oxford, Princeton University Press, 426 - 454
- author I 2007. „Between the lines“: Migrant Womenpreneurs in Germany“, talk at the conference "Creolising Europe?!" at the University of Manchester, UK
- author I / author II et al. 2007 *Entrepreneurial Diversity. UnternehmerInnen zwischen Businessplan und Bricolage*, Hamburg
- Baghai, M., Coley, St. & White, D. 1999. *The Alchemy of Growth. Practical Insights for Building the Enduring Enterprise*, Cambridge 1999, 2000
- Baker, T. & Nelson, R. E., 2005. Creating Something from Nothing: Resource Construction through Entrepreneurial Bricolage. *Administrative Science Quarterly*, vol. 50:329-366
- Berglund, K. & Johannson, A. W., 2006 . The Entrepreneurship Discourse. Outlined From Diverse Constructions of Entrepreneurship on the Academic Scene. Paper presented at the Second Annual CommEnt Research Symposium the 24<sup>th</sup> - 26<sup>th</sup> Febr. 2006 at Hammer Springs, New Zealand.
- Bga (ed.), 2007, *Existenzgründung durch Frauen in Deutschland.- Psychologische und soziale Aspekte der Gründung durch Frauen - Daten und Fakten*. 09/2007, Stuttgart
- Bourdieu, P. 1979. *La distinction. Critique sociale du judgement*, Paris.
- 1983. Ökonomisches Kapital, Kulturelles Kapital, Soziales Kapital, in : Krekel, R. (Hg.): *Soziale Ungleichheiten*, Göttingen (Soziale Welt Sonderband 2)
- 1992. *Rede und Antwort*, Frankfurt a. M.
- Chilton, P. 2004, *Analysing Political Discourse*, London
- De, D. 2005. *Entrepreneurship - Gründung und Wachstum von kleinen und mittleren Unternehmen*. München
- Dreyfus, H.L. / Rabinow, P., 1983.. *Michel Foucault: Beyond Structuralism and Hermeneutics*, Berkeley
- Fairclough, N. 2004, *Analysing Discourse: Textual Analysis for Social Research*, London
- Flamholtz, E. G. & Randle, Y. 2000. *Growing Pains*, San Francisco
- Gee, P. J. 2005, *An Introduction to Discourse Analysis: Theory and Method*, Oxon,
- Greiner, L. E. 1972. Evolution and Revolution as Organizations Grow, *Harvard Business Review*
- Gupta, V., Turban, D. & Bhawe, N. 2007. The Effect of Gender Stereotype Assimilation and Contrast on Entrepreneurial Intention. Paper submitted

- tom AOM Annual Meeting 2007. Philadelphia.  
<http://aomweb.aonline.org/InteractivePapers/2007/documents/11561.pdf>  
 (02.09.2007)
- Hindle, K. 2004. Choosing Qualitative Methods for Entrepreneurial Cognition Research: A Canonical Development Approach. In: *Entrepreneurship Theory and Practice*, Winter 2004: 575 - 604
- Levi-Strauss, C. 1968. *Das wilde Denken*. Frankfurt a.M.
- Lewis, P., 2006. The Quest for Invisibility: Female Entrepreneurs and the Masculine Norm of Entrepreneurship. *Gender, Work, and Organization*, vol. 13 (5): 453 - 469
- Löhr-Heinemann, B. 2005. *Erfolg hat eine Mutter Chancen und Grenzen der Erfolgsprognose bei selbstständigen Frauen mit den Mitteln des Genogramms*. Heidelberg, Carl-Auer-Verlag.
- Lohmann, H. & Luber, S. 2004. Trends in Self-Employment in Germany: Different Types, Different Developments? In: Richard, A, Walter, M. 2004. *The Reemergence of Self-Employment*, University Press, Princeton: 36-74
- Moore, D. P. 2006. Careerpreneurs. The 21st Century Strategic Womenpreneurs. In: author I / author II et al. : *Entrepreneurial Diversity. The self-perception of female and male entrepreneurs*, Gelsenkirchen
- Moore, Dorothy P. 2000. *Careerpreneurs. Lessons from Leading Women Entrepreneurs on Building a Career without Boundaries*, Davies-Black Publishing, Palo Alto, Calif.
- Pümpin, C. 1992. *Strategische Erfolgspositionen: Methodik der dynamischen strategischen Unternehmensführung*, Bern
- Reich, R., 1999 . Entrepreneurship Reconsidered: The Team as Hero. In: Sahlmann, W., et al. (eds.) *The Entrepreneurial Venture*, 2nd edition, HBSP, Boston: 23 - 34 (Originally published 1987 in Harvard Business Review)
- Schumpeter, J. 1993 (1934). *Theorie der wirtschaftlichen Entwicklung. Eine Untersuchung über Unternehmergewinn, Kapital, Kredit, Zins und den Konjunkturzyklus*. 8. Auflage Berlin 1993 (unveränderter Nachdruck der 1934 erschienen Auflage).
- Sternberg, R., H. Bergmann, Eds. 2003. *Global Entrepreneurship Monitor. Unternehmensgründungen im weltweiten Vergleich. Länderbericht Deutschland 2003*. Köln.
- Sternberg, R., Brixy, U., Hundt, C., 2007. *GEM. Länderbericht Deutschland*, Hannover and Nürnberg
- Strauss, A. L. & Corbin, J. M. 1998. *Basics of Qualitative Research*, 2<sup>nd</sup> edition , Thousand Oaks et al.
- Tibus, C. 2007. Are All Women Created Equal? Leadership Styles of Business Owners and Business Executives. Paper presented at the AOM Annual Meeting, Philadelphia 2007.  
<http://aomweb.aonline.org/InteractivePapers/2007/documents/15263.pdf>  
 (02.09.2007)

