Promoting Female Entrepreneurship: *Aiding the Lagertha Incubator*

Program's Pilot Launch in Copenhagen, Denmark

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Abstract

Due to structural inequality and gender stereotypes, women entrepreneurs typically face increased barriers to success. The goal of this project, sponsored by Lagertha, was to understand women with entrepreneurial mindsets and prepare Lagertha's Incubator Program to meet the needs of its participants. We achieved this through interviews, surveys, and analyses of start-up support websites and white label virtual platforms. We provided Lagertha with content recommendations to be applied to an external white label virtual platform to house their Incubator Program.

Acknowledgments

We would like to thank our sponsor Lagertha, specifically the founder Kate Vinther, for providing the group this project opportunity. Her guidance, feedback, and informative discussions were key in establishing our project goals and carrying them out. She was an important source of knowledge to us throughout the project, with her experience being invaluable and shaping our project direction.

WPI research librarian Lori Ostapowicz-Critz provided us with guidance in using the library databases to find credible research sources. Additionally, she guided us on how to correctly cite the sources used following APA guidelines.

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Executive Summary

Across the globe, women engage in entrepreneurship in a broad range of ways, from selling hand-made fabrics to piloting a technology start-up that transforms into a world-renowned company. Due to structural inequality and gender stereotypes, women entrepreneurs often operate at a disadvantage, most especially in industries that have been historically dominated by men. "Male-dominated" industries are those in which occupations are comprised of 25% or fewer women. This gender gap persists even in countries where gender equality is otherwise high, such as Denmark, where women-led start-ups comprise only 4.2% of all Danish companies (https://lagertha.dk). In order to address this gap, Danish-based start-up, Lagertha, founded in 2020 by Kate Maria Vinther, aims to help women in entrepreneurship "find their inner warrior" and support them in overcoming the obstacles associated with starting a new business. Around the world, incubator programs provide technical and soft skill development to new start-ups (Catalyst, 2020). Building on this model, Lagertha has launched an Incubator Program to support women in the male-dominated industries of maritime, logistics, transport, mining and technology.

a. Project Goal

The goal of this project was to ensure that the Lagertha Incubator Program is prepared to meet its participants' needs by understanding women with entrepreneurial mindsets and the kinds of support they need most. Based on this research, the team created recommendations as to how the Lagertha Incubator Program can use a digital portal to facilitate collaboration and manage program curriculum among the women participants and fellow stakeholders.

b. Objectives

Objective 1: Researched the perspectives of women with entrepreneurial and intrapreneurial mindsets in male-dominated industries. What aspects of an entrepreneurial incubator would best support users of Lagertha's Incubator Program?

Objective 2: Compiled information on the features that make virtual platforms effective by conducting comprehensive analyses on current start-up support program websites and white label virtual platforms.

Objective 3: Delivered recommendations for the configuration and content of a digital portal to support the women enrolled in Lagertha's Incubator Program and other stakeholders, including key resources and possibilities for expansion.

c. Methods

The team conducted four interviews which helped us understand the experiences of women in male-dominated industries. We surveyed successful women entrepreneurs, along with women employed in male-dominated industries, to gather data on what they identify as important aspects of an incubator program. We established which features are most effective in conducting business incubators online by analyzing the virtual platforms of existing start-up support programs. We identified a platform that could best meet the needs of Lagertha's Incubator Program by analyzing current white label platforms. A white label is a website template available for purchase for third party users that they can then customize to fit their business model.

d. Findings

Our interviews indicated that communication and networking are important to enterprising women, and that having a mentor is a vital component in entrepreneurial success. Additionally, we learned that industries need diverse perspectives to foster innovation and a collaborative teamwork environment. We used our interview responses to form our survey questions.

The survey results displayed a similar trend as interviews, with 25.8% of participants responding that their networking and communication opportunities have been hindered by the virtual work world brought on by the COVID-19 pandemic. Through our survey responses, we concluded that enterprising women value financial guidance and networking opportunities in business incubators and when navigating male-dominated spaces. To transform these survey and interview responses into specific content recommendations for Lagertha, we analyzed current start-up support programs for comparison as well as white label websites to recommend.

The team conducted a comprehensive analysis of current start-up support program websites ranked through a weighted scale from 1-5, 1 being least important and 5 being most important, on the key features including: *Engaging (1), Aesthetic (2), Ease of Contact (3), Informative (4), and Usability (5). WeGate* received the highest ranking when analyzed among other start-up support programs, and became a key example for us in devising recommendations for Lagertha (https://wegate.eu). WeGate received a 5 for *usability* and *informative* based on our metrics, primarily for their video features that easily provide users an in-depth breakdown of their program, giving them the highest overall score of 93%.

e. Conclusions & Recommendations

Based on our results and analysis, the team drew conclusions on how to best facilitate collaboration and business development among the women and stakeholders in Lagertha's Incubator Program. The key aspects of a digital platform for women entrepreneurs that we recommended Lagertha to adopt include functionality, creating and maintaining a virtual community, networking via social media, a "Meet the Team" section, and a calendar. A functional platform is a comprehensible webpage that uses subsections to follow a logical flow for its intended users. In order to create and maintain a virtual community, Lagertha's virtual platform should facilitate collaboration through formal and informal discussion spaces where users can work together to progress in the Incubator Program, or connect about non-program related activities. These connections can then continue through social media, where Lagertha can scale up its outreach and feature past women participants to network with current enrollees. By providing the credentials of Lagertha's contributors on an effective "Meet the Team" section, Lagertha can advertise its extensive list of experienced mentors, coaches and influencers to attract new members to their virtual program. Finally, Lagertha can maintain its effective business model through sharing organized and up to date information on the stages of its virtual Incubator Program via calendars and or gantt charts. Our recommendations outline the most effective ways to structure Lagertha's online Incubator Program to display key resources as well as provide a space where enterprising women can collaborate.

Based on our analysis, we recommended that Lagertha select *Babele* as the white label platform to house its virtual Incubator Program. Babele is a white label platform specifically designed for incubator programs and facilitating stakeholder interactions. It received the highest ranking in our comprehensive analysis based on the metrics: *Scalability, Ease of Adding*

Widgets, Community Space, Educational Capabilities, Networking, and Ease of Access. Babele

has the ability to maintain Lagertha's custom program, community, mentors, business model and

more (www.babele.co). Babele's ability to create a dynamic program workspace and tools for

establishing incubator curriculum, fostering stakeholder interaction, a projects database, and an

events management page, make it the best suited white label platform for Lagertha's Incubator

Program.

Online platforms are necessary, now more than ever, and the team worked to create

content recommendations to provide a seamless transition from in-person coaching and

mentoring to this virtual program. Our content recommendations for Lagertha's Incubator

Program promote the global expansion of Lagertha, thus promoting female entrepreneurship

worldwide. When more women have the opportunity to engage in entrepreneurship, they actively

break down gender stereotypes, providing an invaluable impact to young girls especially. This

ultimately brings positive change that combats societal norms and reinforces how capable

enterprising women are.

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1.0 Introduction

A woman entrepreneur can range from a jewelry shop owner, making each piece by hand, to a woman who creates a scalable business model that grows into a world-renowned company. Approximately 252 million women globally are entrepreneurs, and women's entrepreneurship brings value to societies worldwide (Babson College, 2019). Yet, women entrepreneurs encounter significant barriers, such as structural inequality and gender stereotypes, when entering specific male-dominated industries (Rocha & Van Praag, 2020). As a result, women entrepreneurs need support in overcoming these barriers and achieving parity in their respective industries.

Women's perspectives in male-dominated industries are necessary to combat gender inequality, yet pursuing entrepreneurship remains risky. An industry is referred to as "male-dominated" when occupations are comprised of 25% or fewer women (Catalyst, 2020). To mitigate potential risks for entrepreneurial minded women, incubator programs provide support and innovation strategies to new start-ups through coaching and mentoring from experienced entrepreneurs and industry professionals. Incubators also share common traits with other start-up support programs such as accelerators and professional networks, which provide knowledge and guidance to build successful start-ups (Colwell, 2021).

Even in countries where gender equality is high, women are a minority in new business venture creation (Rocha & Van Praag, 2020). This is the case in Denmark, where women-led start-ups are vastly outnumbered, comprising only 4.2% of Danish companies, yet generating 63% more revenue and value than their male-led counterparts (https://lagertha.dk). While Denmark's Nordic neighbors Iceland, Norway, Sweden and Finland have consistently increased

measures to address gender inequities in the workplace, Denmark's efforts to support women entrepreneurs in these areas could improve. This has caused them to drop in the ranking of the World Economic Forum's Global Gender Gap Index (a system which ranks countries based on a calculated gender gap between men and women in the key areas of health, education, economy and politics) from 5th to 14th place between 2014 and 2017 (McKinsey & Company, 2019).

In order to address this gap, Danish-based company, Lagertha, aims to support enterprising women with coaching and workshop services as part of its Incubator Program, launching in May 2021. Lagertha has set goals to expand its access to enterprising women worldwide by 2022. Given the restrictions set in place by the COVID-19 pandemic, there is a need to ensure a seamless transition of content from the intended in-person coaching methods to an online space.

The goal of this project is to promote female entrepreneurship, through the lens of the Lagertha Incubator Program's pilot launch in Denmark, by understanding the needs of women with entrepreneurial mindsets. The Lagertha Incubator Program aims to support women in the male-dominated industries of maritime, logistics, transport, mining and technology, and thus will address gender inequalities within these industries. Using this as context, we investigated content-sharing community networks and mentor pairing features of virtual platforms to recommend to Lagertha. This was employed as an external portal for Lagertha to use with its existing website as the primary platform for women enrolled and other stakeholders. Referencing Lagertha's pilot launch in Denmark, a country where gender equality is otherwise high, highlights the importance of Lagertha and the demand for this program to expand globally. Our project supported the Lagertha Incubator Program in developing a platform to facilitate

collaboration among entrepreneurial minded women, which actively bridges the gap in

supporting women entrepreneurs.

2.0 Background

2.1 Global Scope

2.1.1 What it Means to have an Entrepreneurial Mindset

An entrepreneurial mindset dictates how a person will make decisions and approach opportunities. The four main characteristics of individuals with this mindset are: risk takers, self-starters, visionaries and opportunity seekers (Beasley, 2013). Risk takers calculate their risks to collect larger rewards. Self-starters are able to manage their time and do not need direction in order to achieve their goals. Visionaries are able to picture the result they want and make a plan to achieve that desired result. Opportunity seekers are always open and ready for new challenges (Beasley, 2013). The desire to develop an entrepreneurial mindset has increased over time due to the benefits of being an entrepreneur.

As an individual pursues entrepreneurship, there are two major benefits that make starting a business more appealing. First, people are intrigued by the idea that they can work wherever and whenever they want, giving them the flexibility to travel if desired. Second, entrepreneurs can turn their interests into their work and therefore love their job. Entrepreneurs benefit from being their own boss while simultaneously benefiting the economy with their work (Beasley, 2013).

Sociological research indicates that entrepreneurship is one of the main contributors to economic growth. Entrepreneurship benefits the economy by fostering innovation, creating healthy competition and providing job opportunities (Qiu, 2018). Enterprising women are typically featured in global and local media because they have a positive effect on the

development of the economy (Qiu, 2018). Yet, while these women are overrepresented in the media landscape, more research is needed to understand how to support women's success in business ventures. One way to foster entrepreneurship and support women with entrepreneurial mindsets is through an incubator program.

2.1.2 Business Incubators in a Virtual World

Lagertha will use its Incubator Program to support women entrepreneurs (https://lagertha.dk). Increasingly popular in the Western world, business incubators "nurture young firms, helping them to survive and grow during the start-up period when they are most vulnerable" (Aernoudt, 2004, p. 127). Business incubators were originally developed in the 1950's to revitalize failing manufacturing companies in the United States, but have since transformed to address a variety of business needs. Incubators address either social connections, connecting companies with employment possibilities, or research and development, bringing concepts developed in labs to market. Incubators often have services including financing through business angel investors or seed capital funds, legal guidance, admittance to markets and operational knowledge. There are three main types of incubators used in business development: technological, economic development, and mixed incubators. Technological and economic development incubators are programs that support start-ups via technological innovation and financial assistance, respectively (Aernoudt, 2004, p. 128). Mixed incubators, like Lagertha's, are a blend of technical and economic incubators and provide support for women across market sectors.

After the United States' success in using incubators to support business growth and development, European countries began promoting a similar incubator model. The European

Business Innovation Network (EBN) was formed by the European Union and established 150 Business Innovation Centers (BICs) as of 2004. These BICs are not only for new businesses, but also promote already thriving businesses, individuals thinking of entrepreneurship, and create a safe space for new ideas. This means there is room for improvement in connecting business incubators with start-up financing within Europe. The scarcity of entrepreneurs can be combated by promoting relationships with local incubators and increasing the volume of business angel investors (Aernoudt, 2004, p.133). Lagertha's Incubator Program is unique, as it focuses specifically on entrepreneurial minded women and connects them with corporate mentors and industry insiders in male-dominated industries. The COVID-19 pandemic has forced these incubator programs to invest in addressing the ways in which they should adapt their business models to work effectively on a virtual platform.

The COVID-19 global pandemic has also pushed all of us to more effectively communicate using technology. A study conducted in Germany by Nicola Grözinger, Bernd Irlenbusch, Katharina Laske and Marina Schröder found that there is no drawback in working on a team primarily over video conference as compared to face-to-face meetings, but online messaging with no video component can hinder a team in providing the most successful work (Grözinger et al., 2020).

2.1.3 Gender Inequities in Access, Learning, and Outcomes With Technology

During the late 1900's, studies were conducted on computer information technologies in educational spaces around the world (namely the US, Netherlands, Costa Rica, and Denmark) exploring racial, gender and socioeconomic inequities in computer usage. The most profound finding showed that there is no gender difference in computer knowledge, but rather in computer

experience. Statistically, more boys had a computer at home than girls, and boys had more exposure to computers during leisure time (van Eck & Volman, 2001).

Computer information technology curriculum also reflected a bias towards boys, who often showed "aggressive enthusiasm" towards using computers and proprietary reluctance in letting girl classmates use the computer in group assignments. Underrepresentation and poorer achievement in using technology among school-age girls was highly correlated to a more negative attitude towards computer usage, followed by feelings of computer anxiety and lack of self-confidence (van Eck & Volman, 2001). Gender inequities in technology usage are perpetuated through the role of teachers and classmates in promoting computer experience. As a result, girls' experiences with computers differed greatly from those of boys in elementary and higher level classrooms around the globe (van Eck & Volman, 2001). Our project looks at gender inequities in technology usage, as well as in crafting the contents of an online platform to ensure an inclusive system.