- Timmons, J. A. 1999. *New Venture Creation. Entrepreneurship for the 21st Century*, 5th Edition, Boston et al.
- Van Praag, M., 2005. *Successful Entrepreneurship. Confronting Economic Theory with Empirical Practice*, Cheltenham & Northampton (MA)
- Weber, M. 1903-1917 [1949], *The Methodology of the Social Sciences*. Edward Shils and Henry Finch (eds.). New York
- Winkel, J. E. 2007. Bricolage as the driver of Entrepreneurship. Paper presented at the AOM Annual Meeting, Philadelphia 2007. <http://aomweb.aomonline.org/InteractivePapers/2007/documents/12109.pdf> (2.09.2007)

---

<sup>i</sup> As Vishal Gupta, Daniel Turban and Nachiket Bhawe (2007) show, this effect is supposed to be strong in the case of implicitly presenting a masculine stereotyped image of entrepreneurs, which encourages men's intent to found a business and discourages female potential founders even if both groups have had similar entrepreneurial intentions. If those stereotypes are presented explicitly, the effect went in the opposite direction. Insofar, we argue that "political correctness" in presenting images of the entrepreneur will be counterproductive as long stereotypes are still active in the consultant's minds and therefore expressed only implicitly.

<sup>ii</sup> See also van Praag 2005: 20 and Ahl, 2006: 599

<sup>iii</sup> See Flamholtz/Randle 2000, Baghai/ Coley/ White 2000, Timmons 1999, Pümpin 1992, Greiner 1972; see also bga 2007.

<sup>iv</sup> Already in 1987, in the first publication of his essay "Entrepreneurship Reconsidered: The Team as Hero", Robert R. Reich issued the following warning: "There is just one fatal problem with this dominant myth: it is obsolete. The economy that it describes no longer exists. By clinging to the myth, we subscribe to an outmoded view of how to win economic success - a view that, on a number of counts, endangers our economic future." (Reich 1999/1987: 27) Karin Berglund and Anders W. Johannson (2006) also maintain that there is chasm between entrepreneurship theory and the image it depicts of the actual everyday reality of both gender groups.

<sup>v</sup> Dorothy Moore (2006: 8) calls for the development of a new "career lens" that captures the fluid character of the context in which female careers develop: "For the womanpreneur, irrespective of any single career strategy or combination, it is the ability to self-design a career and make the necessary crossovers at important life points that are keys to success. As depicted here, the interacting links and the core of energy drive the entrepreneurial woman. How that drive works out depends on personal and environmental factors, backgrounds, perceptions and individual circumstances, and the moderating influence of seeking work-life balance."

<sup>vi</sup> See Arum/ Müller 2004; Lohman/ Luber 2004: 37.

<sup>vii</sup> This includes as well analysing differences among female entrepreneurs, thereby following Patricia Lewis who considers this being an under researched field (2006: 461). As Cheryl Tibus (2007) shows, there exist clear leadership profiles distinguishing female business owners from business executives, the former scoring higher on transformation a leadership behaviours and characteristics than the latter ones. If "context does matter" (Tibus 2007: 13) this point of view should be a fruitful one when analysing our types of entrepreneurs further.

<sup>viii</sup> Thereby we are following the argumentation of Hindle, 2004.

<sup>ix</sup> See for methodology and method of discourse analysis e.g. Chilton: 2004; Dreyfus/Rabinow: 1983; Gee: 2005, Fairclough: 2004.

<sup>x</sup> Helene Ahl proposes expanding the research object of women's entrepreneurship into studying the institutionalization of support systems lead by the research question: "In short, what is the public discourse on women's entrepreneurship, and what are its consequences?" (2006: 613).

---

<sup>x</sup> These types are to be understood as Weberian pure types ('Idealtyp'). They are abstractions but claimed nonetheless as essential to understand any particular social phenomena. (see Weber: 1903 - 1917 [1949]).

<sup>xii</sup> In detail, those types are analysed and described in author I / author II et al. 2007.

<sup>xiii</sup> In this point we related our findings to the concept of Pierre Bourdieu (1979, 1983, 1992).

<sup>xiv</sup> This sentence characterises the attitude of the majority of small business owners, be they men or women, as Ahl points out (2006: 613)

<sup>xv</sup> We refer concerning the concept of bricolage primarily to Ted Baker & Reed E. Nelson (2005). See also Levi Strauss, 1968 and Joan Winkel (2007).

<sup>xvi</sup> In order to avoid tension or inhibition during the interviews, questions concerning yearly sales, start-up capital, etc. were excluded from the interview questions.

<sup>xvii</sup> See in more detail author I / author II et al. 2007.

<sup>xviii</sup> They highlight that different categories or dimensions of oppression for instance do not act independent of one another, but interrelate, based on which markers apply to a given individual and/or oppressed social group.

<sup>xix</sup> Based on these intersectional insights for instance, first results of another research project about "Female migrants start their own companies..." show that there is an impact of the dimension ethnicity according to the question which type of entrepreneur one would become. Here we have to face the problem how to do deal with different social dimensions without assuming these dimensions as relevant. (see e.g. author I 2007).