2.1.4 Gender in Technology

To understand how to mitigate gender stereotypes when designing the online platform for Lagertha's Incubator Program, we investigated how web design is impacted by societal norms. While women compose the majority of ecommerce revenue, it is shown that male users are often considered default users while women are considered "other" when signing up to engage with content virtually (Marsden, 2014). Gender is often overlooked in Human Computer Interaction (HCI) and stereotyped in User-Centered Design (UCD). Interfaces are created with gendered stereotypes such as colors, shapes or other indicators that are influenced by the perceived needs of the user. For example, the design of gaming applications are almost always geared towards

"masculine" stereotypes through colors, music and achievements earned. In contrast, online calendars for working parents are often designed based on "feminine" stereotypes (Marsden, 2014). What becomes detrimental in web design is the usage of an "I-methodology", where web developers use perceived notions to generate content: "rather than exploring alternative and different positions, the designers perceive their own world suppositions, experiences, and values as a basis for everyone and everywhere" (Marsden, 2014).

To combat the "I-methodology", User-Centered Design is a method to understand diverse perspectives. In UCD, personas are created to emulate who is engaging with online content, yet individuals are categorized broadly, often in gender stereotypes. While users may have tendencies when interacting with online content, those tendencies are not a product of the user's demographics. Web designers must take into consideration the complex social settings and multifaceted perspectives of their users. Feminist scholar Judy Wajcman is cited to have stated that "gender can be an explicit and an implicit element in the design process. Existing stereotyped images of project gender identities are transformed into design specifications that are in accordance with cultural symbols of masculinity and femininity" (Turner & Turner, 2011). In order to ensure that content for Lagertha's Incubator Program is inclusive of all women, we were conscious of our design choices, as well as our own potential self-stereotypes, so as not to play into perceived notions that would prescribe expectations for users of our virtual platform.

2.2 Local Scope

2.2.1 Barriers to Female Entrepreneurship

The Lagertha Incubator Program is currently being developed to support women's entrepreneurial mindsets, and the pilot launch will be delivered in Denmark. Denmark is

characterized by its egalitarian politics, with cultural norms surrounding the belief that everyone is equal. This translates into income tax rates for Danish entrepreneurs, which did not exceed 52.06% in 2021 and limits exorbitant personal financial gain (Jensen, 2021). While entrepreneurs in Denmark do not benefit from the tax advantages offered in the European Union and the United States that make entrepreneurship enticing, women entrepreneurs face additional barriers as well (Entrepreneurship in Denmark). The social welfare model that governs this Nordic state further undermines female entrepreneurship. Structural barriers within the labor market, such as unpaid maternity leave for sole proprietors working more than part-time, makes participation in the private sector both unattractive to women and discriminatory to the self-employed. Along with the Netherlands, Sweden, Belgium, and Spain, Denmark ensures that the state is responsible for providing childcare to boost equal breadwinner status in households (Neergaard & Thrane, 2011). Despite these efforts, occupational gender segregation remains problematic, with women constituting the majority of public sector jobs (childcare, education, healthcare) and men within the private sector (production, engineering) (Borchorst, 2008). This is not to suggest that women dislike the idea of becoming an entrepreneur. In fact, women's desires to balance work and family, as well as gain independence, are motivating factors in pursuing entrepreneurial endeavors (Neergaard & Thrane, 2011). This project examined the barriers to gender equity in social policy and further suggested changes that would have beneficial impacts not only on women's empowerment, but the labor market as a whole.

A study collecting survey data from Danish women entrepreneurs further illuminates the inherent discrimination within Denmark's labor market. Participants' advice to fellow women entrepreneurs included, "[Do not] start a business until you've had the children that you want," and "cut maternity leave short" so as not to permanently ruin the business (Neergaard & Thrane,

2011). Thus, women are often discouraged from becoming an entrepreneur due to the societal push to focus on family. According to Michelle Korbø of Copenhagen, Denmark, while a year-long paid maternity leave for women seems exemplary, especially in comparison to a lack of maternity leave policies in the United States, it overwhelmingly affects opportunities for women of child-bearing age to find a job. Though employers are not allowed to ask if women plan to have children and would therefore be mandated to take maternity leave, many employers are less likely to offer positions in private sector industries to women in their twenties (M. Korbø, personal communication, 2021). This reality leaves room for social policy changes related to gender equality based initiatives.

Limiting unfair treatment will encourage more women to enter the private sector and entrepreneurial roles. Since there is a high tax rate in Denmark, enterprising women can benefit in an indirect way, through the provision of free education that provides an expanded and well-educated talent pool. Female entrepreneurship remains a massive untapped labor reserve and it would be beneficial to upend these barriers, as women's entrepreneurship is shown to inadvertently enforce equality in the home (Neergaard & Thrane, 2011). While the Danish social welfare model remains a barrier for female entrepreneurship, suggesting more inclusive social policy models may change perceptions about becoming an entrepreneur.

2.2.2 The Determinants of Female Entrepreneurship in Denmark

The factors that influence a woman's ability to thrive in a business setting can determine their likelihood of pursuing a career in entrepreneurship. Denmark encourages economic growth through the neo-liberal paradigm of free-market economics, involving deregulation and market stimulation. This contributes to Denmark's laissez-faire economic system which impacts the

culture both in large corporate companies and the public's perception of entrepreneurs in Danish society. Since corporate leaders have historically been overwhelmingly male, the term entrepreneur has become associated with the male gender in the media and popular culture, leading Danish men to be more effectively prepared to become entrepreneurs than their women counterparts (Pettersson, 2011). In 2008, The Daniel Enterprise and Construction Authority dismissed the needs of women entrepreneurs in Denmark stating that "the existing systems already fulfill women's needs when starting and growing their businesses" (Pettersson, 2011). Since Denmark takes a highly individualized stance on encouraging entrepreneurs, they view entrepreneurship as an individual task that one must pursue on their own. Women must then adapt to the current male-dominated business climate to become a successful entrepreneur.

The encouragement of women entrepreneurs hinges on the portrayal of women as both business professionals and members of society. This brings up the question: Is providing support for women entrepreneurs reinscribing women as secondary to men (Pettersson, 2011)? Or, rather, is the creation of such a program a necessary acknowledgement of the systemic barriers that have disproportionately affected women, and the key to opening up future possibilities for women entrepreneurs? In seeking to answer these questions, our project looked to understand if there are benefits to pursuing entrepreneurship among women and how incubator programs can support them.

2.3 Research Space

2.3.1 Lagertha's Incubator Program

In 2020, Kate Vinther established Lagertha to increase the opportunities for women interested in entrepreneurial paths, specifically in male-dominated industries. According to the Organisation

for Economic Co-operation and Development (OECD), Danish women's entrepreneurial efforts are ranked extremely low compared to other countries; only 4.2% of Denmark's entrepreneurs are women, compared to the European Union's average of 9.2% and in the US, where 42% of companies are women owned (Kuadi, 2021). Lagertha's mission is to increase the number of women-led businesses in Denmark by 25%, especially in the male-dominated industries: maritime, logistics, transport, mining and technology (Lagertha). To fill this gap, Lagertha has created an Incubator Program that will launch in May 2021, enrolling 18 women-led start-ups.

Lagertha's Incubator Program aims to help enterprising women "find their inner warrior," and support them in overcoming some of the obstacles associated with starting a new business. The Incubator Program is aimed at three types of enterprising women: women entrepreneurs with a scalable business idea ready to be put in action, women entrepreneurs looking to fund a small business with a few employees, and women intrapreneurs- a woman looking to be involved in the entrepreneurial atmosphere but does not have their own business model. The identities of these three groups of enterprising women built the team's definition of a woman with an entrepreneurial mindset.

The Incubator Program aims to pair women to industry partners of similar groups and ideas through personality testing and an examination of proposed business models. Mentor and mentee pairs stay together throughout the duration of the program. Following the application and participant selection period, the Incubator Program is a three or nine month program, as displayed in *Figure 1*.

Figure 1: Lagertha's Program Timeline (www.lagertha.dk)
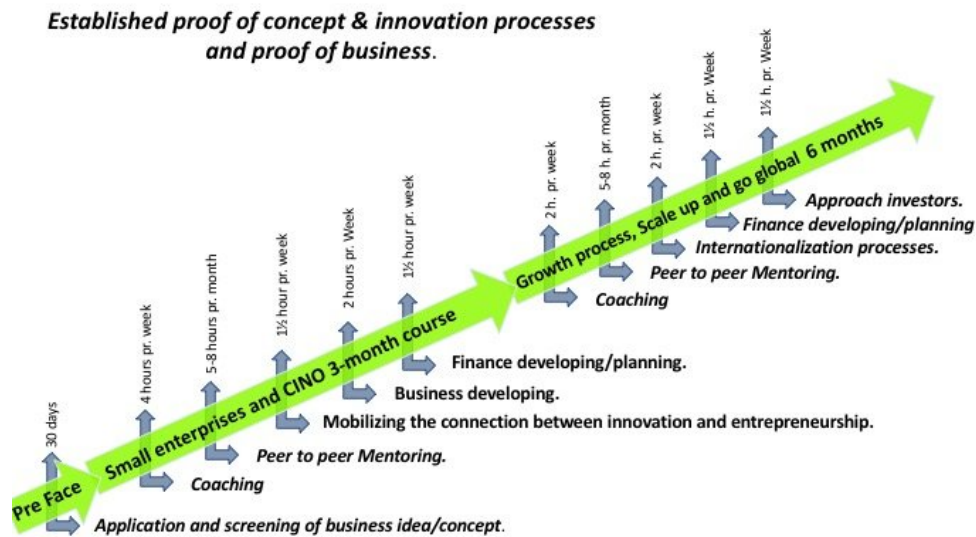
Lagertha has elected to use a white label to house its Incubator Program while it is being executed virtually. A white label is a website template available for purchase for third party users that they can then customize to fit their business model. White label software can provide start-up businesses with a template to follow, the ability to stay more organized and ultimately a way to fast-track their business model (Silva, 2020). Lagertha will purchase a white label to format their Incubator Program website to save time, money, and be more involved in the website development process.

2.3.2 Untapped Potential for Women Entrepreneurs

Among the industries that Lagertha has chosen to focus on - maritime, logistics, transport, mining and technology - women's representation globally averages below 25%, which is a common threshold used to determine whether an industry is male-dominated (Catalyst, 2020). In maritime, women represent 2% of said industry, in logistics, 14%, in transport, 15%,

and in mining, 15.8% (Connley, 2020; Darden & Kuykendall, 2020; Rudik, 2019; "State of Women in Logistics", 2019; International Maritime Organization, 2019). In the technology industry, while women represent 28% of the industry as of 2020, it is projected to take more than a decade to reach equal representation status (Connley, 2020). These percentages are all combined into a bar graph shown below in *Figure 2*.

Female Representation and Male Representation
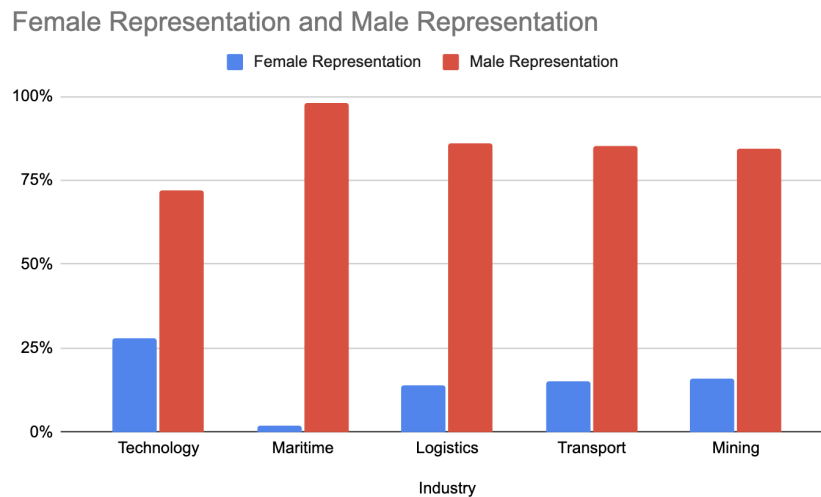
Figure 2: Female Representation in Male Dominated Fields

The maritime, logistics, transport, mining and technology industries have a significant impact on the environment. Lagertha believes that there is untapped potential for women's start-ups to tackle the environmental responsibilities of these industries, namely in green transformation, Sustainable Development Goals (SDGs), and technical solutions, such as updating infrastructure (https://lagertha.dk). The green transformation refers to the push for a sustainable future where these industries seek to minimize their impact on the environment. As women grow increasingly equipped to meet these challenges, the Lagertha Incubator Program becomes a necessary entity for enterprising women. The diverse perspectives of Lagertha's participants within these male-dominated industries aim to uphold the United Nations

Sustainable Development Goals. These goals address social, environmental and economic areas for development and can be broken down into the categories of people, planet, prosperity, peace and partnership, with the UN seeking to achieve these goals by 2030. Lagertha believes that women entrepreneurs can immensely impact the achievement of these goals, and the team kept these goals in mind when determining the skills and aspects Lagertha should include in its program.

2.4 Considerations for the Lagertha Program – Roles Models, Soft Skill Development, and Hiring Procedures

In order to understand how to effectively curate their virtual platform, Lagertha must understand the needs of its stakeholders. Key aspects to consider include role-modeling, soft skill development, feedback and employee recruiting. Using employment status data from Denmark's labor market, researchers emphasized the importance of role modeling for career socialization, as women-led start-ups provide information and inspiration to women employees (Rocha & van Praag, 2020). Role models are "cognitive constructions based on individual perceptions to be similar to others in particular roles, and the desire to increase this perceived similarity through emulation of attributes and achievement of identical goals" (Rocha & van Praag, 2020). As such, women founders of start-ups can improve social identification and strengthen the influence for women to choose similar career paths through a sense of familiarity. Role models effectively contribute to social norm change and breaking down barriers to women's entrepreneurship.

Another major outcome of the Lagertha Incubator Program is soft skill development. A soft skill is a non-technical skill that relates to how you interact with your colleagues, manage your work and solve problems (Doyle, 2020). According to a study at Harvard University, Boston College, and the University of Michigan, soft skills training in the workplace leads to a

256% return on investment, boosted production, and increased employee retention. The most important soft skill is communication, which connects clients, the work team and the business owner. Developing communication skills can aid in fostering an open environment in the workplace, promoting transparency, productivity and delegation, creating a more effective and reliable relationship among coworkers (Yurchenko, 2019).

Customer satisfaction and demands are a key consideration for any business. These demands are collected through customer feedback and data, which enables companies to cater their business model around their customers. Lagertha must also have a systematic way to bring in new talent through their hiring and recruiting processes, all the while maintaining their brand and mission of supporting entrepreneurially minded women with their intensive Incubator Program. Lagertha will maintain an effective business model that carries out their goal of bringing women entrepreneurs' perspectives into male-dominated industries.

2.5 Background Conclusion

The team sought to understand the needs of women with entrepreneurial mindsets and promote female entrepreneurship by analyzing male-dominated industries within Denmark. Our research has shown the importance of start-up support programs and how they equip enterprising women with the skills necessary to partake in or establish start-ups within these industries. Throughout our project, we recognized the inequities in access to technology that women experience and the stereotypes that exist in web development and design. By focusing on Lagertha's Pilot launch in Denmark, we were able to understand that women entrepreneurs face increased barriers due to social policy framework and a lack of financial incentives. Our project aimed to support Lagertha in filling a gap in collaboration among enterprising women with varying levels of experience in entrepreneurship. These women will gain the necessary skills to

tackle the challenges that male-dominated industries are struggling with. Lagertha will maintain an effective business model by highlighting the importance of role modeling, soft skills development, value creation and talent recruitment to key stakeholders and users of its Incubator Program. We achieved this using social research methods based on the team's objectives.

3.0 Methods

The team utilized distinct methods to achieve our goal of promoting female entrepreneurship through the Lagertha Incubator Program's pilot launch. We aimed to understand women with entrepreneurial mindsets by conducting interviews with Lagertha's mentors, influencers and coaches. The responses the team gathered from the interviews were used to shape our survey questions. The team followed the structure of interviewing and then formulating our survey afterwards in order to create the survey questions around the central themes that emerged in our interviews. We distributed this survey to three target groups: our interviewees, potential women entrepreneurs and women in male-dominated industries. Additionally, based on the features of a virtual platform survey participants identified as beneficial, the team conducted a comprehensive analysis on current start-up support programs and potential white label platforms. This led the team to generate specific content recommendations to provide to Lagertha that would most effectively address the needs of their stakeholders and to support enterprising women within Denmark and around the world.

Objectives

1. Understand the perspectives of women with entrepreneurial and intrapreneurial mindsets in male-dominated industries. What aspects of an entrepreneurial incubator would best support users of Lagertha's Program?

   a. We conducted interviews with Lagertha's mentors, coaches and influencers, including successful women entrepreneurs and intrapreneurs in male-dominated industries.

b. We distributed a survey to a broad range of entrepreneurial minded women via social media, from women in male-dominated industries to women interested in pursuing entrepreneurship.

2. Compiled information on the features that make virtual platforms effective by conducting comprehensive analyses on current start-up support program websites and white label virtual platforms.

a. We analyzed existing start-up support program websites to understand how enterprising women communicate and how these programs effectively displayed their content, goals and unique features.

b. We analyzed white label platforms to assess what features they offer and how effectively it can meet the needs of the program members and other stakeholders of the Lagertha Incubator Program.

3. Created content recommendations to be applied to an external portal for Lagertha's existing website that most effectively supports the women enrolled in Lagertha's Incubator Program and other stakeholders. We recommended what resources should be highlighted on this virtual platform.

a. We provided recommendations for Lagertha on how it can facilitate communication between the enterprising women enrolled in their program and the industries, mentors, and coaches they have been paired with during the three or nine month incubation period and beyond.

3.1 Objective 1: Understand the Perspectives of Women with an Entrepreneurial Mindset

The team sought to understand the perspectives of women with entrepreneurial and intrapreneurial mindsets in male-dominated industries and what aspects of an entrepreneurial

incubator would best support users of Lagertha's online Incubator Program. This ensured that Lagertha can effectively prepare these women and their start-ups for the male-dominated industries they are entering. The information for this objective was measured through interviews and surveys.

3.1.1 Interviews with Lagertha's Mentors, Coaches and Influencers

All interviews were conducted via Zoom or Microsoft Teams (https://zoom.us; https://www.microsoft.com/en-us/microsoft-teams). Interviewees were asked for consent to record the session (Appendix A). Once granted, the interview was recorded and later transcribed into a comprehensive script. Interview responses remained anonymous, and interviewees were asked for consent to utilize their quotes in the team's final report without their names being disclosed. Interview and survey responses remained anonymous to ensure employment security. Record of consent to interview was executed through a signed consent form before the interview was conducted (Appendix A). All populations interviewed were both accessible and non-vulnerable.

The team interviewed four of Lagertha's selected mentors, coaches and influencers - which included entrepreneurs, women in male-dominated industries, and a business coach - to gain essential information on the perspectives of women with entrepreneurial mindsets. Interviews with these stakeholders (Appendix B) allowed us to learn about women's career paths, their experiences in male-dominated industries and their suggestions for effectively preparing Lagertha's participants for starting businesses in these industries. Additionally, we discussed how start-ups can successfully understand, communicate and compete in the industries they are entering. Interviews were conducted first so that we could incorporate questions into our

surveys that expanded upon claims about women's experiences, as told by Lagertha's mentors, influencers and coaches.

3.1.2 Surveys for Target Populations

All surveys were conducted through a WPI Qualtrics form (www.wpi.qualtrics.edu) (Appendix C). Surveyed participants' names were not disclosed in the communication of the survey results. Surveyed participants were asked through a question in the beginning of the survey if they were willing to have their quotes anonymously displayed. If the participant offered consent, it was possible that their responses to short answer questions was used by the team to communicate findings. The survey was expected to take approximately 15 minutes to complete.

The survey was distributed to three groups of individuals, the first of which being Lagertha's mentors, coaches and influencers following their respective interviews. This way, they could provide quantifiable information that was not discussed during the interview. Next, the team posted the survey on several social media platforms, including LinkedIn (www.linkedin.com) and Facebook (www.facebook.com), where thousands of individuals had access, in the hopes of being filled out by women in male-dominated industries and potential women entrepreneurs. The team analyzed these surveys via Qualtrics (www.wpi.qualtrics.edu) as well as Microsoft Excel (www.microsoft.com/en-us/microsoft-365/excel) to display quantifiable data as different figures such as pie charts and bar graphs. Through our survey, we gathered information on where budding entrepreneurs need the most assistance, what resources Lagertha could provide, and how the information should be distributed on a virtual platform.

3.2 Objective 2: Assess Current Start-up Support Programs and White Label Platforms

The team's second objective was to compile information on current start-up support program websites and white label virtual platforms to assess what features they include to effectively support users. Start-up support Programs include incubators as well as broader support networks that currently exist. By analyzing these online start-up support programs, we gained an understanding of how Lagertha can most effectively display their content and what to avoid. Existing start-up support programs provide resources like finding funding sources, mentorships, educational portals, or industry best practices for their users. By assessing current white label platforms, the team recommended a platform that would best display the features that support users.

3.2.1 Comprehensive Analysis of Start-up Support Program Websites

To analyze current start-up support program websites, the team developed a ranking system which weighted the metrics of analysis based on their significance to our project. On a scale of 1-5, 1 being least important to 5 being most important, the features were weighted as follows:

1. *Engaging:* The website provides features that encourage the user to interact with or further investigate the page (Wells, 2018).
2. *Aesthetic:* The website's design includes visual features such as colors, shapes, patterns, movement, balance and more that work together to create an attractive layout (Interaction Design Foundation, n.d.).
3. *Ease of Contact:* Contact information, specifically a phone number or email address, should be provided through a 'contact us' page on the website. Other

features could include a contact form for potential users to voice any questions, comments or concerns (Pinegar, 2018).

4. *Informative:* The website provides detailed information about the product or service to help new users understand the purpose of the platform (Rivera, 2010).

5. *Usability:* Usability is often broken down into learnability, efficiency, memorability, errors, and satisfaction (Nielsen, 2012).

Each metric was assigned a proportion of the total score based on the assigned weight. The team then ranked each start-up support program website on a scale of 1-5 based on how effectively they executed each metric. Therefore, the proportion of each websites' rating contributed to the overall percentage out of 100 as shown in *Figure 3*.

Metric	Weight	Weight Proportion
Usability	5	0.33
Informative	4	0.27
Easy to Contact	3	0.20
Aesthetic	2	0.13
Engaging	1	0.07
Final Rating (percent)	15	1.00

Figure 3: Weighting for Current Startup Support Programs Analysis

In order to create clear and supported recommendations for website content, our analysis technique allowed us to consider several different sources. We approached our analysis as prospective users of the platform or women interested in joining business incubators. Our criterion drew inspiration on the User Experience (UX) basics, which are generally implemented to understand the needs, values, capabilities and limitations of users (https://www.usability.gov). This UX Honeycomb, as displayed in *Figure 4,* promotes the best practices in improving user interactions and perceptions in web development. It was imperative that the team base our metrics off of this standard so as to mitigate a subjective analysis of our websites.

Figure 4: User Experience Honeycomb (https://www.usability.gov)

Our ranking system was also based on aspects that survey respondents wished to see on the virtual platform, which added to our comprehensive analysis. This provided us with examples of how we wanted to format our recommendations and what we wanted the white label to look like through recurring themes collected in our results.

The comprehensive analysis that the team conducted was based on research on current start-up support programs. First, the team researched *FEM: Female Engineers Movement,* a women's professional network in Denmark that focuses on women's perspectives in technical disciplines and seeks to increase women's representation in STEM (https://www.facebook.com/FEMSDU/). With similar outreach opportunities, the team analyzed *WeGate.eu*, an online program developed during the COVID-19 pandemic designed specifically to incentivize European angel investors to connect with women start-ups (https://wegate.eu). *Women in Tech DK*, another women's professional network, is a non-profit organization working to promote and take action on gender equality in the male-dominated technology industry

through networking opportunities, knowledge sharing and building a collaborative professional network (https://www.womenintech.dk). Additionally, the team analyzed *The Professional Women's Network* (PWN) *of Copenhagen* that empowers women to promote diversity and balance leadership with sustainable business models (https://pwncopenhagen.net). *Active Women*, also known as *Virksomme Kvinder*, is a Danish based program that has successfully supported women by creating a framework that simplifies the process of starting and running a small to medium sized business (https://virksommekvinder.dk). *The European Institute of Innovation and Technology* (Women Entrepreneurship and Leadership*, 2021*) is a program that plays a large role in supporting the European Union's objectives on promoting gender equality by addressing the digital gender gap and enhancing digital and entrepreneurial skills among girls (https://eit.europa.eu).

3.2.2 Comprehensive Analysis of White Label Virtual Platforms

To analyze white label platforms, the team developed a ranking system which weighted the features of the programs based on their significance to our project. On a scale of 1-6, 1 being least important to 6 being most important, the features were weighted as follows:

1. *Ease of access:* The platform is able to be used by people with different disabilities and is available through different devices, such as a desktop versus a mobile device (W3C Web Accessibility Initiative, 2019).

2. *Networking capabilities:* The platform promotes online networking by providing communication channels to a broader community, such as on LinkedIn or Facebook (Bahlmann, n.d.).

3. *Educational capabilities:* The service provides the ability to manage curriculums, spaces to upload content and receive feedback on modules.

4. *Community space:* The service provides its own online community space, in groups where only enrolled users can intercommunicate (Bond, 2020).

5. *Ease of adding widgets/additional features:* The service allows for the addition of features that can stand alone, and be accessed directly from the site. Other features could be added to enhance the platform's productivity (Rosen, 2021).

6. *Scalability:* The ability of the service to provide for programs that expect continued growth without experiencing technical difficulties due to the increase in users (Bhatia, 2019).

Each metric was assigned a proportion of the total score based on the assigned weight. The team then ranked each white label platform on a scale of 1-5 based on how effectively they executed each metric. Therefore, the proportion of each websites' rating contributed to the overall percentage out of 100 as shown in *Figure 5*.

Metric	Weight	Weight Proportion
Scalability	6	0.29
Ease of adding widgets/ additional features	5	0.24
Community space	4	0.19
Educational capabilities	3	0.14
Networking capabilities	2	0.10
Ease of Access	1	0.05
Final Rating (percent)	**21**	**1.00**

Figure 5: Weighting for White Label Platform Analysis

Our white label platform analysis was designed in much the same way as the website analysis, since the categories for analysis were based on features from surveys responses and

examined a broad range of white label platforms. We approached our analysis as representatives of Lagertha and based our metrics on both the aspects of their business model canvas as well as the User Experience. Additionally, meeting with white label developers gave the team open opportunities to inquire how their platforms could meet Lagertha's specific needs.

The team analyzed current white label platforms that could be used to house the Lagertha Incubator Program's virtual content. The first white label analyzed was Squarespace, which is an affordable website template and developer service. Next, we analyzed Honeycommb, a white label platform designed around networking and communication (https://www.honeycommb.com). Babele is a white label platform designed specifically for start-ups and accelerator programs with the capacity to hold services such as business modeling, online mentoring, e-learning, custom program curriculum, databases, and community management (https://babele.co). Mightynetworks, otherwise known as "the best white label community software," serves as both a website builder and community platform that combines content and courses together in one place (https://www.mightynetworks.com). Duda is a customizable white label program that has many templates to choose from, giving the developer a variety of options (https://www.duda.co). Simvoly is another webpage developer that uses a drag and drop builder to provide an easy customizable experience (https://simvoly.com). Weebly is a white label platform that provides templates and customizable designs to aid in growing a business which features a unique domain for users, Search Engine Optimization (SEO) capabilities, blogs, an app center for third party platforms, and business themes with branding (https://www.weebly.com). Wix is a customizable website builder that allows users to tailor their page to their audience (https://www.wix.com).

3.3 Objective 3: Create Content and White Label Recommendations for Lagertha

The team's third objective was to make content recommendations for Lagertha on how to facilitate collaboration between their stakeholders. Our list of recommendations was based on our interviews, surveys, and analyses of current start-up support programs and white labels. These recommendations advised Lagertha on what aspects should be included in the white label that they choose, such as textual resources, a system for mentoring appointments, communication channels to build teamwork and a place to display helpful videos. Our recommendations are intended to provide a user-friendly interface, ensuring that Lagertha successfully delivers its Incubator Program in a way that brings value to all users and stakeholders alike.

3.4 Deliverables

The team created content recommendations for Lagertha on how to best support the contributors and users of the Incubator Program while encouraging continued communication virtually. We examined what aspects of start-up support programs women most desire through surveys and interviews and used this information as the basis of our recommendations. Additionally, we drew from other start-up support program websites to observe how they structure their website and program. Synthesizing this information, we created recommendations of informative content to be displayed on Lagertha's external portal and how they can best facilitate collaboration amongst the enterprising women in their program

Timeline The timeline for the team's intended execution of methodologies is as follows:

3.5

IQP PROJECT PLAN

PROJECT TITLE- Lagertha Incubator Program — SPONSOR- Lagertha

ADVISORS- Jennifer Carlson and Blake Currier — START DATE- 3/24/2021

- Denotes what days we will spend on each task — Complete
- Used to show distinction between weeks — Working on

Week	TASK TITLE	START DATE	DUE DATE	DURATION (DAYS)
	General Assignments			
1	Gantt Chart	3/24/2021	3/31/2021	7
1	Presentation of Work to Date	3/24/2021	3/31/2021	7
2	Updated Background	3/31/2021	4/7/2021	7
2	Start Project Objectives	3/31/2021	4/7/2021	7
2	Schedule of Surveys, Focus groups and/or Interviews (as appropriate)	3/31/2021	4/7/2021	7
3	Updated Materials and Methods	4/7/2021	4/14/2021	7
3	First Round of Data Collection	4/7/2021	4/14/2021	7
4	Updated Intro Section	4/14/2021	4/21/2021	7
4	Further Data Collection	4/14/2021	4/21/2021	7
4	Start Evaluating Results	4/14/2021	4/21/2021	7
5	Completed Results section	4/21/2021	4/28/2021	7
5	Evaluation all results – Strengths and Weaknesses	4/21/2021	4/28/2021	7
5	Outline Discussion and Recommendations section	4/21/2021	4/28/2021	7
6	First draft of IQP Report	4/28/2021	5/5/2021	7
6	Updated Discussion and Recommendation Sections	4/28/2021	5/5/2021	7
7	Final IQP Report	5/5/2021	5/12/2021	7
	Objective 1: Understand the perspectives of women with an entrepreneurial mindset in male-dominated industries and what aspects of an entrepreneurial incubator would best support users of Lagertha's Program.			
1/2	Coordinate all Interview Times	3/29/2021	4/2/2021	4
2	Interview with Maria Schmidt	4/5/2021	4/7/2021	1
2	Interview with Anne-Sophie Zherlang	4/5/2021	4/7/2021	1
2	Interview with Maryanne Andersen	4/12/2021	4/14/2021	1
2	Interview Jan Andearssen	4/12/2021	4/14/2021	2
3	Survey people on LinkedIn, Facebook, and other forms	4/19/2021	4/23/2021	4
	Objective 2: Assess current start-up support programs and investigate what features they utilize to effectively support their users.			
3	Coordinate all Interview Times	3/29/2021	4/5/2021	10
3/4	Interview Women in Babson College's The Diana Project	4/7/2021	4/21/2021	1-4
3/4	Analyze Existing Start-up Support Programs' Websites (Ignite, Rainmaking)	4/7/2021	4/21/2021	5
	Objective 3: Create content recommendations for a website for Lagertha that best portrays the Incubator Program structure. Recommend what resources need to be highlighted on the website.			
4	Research white label platforms	4/7/2021	4/21/2021	14
5	Synthesize information from interviews	4/16/2021	4/28/2021	12
5	Formulate recommendations for Lagertha's website	4/16/2021	4/28/2021	12

Timeline columns: March 24-31, March 31- April 7, April 7- 14, April 14-21, April 21-28, April 28- May 5, May 5 - 13

4.0 Results and Recommendations

4.1.1 Interviews

Participants Interviewed:

Interviewee A: Danish woman and Lagertha mentor with more than 15 years of experience in the logistics industry (Appendix D)

Interviewee B: Danish man and business coach to Lagertha (Appendix E)

Interviewee C: Danish woman and Lagertha mentor with experience starting a logistics company (Appendix F)

Interviewee D: Danish woman and Lagertha partner who became an entrepreneur after many years of experience in the technology sector (Appendix G)

The team's interviews of Lagertha's mentors and coaches provided insight on the paths that each of these individuals took in their careers, where they felt they needed the most assistance, and if they experienced barriers in a male-dominated industry (Appendix B). The interviews revealed consistent central themes and the project team adjusted the questions in response to interviewee's answers. While each interviewee had a different career path, all four stressed the importance of one or more of the following themes: communication, networking, and mentorship. Additionally, adding diverse perspectives in the workplace was a common, overarching thread in our interviews.

Communication, in all facets of entrepreneurship and corporate business, emerged as a central theme in our interviews. Interviewee A emphasized the importance of communicating with your customers as well as your advisors in order to advocate for yourself and make clear

what you aim to accomplish. They stated that, "we can have a lot of new ideas but, if we don't use Change Management, and we don't communicate, and we don't socialize and onboard people so that they know why we're doing it and so on, we actually don't achieve a lot." Lagertha's business coach, Interviewee B, also highlighted the importance of communication in team building, which is one of the founding principles of their coaching method, Protrepsis (English Encyclopedia, 2021). Interviewee B stressed that fostering open communication leads to successful business teams. They stated that, "what's much more important is actually the way you work with your staff, how you energize your staff, and how you build a trustful environment." This trustful environment is essential for teams, which leads to a more communicative and collaborative environment to foster innovation.

Networking was a recurring theme in our interviews, with interviewees stating that it is one of the most crucial aspects of entrepreneurship and that Lagertha can support its participants by connecting them with their corporate partners. Interviewee D discussed networking as an opportunity for women in male-dominated industries to connect across industries through professional networks that foster collaboration. They "have been in contact with many female engineers within male-dominated areas. And they, many of them, feel kind of lonely" and in another venture is "making a network where we help each other, and we are happy to discuss issues and help each other with things that are challenging for female engineers, for instance." Additionally, this interviewee discussed the negative impact that the COVID-19 pandemic has had on networking and creating long lasting connections with coworkers.

The importance of mentorship and role modeling was another important takeaway from our interviews. Interviewee C described the roles of the many mentors that they have had during

their career, often confiding in multiple at once to fulfill different needs. They explained how they would approach one mentor on work-specific assistance, another to aid in career development, and yet another to navigate the corporate ladder. Interviewee C talked of their experience being both a mentor and a mentee, saying "I think it's something that I have always done.... it's so important to invest in people and ask for help." While Interviewee D never had a mentor of their own, they have provided mentorship to many people and use their years of experience to prepare future generations. Interviewee D described their role in mentoring students at the Danish Technical University stating that "as a mentor, [I] work very much with these people who are very oriented towards technology, but they lack the understanding of what it means to commercialize research or technology and what it means to bring it into the world. So I give them some practical insights." Role modeling provides guidance to individuals during their careers, and providing a way for Lagertha's Program members to have access to a mentor will aid in their success in starting a business.

Increasing diversity in male-dominated industries was another recurring theme from our interviews. Interviewee C emphasized how innovation sparks from diversity, saying that "if you don't have a mix of nationalities, and gender….then you can never get there." Interviewee D reinforced this idea by emphasizing the importance of seeking out diverse perspectives. They noted that "every product, every solution gets better, when you have a diverse group of people developing it." This led to the creation of the survey questions:

> *Do you agree or disagree with the following statement: The industry I am a part of does*
> *a lot to promote gender diversity* (Appendix H) and *Do you agree or disagree with the*
> *following statement: I have experienced more barriers to success because I am in a male-*

dominated field (Appendix I).

These statements on diversity, along with the follow-up questions, solidified the team's belief that diversity is essential in the workplace.

By conducting our interviews prior to the creation of our survey, the team was able to create survey questions that would target enterprising women and provide valuable insight. The recurring themes of our interviews included networking, communication, mentorship and diversity. Since these were areas that Lagertha's mentors and coaches believe their online Incubator Program should include, we crafted our survey questions in an attempt to get respondents to support or refute claims about whether they faced barriers in male-dominated industries due to their gender, for example.

4.1.2 Surveys

The team's two target groups - potential women entrepreneurs and women in male-dominated industries - were given a single comprehensive survey. Within this survey, participants were presented with an average of a combination of nine questions from a total of 22, using logic features to distinguish whether or not they received certain questions. To most effectively market the survey, we posted it across multiple social media platforms and reposted it each week. The team received 40 responses which were exported out of Qualtrics and into Microsoft Excel to display through graphs and charts (Appendix J).

When survey respondents were asked if the industry of which they are a part does a lot to promote gender diversity, respondents either somewhat disagreed, neither agreed nor disagreed, or somewhat agreed (Appendix H). Only 37.5% of participants agreed, which demonstrates the

lack of support for female entrepreneurs. Interestingly, when asked whether these respondents felt they faced barriers based on the industry they were a part of, 65% of participants overwhelmingly either agreed or strongly agreed (Appendix I). This shows that while respondents could be interested in being an entrepreneur, they felt there were significant barriers that they would have to face due to their gender.

As seen in *Figure 6*, survey respondents were asked what kinds of support they needed most in starting their business or entering a male-dominated industry. In order of most selected to least selected, respondents chose: networking, finance, marketing, sales, clarifying business concepts and product development. Networking led as the area that women entrepreneurs needed the most support within a male-dominated industry, with financial guidance close behind. These answers aided the team in clarifying what the Lagertha Incubator needs to emphasize within their program.

What were the areas that you needed the most support when starting your business or entering a male-dominated industry?

- Clarifying business concept 11.0%
- Product Development 8.5%
- Sales 14.6%
- Networking 20.7%
- Finance 19.5%
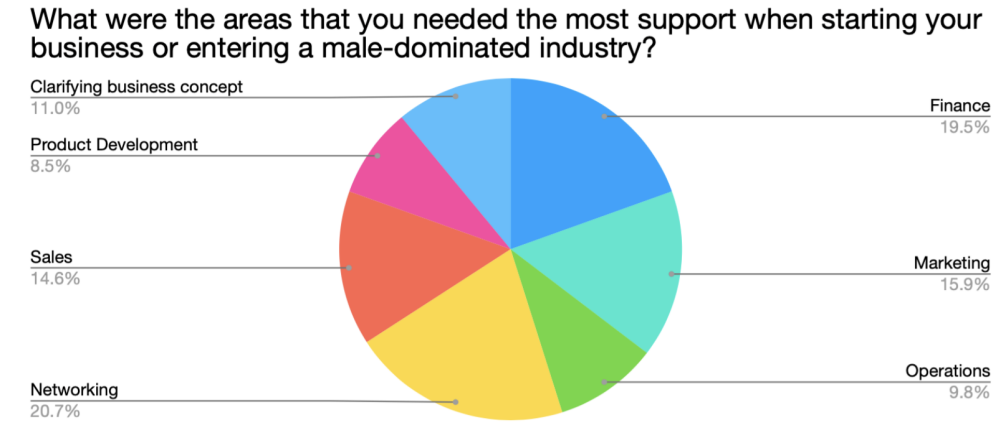- Marketing 15.9%
- Operations 9.8%

Figure 6: What are the areas that you need the most support when starting your business or entering a male-dominated industry?

The team asked survey respondents to rank what business support tools they would find most important in their start-up venture, as shown in *Figure 7*. About one third of survey respondents ranked internationalization as the most important business support tool, indicating that respondents desire support in making their startups accessible to users in all countries (Hayes, 2021). Internationalization was followed by business development as second. Respondents ranked coaching and finance developing/planning similarly in third and fourth place, peer to peer mentoring in fifth, and approaching investors as the least important, in sixth place. Based on this response, the team pursued a platform to contain resources, modules, and tools to encourage internationalization and business expansion.

Please rank the following business support tools from most important (1) to least important (6)

Approaching Investors
6.9%

Coaching
13.8%

Peer to Peer Mentoring
10.3%

Internationalization
31.0%

Business Developing
24.1%

Finance Developing/Planning
13.8%
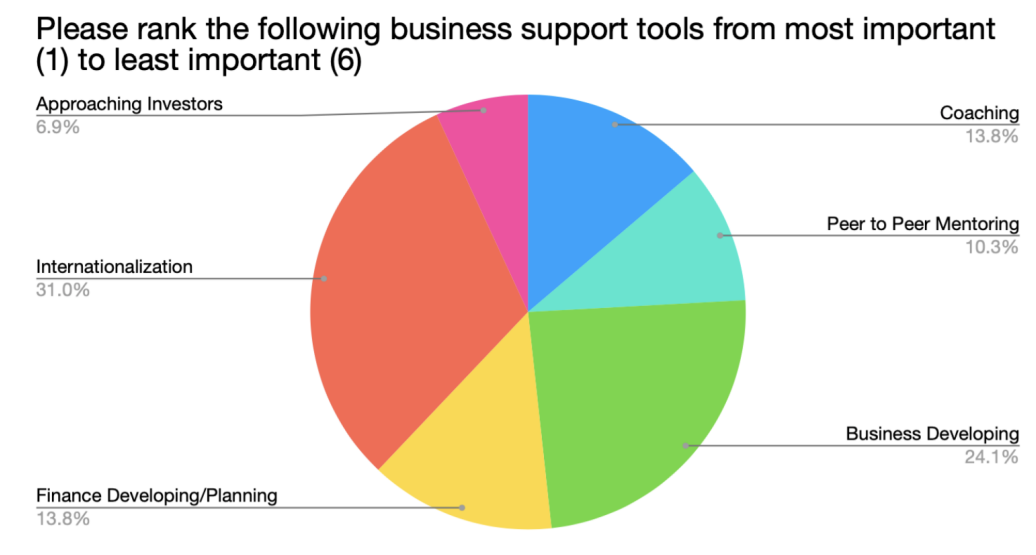
Figure 7: Which business support tools are the most important?

When the survey respondents were asked if they would find it beneficial to communicate with other participants of a start-up support program through a virtual platform, an overwhelming majority agreed, as shown in *Figure 8*. The team determined that users of a

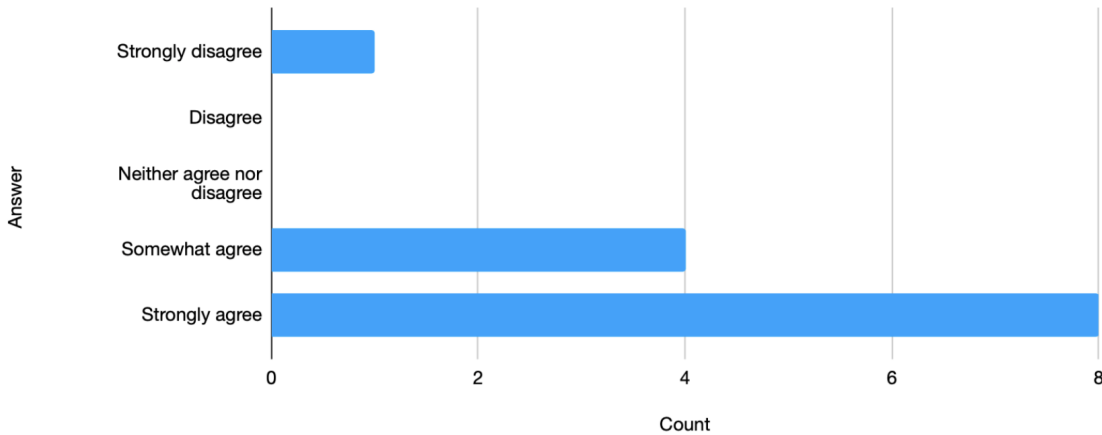support program would appreciate a communication channel that could be accessed through Lagertha's existing website. This information corroborated our interview data, which indicated that communication is important in developing and maintaining a business.

Figure 8: I would find it beneficial to communicate with other participants of a start-up support program through a virtual platform such as a website or app.

Respondents were also surveyed as to aspects of the start-up process in which they would need the most assistance, as seen in *Figure 9*. Those who completed the survey were offered the following potential choices: mentoring, advertising guidance, attracting an audience, next business steps, and funding. Most respondents chose funding, at 34.5%, followed closely by next business steps, with 27.6% of responses. This data came as a surprise to the team, as we had not yet focused on funding for female entrepreneurs and it had not been discussed in the previous interviews. This further emphasizes the need for Lagertha to provide financial literacy

workshops, resources and or advisors when providing feedback on business model proposals

through their virtual platform.

If you were to take an idea for a start-up and develop it further, what part of the start-up process would you feel you would need the most assistance in?

Attracting an audience 17.2%

Advertising guidance 13.8%

Mentoring 6.9%

Funding 34.5%

Next business steps 27.6%
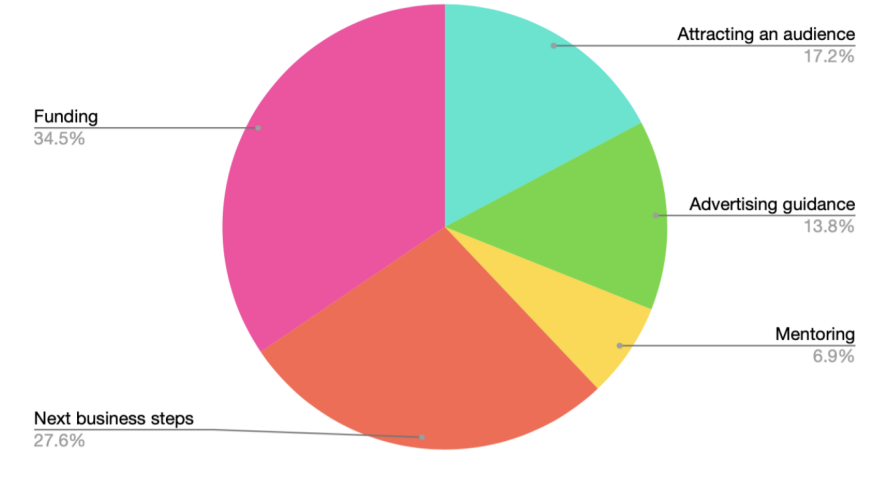
Figure 9: What part of the start-up process would you feel you would need the most

assistance in?

Survey respondents were also asked what aspects of a start-up support program they

would find most beneficial for training purposes on a virtual platform. As seen in *Figure 10*, the

majority of survey respondents selected both coaching and business development as the top two

areas for assistance, representing 21.1% of responses each. Based upon the data, we recommend

that Lagertha ensures that their coaching and business development tools are prominent, visible,

and descriptive on their page, as this is what entrepreneurs are looking for on an incubator

website. Additionally, information on financial planning, peer to peer mentoring and

approaching investors are tools that respondents wish to see on the platform. The team used the

results from this question when providing recommendations for which aspects of Lagertha's

program should be featured on its website.

What aspects of a start-up support program would you like to see available on a virtual platform?

Approaching investors
14.0%

Internationalization
8.8%

Financial development/planning
19.3%

Coaching
21.1%

Peer to peer mentoring
15.8%

Business development
21.1%
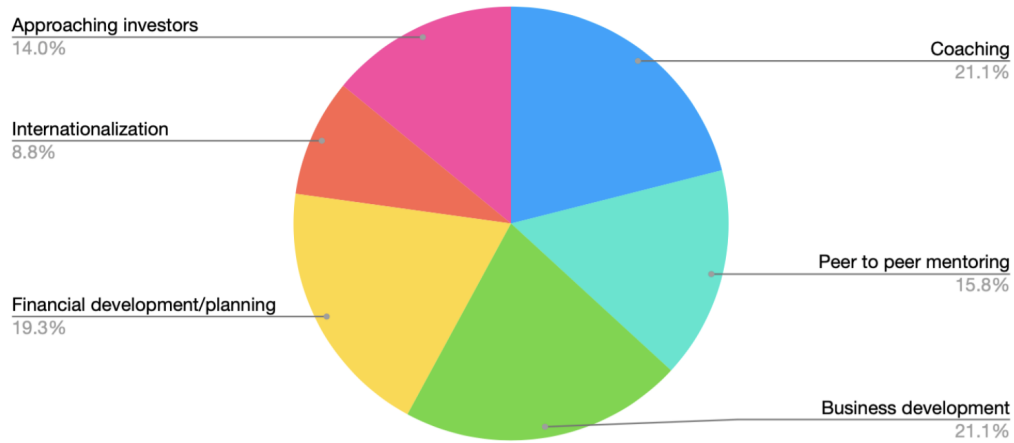
Figure 10: What aspects of a start-up support program would you like to see available on

a virtual platform?

Given that COVID-19 has affected the launch of the Lagertha Incubator Program, forcing

it to adapt to a virtual setting, the team asked respondents how the pandemic has affected their

entrepreneurial endeavors. Largely, respondents answered that networking has changed the most,

as shown in *Figure 11.* This further enforced the importance of having a networking component

for the Lagertha Incubator Program members, which the team recognized as a pattern among

interviews and survey results. Additionally, respondents indicated that marketing and sales had

been affected, likely due to the switch to a largely-online realm, which some companies were not

accustomed to. The project team tailored its recommendations for an online space to target the

marketing and sales aspects of Lagertha that allow a seamless transition from in-person methods to an online environment.
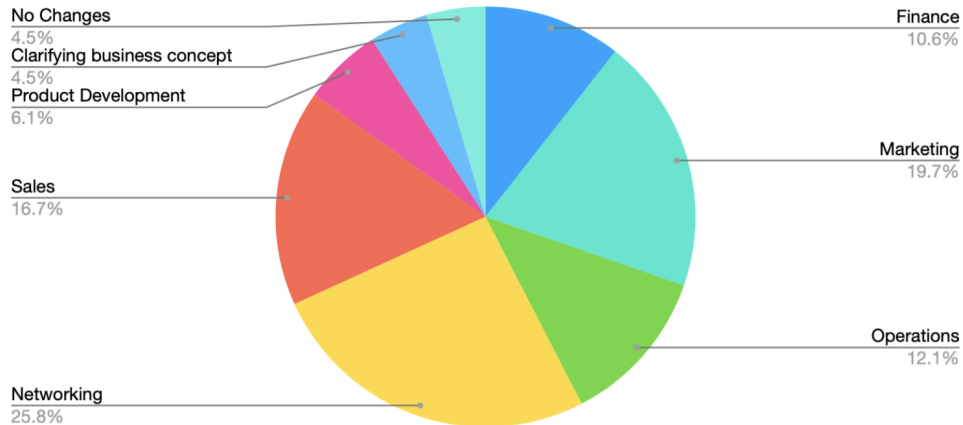
Figure 11: Do you feel there are any major changes conducting business online with the current COVID-19 pandemic, and if so in what areas?

4.1.3 Interview and Survey Takeaways

The survey results aided the team in creating content and delivery recommendations for Lagertha's virtual platform. Based on our interviews, mentorship is paramount to the success of women's start-ups. Additionally, ensuring that industries consider diverse perspectives allows us to thoroughly understand the needs of women with entrepreneurial mindsets. Our survey responses indicate that enterprising women value financial guidance and networking opportunities in business incubators and when navigating male-dominated spaces. The advice given from seasoned entrepreneurs to women with entrepreneurial mindsets overwhelmingly

supports that collaboration among women at different stages in their careers is essential to the success of enterprising women (Appendix K). To transform these survey and interview responses into specific content recommendations for Lagertha, the team analyzed current start-up support programs for comparison as well as white label websites to recommend.

4.2 Objective 2: Access Current Startup Support Programs

By studying existing start-up support program websites, we found useful examples of what should be displayed on the virtual platform. We also learned how these other websites foster communication between the professional women enrolled in their programs virtually. Our analysis indicates that websites with more videos and pictures promote increased engagement, and that Lagertha's virtual platform should aim to keep the audience engaged and reduce unnecessary textual jargon.

4.2.1 Outcomes of Rating Current Start-up Support Program Websites

The team analyzed six current start-up support programs including the Female Engineers Movement (FEM), WeGate, Women in Tech DK, The Professional Women's Network of Copenhagen (PWN), Virksomme Kvinder (Active Women) and The European Institute of Innovation and Technology (EIT). The analysis was carried out on Microsoft Excel to translate the rankings into percentages, based on the weights assigned to each metric. Ultimately, WeGate received the highest ranking of 93%, giving the team a strong platform to emulate and draw from

when forming our recommendations. All of the metrics, associated weights, and ratings are displayed in *Figure 12*.

Metric	Weight	WeGate	PWN Global	ACTIVE Women Denmark	Women in Tech DK	FEM	EIT
Usability	5	5	5	4	4	3	3
Informative	4	5	4	5	3	3	2
Easy to Contact	3	5	4	5	5	4	4
Aesthetic	2	3	5	3	4	3	2
Engaging	1	4	3	3	4	3	1
Final Rating (percent)	15	93%	88%	85%	79%	64%	53%

Figure 12: Rating Current Start-up Support Program's Virtual Platforms

WeGate received a 5 for *usability* and *informative* based on our metrics, primarily for their video features that easily provide users an in-depth breakdown of their program. WeGate has an overwhelming amount of information on their pages, leading the team to rate them a 3 in *aesthetic*, giving them the highest overall score of 93%.

The Professional Women's Network (PWN) had a prominent login portal at the top of their page, along with important tabs effectively displayed, such as *events* and *join us*, leading to our ranking of 5 for the categories: *usability* and *aesthetic*. PWN's website contained few pictures and videos, causing them to receive a 3 for *level of engagement*, and an 88% overall.

Active Women (Virksomme Kvinder) effectively displayed a menu bar along the top of their homepage with sections clearly labeled and easy to understand. This translated as a ranking of 5 for *informative* and *ease of contact*, since the user was able to easily identify how to contact the program founders and how to navigate certain information. Active Women received a 3 in *aesthetic* and *level of engagement* due to the large amount of white space on the web page, resulting in a score of 85% overall.

We rated Women in Tech DK with a score of 5 for *ease of contact* and a 4 for *aesthetic*, *usability* and *level of engagement* due to their effective use of tabs for easy navigation of the web page. However, it scored only 3 for *informative*, as the team felt it lacked substance on information about the program itself, resulting in a final score of 79%.

The Female Engineers Movement (FEM) page received a 4 for *ease of contact* since users can send the program founders a message directly from a display on the top of the webpage. FEM received a 3 in all other areas, resulting in a final rating of 64%.

The European Institute of Innovation and Technology (EIT) received the lowest rating of websites analyzed, with a total score of 53%. The EIT was rated 1 for *level of engagement* for the abundance of text used on the page and a lack of features with which the user could interact.

4.2.2 Outcomes of Rating Current White Label Platforms

The team further realized objective two by analyzing white label website-builder platforms. Our analysis revealed strengths and weaknesses of different white label platforms, and enabled us to determine which is best suited for the Lagertha Incubator. The white label platforms were given ratings for each feature based on importance, as displayed in *Figure 13*, with *scalability* as most important and *ease of access* as least important. Babele received the highest rating of 90% while Mightnetworks received the lowest score of 65%.

Metric	Weight	Babele	Wix	Honeycommb	Simvoly	Weebly	Duda	Squarespace	Mightynetworks
Scalability	6	5	4	5	4	5	4	5	3
Ease of adding widgets	5	3	5	3	5	4	5	3	3
Community space	4	5	4	5	3	3	2	2	3
Educational capabilities	3	5	5	3	4	4	4	3	4
Networking capabilities	2	5	4	5	3	2	2	3	3
Ease of Access	1	4	4	5	5	5	5	5	5
Final Rating (percent)	**21**	**90%**	**88%**	**85%**	**80%**	**79%**	**74%**	**70%**	**65%**

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Figure 13: Rating White Label Platforms

The highest scoring platform, Babele (www.babele.co) has the capacity to hold services such as business modeling, online mentoring, e-learning, custom program curriculum, databases, and community management. Lagertha would receive its own domain and have the ability to manage all start-ups enrolled in their Incubator Program. Given these features, Babele received a 5 for *networking capabilities, community space, educational capabilities* and *scalability*. Babele was scored highest with an overall rating of 90%.

Wix (www.wix.com) received a 5 for *educational capabilities* as it enables website administrators to stream and post videos directly on its website. Wix received a 5 for *ease of adding widgets.* The high ratings for each feature resulted in an overall score of 88%.

Honeycommb (www.honeycommb.com) received a 5 out of 5 in *community space* as the homepage layout is set up in a similar style as social media platforms, promoting easy and open communication. A large drawback of Honeycommb was the lack of educational capabilities, resulting in a rating of 3. Overall, Honeycommb received a final rating of 85%.

Simvoly (www.simvoly.com) received a 3 out of 5 for *networking capabilities* and a 3 out of 5 for *community space*. This service includes access to over thirty widgets that can be added to a website template, resulting in a rating of 5 for *ease of adding widgets*. Overall, Simvoly received a final rating of 80%.

Weebly (www.weebly.com) received a 5 out of 5 for *scalability* because of their ability to track any visitors of the page along with the performance of the website. With no networking features, only a community forum, Weebly received a low rating of 2 for *networking capabilities*. This resulted in an overall score of 79%.

Duda (www.duda.co) did not have specific tools for communication, leading to a ranking of a 2. The team found the adaptability of Duda to be exceptional and believed that it would be a fairly easy template to set-up successfully, resulting in a rating of 5 for the *ease of access*. Due to these ratings, Duda received an overall rating of 74%.

Squarespace (www.squarespace.com) received a 2 out of 5 for *community space* due to the platform being directed towards selling products and with less emphasis on interaction between users. This platform received a rating of 5 out of 5 for *scalability* as the usability of the website does not change with an increase or decrease in members. These ratings resulted in Squarespace receiving a final rating of 70%.

Mightynetworks (www.mightynetworks.com) scored a 5 for *ease of access* based on its mobile app capabilities. The platform advertised that no additional features will be necessary, but it nonetheless lacks all the features recommended for Lagertha, therefore it scored a 3 for its *ease of adding widgets*. With these ratings, Mightynetworks received the lowest final rating of 65%.

4.3 Objective 3: Recommendations

In what follows, we recommend how Lagertha can structure its online Incubator Program to prominently display the desired resources as well as provide a space where enterprising women can collaborate. While the team recommends a specific white label platform, our

recommendations can apply to any virtual platform Lagertha may choose. The recommendations are based on our comprehensive analyses of data from interviews, surveys and digital content analysis. These recommendations include points on functionality, creating and maintaining a virtual community, networking via social media aspects, a meet the team section and a calendar.

4.3.1 Functionality

A website's menu dictates its ease of navigation. On Lagertha's Incubator platform, the placement of menu buttons as well as the organization of subcategories should give the user a view into how it is structured. The menu should be at the top part of the home page with easily understood titles. Each associated title should also have sub-headings if applicable. As an example, the Professional Women's Network of Copenhagen's menu has the following sections: Home, About Us, Join Us, City Networks, Resources, and Events. Each of these categories also has subsections so that there is not an excess of information on one page. For example, the About Us section contains subsections including: *Why We Exist, What We Offer, Who We Work With, Get Involved, Our Board & Executive Team,* and *Contact Us* (www.pwncopenhagen.net) (Appendix L). Lagertha can communicate its program through clear, easily digestible sections on different tabs. For example, the "Female Entrepreneurs" tab that exists on Lagertha's current webpage can be broken into sections such as *overview, curriculum, groups, mentors and coaches, and applying to the program*. This ensures that the reader comprehends all information and follows the intended flow of the page.

4.3.2 Lagertha's Community Space

We recommend that Lagertha prioritize communication among participants within the Incubator Program to establish and sustain a broader professional community. An example of how to foster communication is through a collaborative application such as Slack. Slack has the ability to create specific channels for each group of stakeholders, such as mentors and mentees, all start-ups enrolled, or all administrators of the Lagertha Incubator Program (Appendix M). The limitations of Slack include that, while it has the ability to categorize groups to increase collaboration, it does not contain additional features that are essential to users such as uploading documents pertinent to the Incubator's curriculum. An online platform that fosters community-building will maximize the impact of the Lagertha Incubator Program.

4.3.3 Networking Through Social Media

Networking and the ability to connect with Lagertha's broader professional community were features sought after by enterprising women. We recommend Lagertha uses hyperlinked icons of the social media platforms that Lagertha has pages on, notably Facebook and LinkedIn. Engagement in virtual settings can be difficult. By maintaining a presence on social media platforms, the Incubator Program will enable participants to continue building their network in connection with Lagertha.

4.3.4 Incubator Program Progress Tracking

The Lagertha Program curriculum is executed through a variety of events, modules and webinars that cover different topics throughout the incubation period from soft skills coaching to business model development. Lagertha should have a calendar or Gantt chart on their virtual platform to communicate events or deadlines for curriculum modules.

Each event listing should include its title, date, time and location, and include a drop-down option with more details about the event. In addition to coaching and mentoring appointments laid out by the program curriculum, the calendar can have a separate space where those in the program can inquire about booking additional appointments with coaches or mentors.

4.3.5 Meet the Team and Bios Section

Lagertha's founder, coaches and corporate partners all bring significant value to the program. An effective "Meet the Team" and "Biography" section is important to familiarize website visitors with the contributors to the program. This is an opportunity for leaders of Lagertha to share their education, career experience, specialties, and interests. Through a strategic "Meet the Team" section, Lagertha can advertise its skilled leaders in order to attract new members.

This "Meet the Team" section should feature Lagertha's leaders, coaches, and mentors with a link to each team member's LinkedIn profile, their official title, contact info, and a standardized biography style (Appendix N). In addition to a section for meeting the leaders of

Lagertha, the team recommends a "Corporate Partners" section to feature the companies that Lagertha works with. For example, the Professional Women's Network of Copenhagen has a "Who We Work With" section where corporate partners' biographies are given. This section should feature all of Lagertha's industry partners and explain their role within the Lagertha Incubator Program.

4.3.6 Objective 3 Conclusion

The team's content recommendations, based on comprehensive analyses of current start-up support program websites, are applicable to any white label platform that Lagertha may select. However, our analysis of white label platforms indicates that one specific platform, Babele, is particularly well suited to the needs of women with entrepreneurial mindsets, and will allow Lagertha to grow into the global company it is on track to become.

4.4 Recommended White Label

The team analyzed the white label platforms: Babele, Wix, Honeycommb, Simvoly, Weebly, Duda, Squarespace, and Mightynetworks. In our analysis of these eight white label platforms, Babele scored the highest marks for all of the team's metrics: *scalability, ease of adding widgets, community space, educational capabilities, networking, and ease of access.* Babele is designed for start-up support programs and has the ability to maintain Lagertha's custom program, community, mentors, business model and more (www.babele.co). Babele's ability to create a dynamic program workspace features tools for establishing incubator

curriculum, fostering stakeholder interaction, a projects database, and an events management page that make it the best suited white label platform for Lagertha.

4.4.1 Incubator Curriculum - Functionality

Babele is a functional platform for Lagertha since it serves the Incubator Program's curriculum and progress tracking. Lagertha can model its Incubator Program curriculum through Babele, as shown in *Figure 14*. In this example, the page can feature modules on Purpose, Customers & Beneficiaries and Market Research, with sub-modules for each. Based on Lagertha's needs, this curriculum layout can provide steps to create an implementation plan, scaling plan, or investment proposition. This will allow Lagertha's curriculum to be clearly laid out for participants to work incrementally towards a goal.
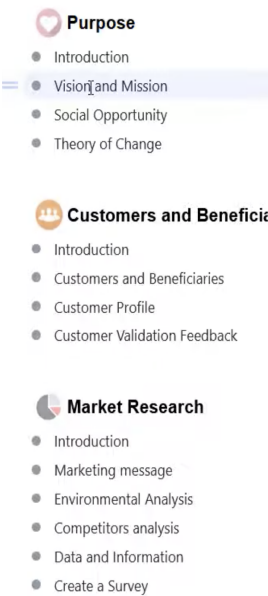

Figure 14: Incubator Curriculum Example (www.babele.co)

Each module under the incubator curriculum can feature a comprehensive e-learning component with webinars, reading material, videos, best practices, case studies, file attachments and links. The modules also have the capability to use assignment templates to lead incubator participants through the completion and submission of each module.

Lagertha can create functional "Learning Spaces" for each of its three groups of women entrepreneurs and intrapreneurs. For example, each group would have their own unique tab. As shown in *Figure 15*, *LEVEL UP* utilizes Babele's virtual platform to create different curriculums within each "Learning Space." For Lagertha, different groups can be categorized by specific goals defined by the program administrator, such as SDG development in a specific male-dominated industry.
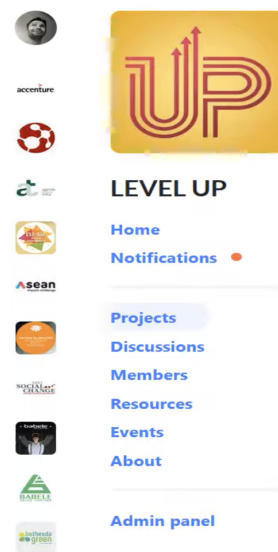
Figure 15: Learning Spaces (www.babele.co)

Once the program curriculum is laid out, a Gantt chart can be created as seen in *Figure 16*. This will allow Lagertha's program administrator to set a program duration, start date and

due dates for each module, making them easily digestible and not overwhelming to program

participants. These features are managed by the program administrator, which is an additional

function of Babele that Lagertha will have access to (Appendix O).
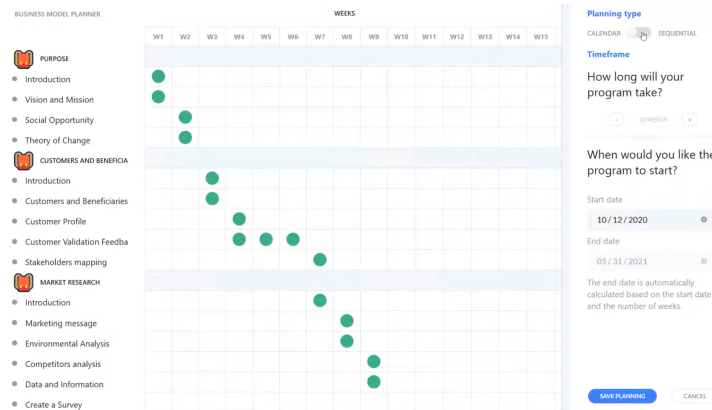
Figure 16: Incubator Curriculum Gantt Chart Example (www.babele.co)

Babele's capabilities in establishing curriculum framework, creating e-learning pages,

assignments, separating groups based on methodology, and creating unique learning spaces make

it well-suited for Lagertha's dynamic curriculum.

## 4.4.2 Projects - Lagertha's Community Space

To further foster Lagertha's virtual community space they can utilize the "Projects" page

of Babele. Each project, when selected, will show a comprehensive profile of the start-up

venture. Each project page will have information on the team, progress and performance updates,

and any other desired content. This will be communicated through a project navigation bar, a

project feed, and a business model (Appendix P). An example of what this page could look like

is seen in *Figure 17*. These projects can be filtered and searched for based on country, category, stages, or creation date (Appendix Q).
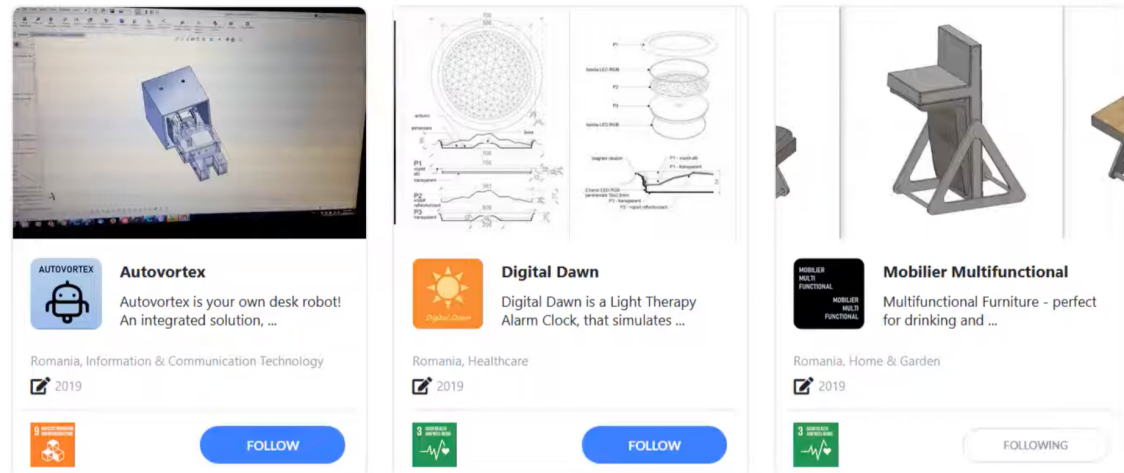
Figure 17: Projects page example (www.babele.co)

Members of project teams can make discussion posts visible to their teammates and/or mentees, as well as post to Lagertha's public discussion forum. An example of what the discussion page would look like is seen in *Figure 18*. This community discussion feature allows Lagertha's participants to interact with indirectly related projects, mentors, entrepreneurs and other stakeholders. Each project page also has the ability to manage and display resources privately between Lagertha's mentors and their paired mentee, with the capacity to upload documents and receive feedback.
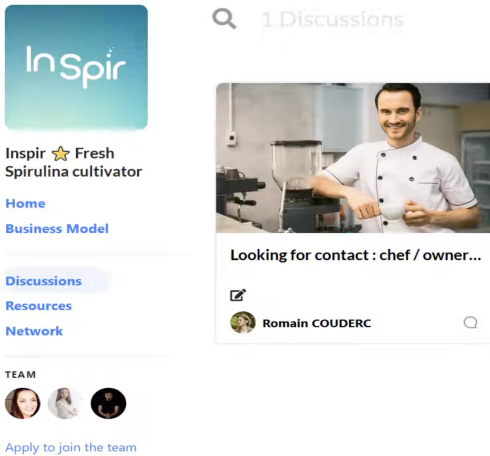
Figure 18: Project discussion page (www.babele.co)

Members of the Lagertha Babele platform can view or apply to join a project team or become a mentor. Project mentors have the option to be redirected to the project framework to see milestones completed by each project. Each assignment includes an option for mentors to give feedback on submissions or progress (Appendix R). This will foster communication between mentors and Lagertha's Incubator Program participants.

4.4.3 Stakeholder Interaction - Networking

To create a space for stakeholder interaction and networking, Lagertha could utilize Babele's Customer Relationship Management (CRM) system. Added members are given a specific circle as seen in *Figure 19*. Circle names can be set by Lagertha, and could potentially include roles such as administrators, members, innovators, mentors, supporters and investors. Depending on their circle, members have access to specific information about the curriculum, project progress and more. Lagertha's participants can also use this CRM to search for specific

members based on circle, country, skill, interest and name (Appendix S). This allows participants to network within the Babele platform. Additionally, this would create the opportunity for members to easily identify mentors and professionals in their field. Users could connect with an industry professional within the CRM and directly invite them to advise a start-up project.
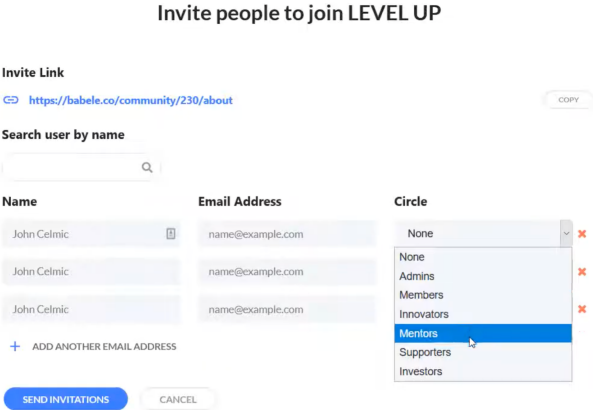

Figure 19: Inviting members to specific circles (www.babele.co)

4.4.4 Events Management

Babele also features an events management system to facilitate Program progress tracking. This gives all participants the ability to schedule events, meetings, and information sessions. For example, this would allow a participant to schedule mentor meetings to discuss specific milestones. These organized meetings can be tracked by the Lagertha administrator to see participants' progress.

4.4.5 White Label Platform Recommendation Conclusion

Babele is the ideal virtual platform to facilitate the execution of the Lagertha Incubator Program as it has the potential to accommodate all program members and stakeholders of the Lagertha Incubator Program. This digital platform has the capability to uphold our recommendations. First, for functionality, it serves as a space to house the Incubator Program curriculum and track progress, which creates and maintains Lagertha's community space. Next, through Babele's "Projects" feature, networking is demonstrated via Babele's CRM and event management. We recommend that Lagertha use Babele as an external portal to Lagertha's existing domain. The combination of the Lagertha website and Babele platform will allow for the Incubator Program to be advertised, outlined, delivered and tracked. In addition to upholding our recommended features, Babele includes additional capabilities and an implementation plan that proved how it could best serve the Lagertha Incubator program as the team's recommended white label platform (Appendix T).

4.5 Discussion

The execution of the team's methods allowed us to understand perspectives of women with entrepreneurial mindsets, being a woman in a male-dominated industry, and how to best translate Lagertha's in-person model for the Incubator Program to an online space. Interviews gave us the most insight into an entrepreneurial mindset, since we were able to speak directly to women entrepreneurs. We created the list of interview questions prior to each interview and tailored them to the interviewees career paths and occupations so that we could learn about

different aspects from them (Appendix B). We aimed the questions for the most interviewees at learning about the barriers faced being a woman in a male-dominaed field and what resources they utilized, or wished they had access to, to get over these barriers. The questions for one interviewee were more centered around mentorship and Lagertha's coaching method - Protrepsis - since they are the main coach for Lagertha. During the interviews, central themes around communication and mentor relationships emerged. We asked the interviewees about communication and collaboration specifically, since our background research had informed us of the importance of soft skills in the workplace with one source stating that soft skill development leads to a 256% return on investment and boosted production (Yurchenko, 2019). Additionally, we inquired about the role of mentors in a career and asked the interviewees if they had a mentor during their career. All interviewees stressed the importance of having a mentor during their career and felt that they would not be where they are today without them.

Through our interviews, we learned that women entrepreneurs tackle the barriers they face in their industries head on, without even acknowledging them as barriers to begin with. Women with entrepreneurial mindsets display their capabilities by moving forward past obstacles and the team hoped to make their path in entrepreneurship that much easier. The team had an underlying understanding about the importance of mentoring; however, these interviews made it apparent that our content recommendations and white label recommendation needed to have a focus on having a space for collaboration and finding mentors. Geared to support the multifaceted women entrepreneur and promote the Lagertha Incubator Program, our recommendations actively contribute to positive change - which will be realized when more women find it easier and beneficial to become an entrepreneur.

Our survey results affirmed some of our expectations at the same time that they challenged others. When survey takers were asked what business support tools are most important, the team received different responses, which was unexpected (Appendix J). We did not expect users to select internationalization as a main feature desired, however internationalization ranked highest. We had expected internationalization to likely rank among the least important business support tools, since we presumed that an entrepreneur should not worry about internationalization until they have an established business. We accommodated this desire by finding a white label that would allow Lagertha to house companies as they become larger; additionally, we searched for a white label platform that would provide users with information on the other program members. The ability to see information will let them connect and gain a better understanding of the culture in that area and how to best go about expanding there. For many of the other survey questions, respondents selected coaching and peer to peer mentoring as aspects they desired from Lagertha's Incubator Program. We expected these responses, since our interviews brought coaching and mentoring to the forefront, and we felt these were topics that are well-known and buzzwords that would peak survey takers interest. Our research further supported our belief that mentoring and role modeling are key features that women entrepreneurs need to succeed, with Denmark employment status data emphasizing the importance of role modeling in career socialization, as women-led start-ups provide information and inspiration to women employees (Rocha & van Praag, 2020). We created our white label analysis metrics with *scalability, community space* and *networking capabilities* to account for these survey responses. By providing a way for the women in the Incubator Program to

communicate with one another, women can create connections that will help them overcome barriers more easily and give them guidance when trying to internationalize their business.

To transform our survey responses and interviews into recommendations, we analyzed current start-up support programs and their websites. We looked for websites that had a space for the users to collaborate, since our research and collected data stressed the importance of communication. When we looked at each website, we were essentially being a user of the program website looking for information. We analyzed how informative and easy to use the website was. Based on gender inequities in technology user experience, we wanted to identify how to make Lagertha's Incubator Program easy to use to ensure women do not face additional roadblocks in pursuing entrepreneurship (van Eck & Volman, 2001). Additionally, we observed how these current start-up support programs displayed their program information to be *informative* and *engaging*. We found that including videos and pictures as opposed to long blocks of textual information was much more engaging and digestible as a user. We used our experiences of these current start-up support program websites to understand what we wanted Lagertha's Incubator Program website to do and look like, which gave us key aspects we looked for when recommending a white label platform.

To recommend a white label platform, we carried out a white label analysis in the same way we did with the current start-up support program analysis. As previously stated, we first examined the platform's ease of usability and the ways that Lagertha could customize the platform to contain desired features. We looked at how easily the white label would allow Lagertha to post videos and pictures instead of solely textual information so that users would be more engaged with the website. To cater to the internationalization and scalability aspects that

survey takers identified, we examined how many people each platform could hold and how easy it would be for users to identify program members' business locations, which would give them the ability to consult members specifically in different areas of the globe. Babele serves incubators with upwards of five thousand participants, which would allow Lagertha to maintain its relationship with women who have completed their incubation period, increasing networking opportunities. Also, Babele allows program members to view other member profiles, including their program location, and members can even filter the member roster by location. Babele's filtering abilities stood out to the team because it would provide an easy way for the members to network freely. We found that Honeycommb was a great contender as a white label platform and had the easiest communication forum, but emulated a social media platform and lacked the educational aspects that we desired. Ultimately, we elected Babele as the white label platform best fit for the Lagertha Incubator Program, and we had an informational interview with the Babele CEO, Emanuele Musa, to learn more about the platform and to further solidify our analysis results. We believe that using Babele to deliver Lagertha's Incubator Program will give the program members the most user-friendly and educational experience. Using a platform that is educational and easy to use will give the women entrepreneurs involved the best experience and the ability to capitalize on their incubation period, pushing them to succeed in their entrepreneurial journey.

4.6 Limitations

There were also associated limitations with the team's recommendations. First, there were limitations in the distributed surveys as some respondents didn't receive certain questions, some feedback relayed the need for more questions, and we allowed men to take the survey to

see the differences in perspectives. Additionally, our interviews did not provide quantifiable data, were time consuming, and the interviewees' feedback pushed us in different directions. With our website analysis for both current startup support programs and white label platforms, we used our own scale and metrics allowing for potential bias to occur. Also, for the analysis of current startup support programs, some websites were restricted to members only, so the team was only able to gain a surface level view of the platform. This limited our ability to assess the white label's capabilities.

The largest constraint the team faced was working on this Denmark-based project remotely from Worcester, Massachusetts due to the COVID-19 pandemic. This limited our ability to interact with our sponsor in real time due to the difference in time zones. Since Lagertha's stakeholders were often unavailable due to their busy work schedule, the team had to be deliberate in requesting responses from these individuals to ensure proper feedback for the project. This entailed sending emails with reminders to provide specific information needed to move forward with the project.

As the team sent out our survey, we understood the importance of receiving an adequate amount of responses. To ensure an adequate sample size, the team repeatedly advertised the survey through multiple social media platforms. We also strategically networked among current female entrepreneurs that we have a connection to, asking them to share the survey to their respective LinkedIn networks. This resulted in a surge of new responses before the survey was closed. Regardless of the limitations to our project, we believe that our methods led to successful completion of objectives towards the broader goal of supporting women entrepreneurs.

5.0 Conclusion

Through interviews, the team concluded that communication, networking, mentorship and encouraging diverse perspectives are the most important aspects of a business incubator. Our survey results led us to conclude that women entrepreneurs desire financial guidance and reinforced that networking opportunities were crucial for the success of women-led startups.

We compiled content recommendations for Lagertha's virtual platform regarding functionality, establishing a community space, networking through social media, a "Meet the Team" section, and program progress tracking. These recommendations were formed by the analysis of current start-up support programs, of which WeGate received the highest ranking and became a key example for Lagertha to consider in addition to the team's content recommendations.

We recommend that Lagertha use Babele as the white label platform to construct their virtual Incubator Program. Babele was the only white label platform analyzed that specifically targeted incubators and start-up support programs. After meeting with the CEO of Babele to get an in-depth tutorial on the website and its features, we were informed of its most qualifying aspects: a customizable Incubator curriculum, a project page that promotes Lagertha's community space, the ability for stakeholder interaction and networking, and an events page for Incubator Program progress tracking. Babele has a structure in place to support incubator programs, making it the easiest and most suitable platform for the Lagertha Incubator Program.

Online platforms are necessary, now more than ever, and the team worked to create content recommendations to provide a seamless transition from in-person coaching and

mentoring to this virtual program. Our content recommendations for Lagertha's Incubator Program promote the global expansion of Lagertha, thus promoting female entrepreneurship worldwide. When more women have the opportunity to engage in entrepreneurship, they actively break down gender stereotypes, providing an invaluable impact to young girls especially. This ultimately brings positive change that combats societal norms and reinforces how capable enterprising women are.

Appendix

Appendix A: Informed Consent Agreement for Participation in a Research Study

Investigator:

The Lagertha Incubator Team

Contact Information:

The Lagertha Incubator team can be reached at gr-lagertha-DK21@wpi.edu

Research Title:

Lagertha Incubator Program: Promoting Female Entrepreneurship in Denmark

Sponsor:

Kate Vinther, founder of Lagertha

Introduction:

You are being asked to participate in a research study about the promotion of female entrepreneurship. Before consenting to take part, you must be informed of the purpose of the study, the procedure that will be followed and what outcomes that the study could have on you. This form clearly states all information about the study so that you may make a fully informed decision regarding your participation.

Purpose of Study:

To gather information about women entrepreneurs and what resources can best support them in their entrepreneurial journey.

Procedures to be followed:

An interview with the research team will take between 30 to 60 minutes. The interview will cover topics pertaining to your entrepreneurial path as a woman, what resources are most helpful as an entrepreneur and barriers that women face in male-dominated fields. All information and quotes taken from these interviews will be anonymised. Additionally, interviews will all be recorded for the use of the project team to review on a later date. Surveys will be distributed to groups of women of different entrepreneurial backgrounds. The surveys can be taken at any time and will have no time limit for completion. These surveys will be distributed virtually, and all information from these surveys will remain anonymous.

Risks to Participants:

There are no foreseeable risks associated with the study.

Benefits to Research Participants:
The team will not provide benefits for participants' participation in this study.

Record Keeping and Confidentiality:
All interviews will be conducted via Zoom, and would like your consent to record the session. The recording will then be transcribed into a comprehensive script. This transcript and recording will only be shared among investigators for this project. All recordings and their associated transcripts will be kept confidential. Interview responses will remain anonymous, however quotes may be documented in the final report anonymously. If the team would like to directly use a quote from the interview, a separate meeting to ensure that you are being properly quoted. Your participation in this study will remain confidential and all publications of the information collected will not identify you.

All surveys will be conducted through WPI Qualtrics forms. Surveyed participants' names will not be disclosed in the communication of the survey results. Some of the survey questions are open response, and some of those quotes may be used by the team to communicate findings. Surveyed participants will be asked if they are willing to have their quotes anonymously displayed.

If additional information is required for understanding this research or the rights of research participants/ research-related injuries, contact:

Team Alias: gr-lagertha-DK21@wpi.edu

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IRB Chair- Professor Kent Rissmiller, Tel. 508-831-5019, Email: kjr@wpi.edu
Human Protection Administrator - Gabriel Johnson, Tel. 508-831-4989, Email: gjohnson@wpi.edu

Your participation in this research is voluntary. Your refusal to participate will not result in any penalty to you. You may decide to stop participating in the research at any time without penalty. The project investigators retain the right to cancel or postpone the experimental procedures at any time they see fit.

By signing below, you acknowledge that you have been informed about and consent to be a participant in the study described above. Make sure that your questions are answered to your satisfaction before signing. You are entitled to retain a copy of this consent agreement.

_____ Date: _____
Signature of Study Participant

_____
Study Participant Name (Please Print)

_____ Date: _____

Signature of Person Who Explained Study

Appendix B: Interview with Lagertha's Mentors and Coaches

Introductions

1. Do I have consent to interview you?
2. Do I have permission to record this Zoom Session?
3. Information for the interviewee
    1. Introduction of who I am and why I am conducting this interview
    2. Brief introduction of our project on the Lagertha Incubator
    3. Explain how the interviewee's experience and perspective will contribute to the project

Questions:

4. What is your role in the Lagertha Incubator Program? What led you to become involved?
5. The founder of Lagertha, Kate Vinther, emphasizes that women bring a valuable and unique perspective to business. Do you agree with this statement? If so, what are some examples of the women perspective bringing a new dimension to the corporate world?
6. What areas in your specific industry have seen challenges and how do you think the women enrolled in Lagertha's Incubator Program can meet those challenges?
7. What advice did you wish you received when entering a male-dominated industry?
8. What are the most important aspects of entrepreneurship that the start-ups enrolled in Lagertha's Incubator Program must know?
9. Do you feel there are any major changes conducting business online with the current pandemic? How will you ensure effective coaching strategies for the women enrolled?
10. Did you/do you have a mentor and how important have they been in helping you?
11. If you could give one piece of advice to women starting their own businesses, what would it be and why?

Concluding Questions:

12. Based on our discussion today, are there any topics that you recommend we research further?
13. Would you like to refer us to any entrepreneurs or incubator programs that you feel could provide valuable insight for this project?
14. Would you be willing to complete a survey if our team sent you one in the future?
15. Do you have any questions for me?

Appendix C: Survey Questions

This survey was set up with logic statements, so your answer to each question changed what your next question would be. Therefore, not every respondent received all of the questions. For example, those who answered male were given a different path of questions than those who answered female.

1. What is your gender identity?
    a. Male
    b. Female
    c. Non-binary
    d. Prefer not to say

    e. Other

2. For survey questions that are free-response, do we have permission to anonymously display your responses?
    a. Yes
    b. No

3. Are you employed in a male dominated industry? (A male-dominaed industry refers to an industry that is made up of 25% or fewer women - examples: maritime, logistics, transportation, mining, technology)
    a. Yes
    b. No

4. What male-dominated industry are you employed in?
    a. Maritime
    b. Logistics
    c. Transportation
    d. Mining
    e. Technology
    f. Other:

5. Do you agree or disagree with the following statement: The industry that I am a part of does a lot to promote gender diversity?
    a. Strongly disagree
    b. Somewhat disagree
    c. Neither agree nor disagree
    d. Somewhat agree
    e. Strongly agree

6. What is your perspective on gender equality in entrepreneurship and/or the industry that you are a part of?
    a. Open response answer:

7. Do you agree or disagree with the following statement: I have experienced more barriers to success because I am in a male-dominated field
    a. Strongly disagree
    b. Disagree
    c. Neither agree nor disagree
    d. Somewhat agree
    e. Strongly agree

8. What were the areas that you needed the most support when starting your business or entering a male-dominated industry? (select all that apply)
    a. Finance

b. Marketing
c. Operations
d. Networking
e. Sales
f. Product development
g. Clarifying business concept
9. Please rank the following business support tools from most important (1) to least important (6)
   a. Coaching
   b. Peer to peer mentoring
   c. Business developing
   d. Finance developing/planning
   e. Internationalization
   f. Approaching investors
10. Have you ever thought of an idea for a new start-up?
    a. Yes
    b. No
11. Would you be interested in joining a start-up support program with a proposed business idea?
    a. Yes
    b. No
12. Due to the COVID-19 pandemic, many interactions are taking place remotely as opposed to in-person. Would you still join a start-up support program if it were to be held remotely?
    a. Yes
    b. No
13. Do you agree or disagree with the following statement: I would find it beneficial to be able to communicate with other participants of a start-up support program through a virtual platform such as a website or app.
    a. Strongly disagree
    b. Disagree
    c. Neither agree nor disagree
    d. Somewhat agree
    e. Strongly agree
14. If you were to take an idea for a start-up and develop it further, what part of the start-up process would you feel you would need the most assistance in? (select all that apply)
    a. Website design

b. Attracting an audience
c. Advertising guidance
d. Mentoring
e. Next business steps
f. Funding

15. Have you ever used a start-up support program and if so, which one?
a. Open response

16. If you sought financial support for your start-up, what resources did you utilize?
a. Open response

17. What aspects of a start-up support program would you like to see available on a virtual platform? (select all that apply)
a. Coaching
b. Peer to peer mentoring
c. Business development
d. Financial development/planning
e. Internationalization
f. Approaching investors

18. How much money would you be willing to spend on enrollment in a start-up support program?
a. $500 USD
b. $1,000 USD
c. $3,000 USD
d. $5,000 USD
e. $Up to $10,000 USD

19. How much of your time would you be willing to give if enrolled in a start-up support program?
a. 5-10 hours
b. 10-20 hours
c. 20-30 hours
d. 30-40 hours

20. Do you feel there are any major changes conducting business online with the current COVID-19 pandemic, and if so in what areas? (select all that apply)
a. Finance
b. Marketing
c. Operations
d. Networking
e. Sales

      f.   Product development

      g.   Clarifying business concepts

      h.   No changes

21. What is the one piece of advice you would give to a woman entering a male-dominated field?

      a.   Open response

22. Do you have any general comments/questions about this survey or anything you would like the team to consider for future surveys?

Open response

Appendix D: Interviewee A, Lagertha Mentor

Interview Transcript Excerpts

Interviewee: A

Date: 4/07/2021

The whole business has discovered that while we can, every year, have new ideas but if people don't buy it, it doesn't take us very long. We can have a potential of gaining a lot of money but, if we don't get the people involved.

I asked around, and I took the initiative and that's one thing that I want to also give to you, as a team. I mean, take the initiative, be clear about what you want and don't be afraid to take that to the next level.

And then I say, well, we can have a lot of new ideas but, if we don't use change management, and we don't communicate, and we don't socialize and onboard people so that they know why we're doing it and so on, we actually don't achieve a lot.

Sometimes they forget that I was the one that came up with the idea and I don't mind because I always come up with new ideas. I don't mind as long as we collaborate, and it evolves from there.

I think I could have acted, if somebody had taught me this, or told me or mentored me back then I would have really been able to do this much further. I agree with you. I had to go out of my way, because I'm this soft manager.

What men are extremely good at and what I see in my company, is delivering results. I want to be sustainable, because I want, I don't just want to deliver a result, because my boss likes it, I want to deliver a result because it actually creates value to the company.

I think networking is definitely somewhere where we as women have a big advantage.

And don't be afraid to approach a manager or anybody even though you think that maybe Okay, it's a bit far ahead.

I think that's really the two two main things that's delivering on results. So being aware of the strategy in a company, be aware what the executive priorities are, so that you all the time, keep that in mind instead of, you know, only looking at the task ahead of you.

So what I do is, I look at what I like to do, and I look at what, what I'm good at. And then I try to focus my energy on that.

Well, the networking part, is important, I think. Yeah, I mean, women are also different. I think the most important thing is to be true to your values, and don't, as women don't try to sort of copy how a male manager would act, or the guys would act.

Appendix E: Interviewee B, Lagertha Business Coach

Interview Transcript Excerpts
Interviewee B
Date: 4/13/2021

My leadership style is very much...open...if you are an open and transparent person that will actually tell a lot about how you are as the person you are...So if I go into the office in the morning and I am in a bad mood, I'm not afraid to show people that something is wrong with me….they're not afraid to come to me [and] say what's wrong with you today because even you are the boss...I can see something is wrong with you...And again, and coming back and sharing when something great happened, you know, with the team and really bringing the mood into the room. So we create a high energy and...with high energy you create fantastic results. So, I'm a very physical person as well. I cannot sit like this for a very long time. And, and that affects even the way I run meetings and a training session...I'm using my arms and my body a lot when I'm talking. And if I go on a stage and making a presentation, I'm definitely obviously, you know, work my whole body, and really bring in the message to the people with a very, very strong body

language. So body language is a very important things in leadership. And that can be a little bit of a challenge. Now, when we start talking about doing things online

And what's important when you are running online training, and especially for person like me, because if you asked me to run one hour session with you guys, and telling you about how you will be energized and what kind of effect energy will have on performance for team...So what I'm feeling is important now when we start using the online tools, and even for coaching, it is you need to be more proactive in my way of asking questions, asking deep. Saying this Hey, Peter, or Lisa ...Let me hear what do you thoughts about that? What are your sources? Do you need to be much more active as the leader of a group or even have a one to one session in the way you work with people when you're when they're sitting in front of you on the computer? And I'm sorry to say that I met a lot of people at seminars myself. This is so boring, because this is a one way session and just listening to a person. And if I'm lucky, I can do some chat, you know, and asking question via chat. And that takes all energy out of a seminar. If you're asking me that take all energy out of a coaching session, if you don't have that interactive session where you really are pushing people to speak up to be part of it?

And some of them was talking about, you know, KPI [Key Performance Indicator] how important KPIs was. So we have something to measure for that reason. Yeah, of course, KPI for me is important because we are part of a global American company. KPI is important when you present something for the board. But for me in the day to day for one company here, KPIs are only a tool down the road. Now, what's much more important is actually the way you you work with your staff, how you energizing your staff, and how you ensure I energizing my line managers and building a trustful environment. An environment where, you know, the leader wants to take responsibility to give something that can actually create some kind of creative energy open environment for the people who work in a company. So create an environment where people feel welcome and feel them included...I gave a lot of feedback to Kate on entrepreneurship and innovations ideas for January, and not so much for the female themselves...and you really burn for inside here [your heart]. Believe in it. You can do whatever you are female or male. That's my opinion.

What I like to see people in the eyes, see the face when I'm working with them. And that could be the hardest challenge [of online learning], you really get that feeling the touch, you know. I like to feel how you ask a person when I'm working with you. And that could be the biggest challenge when you're working with people online, it's a little bit easier if it's a one to one here. But if you're sitting with a bigger class, it can be hard. Are you losing some of the deepest when you only are working online, that could be my biggest fear.

In Danish, we call trust Danish "tillu". And [the] word til come from the word to so going to or bringing to moving something. And lu comes from German, from liba in German, which means love. So tilu, actually means coming or bring love. Quite interesting, isn't it? And when you're working with people and that's, that's the way I'm coaching people..So the meaning of trust and speaking when I say the meaning of trust Danish means bringing love to some kind of love. Of course, if you're talking about trust in a management code, or we don't run around and hug each other and say, love, come on. But you still need to have some kind of love to another person to trust that person. Isn't that right?

My first coaching session in my career was my time discovering. And she asked me, go out one day, take the day off from the office, go out in the forest or in the park or somewhere where you will be totally alone. Bring a small notebook and a pen and find a place where you can sit from early morning to late evening. Not being contact with any team and just write down what your thoughts are. My first idea was, come on, I can spend my time better. And then I started writing more and more. And to be honest, this was an eye opener for me...I have two daughters...I was traveling so much so I lost actually both of my daughter's birthdays. I lost a lot of things with my my kids in the beginning of my career. And, you know, I was sitting there writing down say, Wow, this was an eye opener for me. So what hell are you doing? You are so much away from home? Could you do something different? No, I couldn't not cut down on my working time travels because there was a part of my job. But maybe I should spend my time different, you know, when I wasn't home. Because it's a it's about you. Open up yourself to find and give you the tools. So you can work with yourself to be a better voice and a better version of yourself. So you perform better at work.

But what was important is if you're asking me if you have a group of female entrepreneurs that need to be coached, let's say we have 10 entrepreneurs, then if you ask me, there should be a group of coaches over here. And all female entrepreneurs should then have a 20 minute, half an hour call with two or three of the coaches to see which one actually fits. They should write a small view about the person...And then you choose which coach you'd like to work with.

Appendix F: Interviewee C, Lagertha Mentor

Interview Transcript Excerpt
Interviewee C
Date: 4/9/2021

But I think over time what has dawned on me is you know, when I started at my company, we were very uneven, obviously, the number of women and men who started but that had been the history, but my year was proposed to be 50-50. So I used to have this thing I said to myself, you know, but that's actually not a problem because historically, shipping and maritime has been male dominated. So it's just a matter of time. I thought that for the women to get through the system. But what has become very clear to me through my career is that that's not true at all. That actually, the further I've gotten up through the system, I'm one of, you know, the top ones, I want to say lucky few, but I am one of the few.

And if you do not have the inherent like, if you don't have a mix of nationalities, and gender and all of this, then then you can never get there. And so this thing we're trying to it's been a big drive for me, to try to build an organization that kind of started from scratch. And that had the inherent diversity from the get go. But there is obviously a very fundamental flaw in the system. And people I've been one the lucky few who haven't seen it and have just ignored, it just kind of paused my way through it. If that doesn't make it right. And it doesn't mean there's not a problem.

I think that women sometimes have more, we are more emotionally connected with ourselves and we're more we can be more values driven. And I think that, to me is the core of it. And so I think sometimes we will make different types of decisions. So decisions, career decisions, they are more about, you know, women don't so much care about the money or the power or you know, all of these things, but more care about having change and spending their career on things they are passionate about.

I think it's something that I have always done this thing with investing in people is you know, it's so important to invest in people and ask for help. Those two things for me are extremely important. When I say invest in people I mean, spend the time on building relationships, spend the time on reaching out, spend the time on mentoring other people because it will only give you something back.

Appendix G: Interviewee D, Lagertha Partner

Interview Transcript Excerpts
Interviewee D
Date: 4/12/2021

Why I think lagertha is an interesting program is that I was the only female in the class 30-35 years ago, and it has not changed a lot if you talk about mechanical engineering, or if you talk about electronics and things like that, and computer science. So that's why I'm interested in getting more women and more girls interested in STEM

But then four years ago, I decided to be an entrepreneur. After 25 years, I got a little tired of all the decision layers that you see in a big company. So I thought with the experience I had at that time, it would be nice just to be an entrepreneur and work on different brands and different companies and let them grow and use experience and the global network that I've had throughout the years.

So all my work life, I've been working with males primarily and it has not been an issue for me. But then four years ago, when I looked back at my life, and I said what do you want to change in the world? I thought, you know, it was very obvious that I thought that that would be to have more females into the technology world and to have more females be part of developing the future solutions, the future tech solutions, because we all go in to use the solutions. So we need to have more diversity into developing these solutions.

I have been a mentor in different high tech entrepreneurial programs, such as the one called Open entrepreneurship at DTU. And my job is together with some other mentors to guide these typically young people, but not only young people, it's primarily researchers and students who have knowledge about technology, but not knowledge about how to commercialize technology. So they have some meetings with us, you know, the mentors and we guide them you should look for some plant funding. You should focus on this customer segment or whatever.

Every product, every solution gets better, you have a diverse group of people developing it. And that means both males and females, but also when looking at different ages, you need to involve some young people and some older people and some experienced people, and some people who's sitting in a wheelchair and some people with, in my case, Danish background, some people with a non Danish background, you know, different cultures and things like that. That's very important.

To me it's more about diversity, we need to respect and embrace that we're different, right?

I've been in this male dominated world for forever, more or less. And what I've seen when I've been to this management meeting, where I'm sitting there, in my red jacket, with 25 guys with a tie in a black suit, I've thought, what are you doing here? And then, you know, when they start to

talk, they talk about Excel sheets and turnover and bottom line and these kinds of things. And I talked about the people in my team. So I think that's, that's one thing that we in general Connect, but I would still say, men and men are different. And women and women are so different, right? But I think, you know, coaching is somewhere where women have shown that they are maybe a little bit more focused on coaching, instead of just, you know, how to say instead of just saying, like, 'it's my decision, I want you to do this and that'.

I think we should really focus on supporting the females who already are getting into this area, we should support them. And I think just being part of the network lagertha will be helpful. I've been in contact with many female engineers within male dominated areas. And they, many of them, feel kind of lonely. So for instance, in high five girls we're making a network where, you know, we help each other, and we are happy to discuss issues and help each other with things that are challenging for, for females, for female engineers, for instance.

Well, I think we are a lot better now in having virtual meetings. So actually, in that respect, COVID-19 has been really beneficial for us all because we save time, and we're more, we can be more productive. But again, the networking part of working together is kind of missing. So that's a challenge.

I never had a mentor, never ever in my life. And I never saw a female engineer before I started to study electronics. Don't ask me why I chose to study electronics, I didn't expect to be the only woman in the class, by the way, but that was just a fact. When I started there, there were 30-32, guys, and then me. But me as a mentor, I work very much with these people who are very oriented towards technology. So they think about technology, and how can we solve this thing from a technical point of view, but they lack very much the understanding of what it means to commercialize research or technology, what does it mean to bring it into the world? And how do you build up a brand and all these kinds of things.So I give them some practical insights.

 I think good advice would be to listen to other people and to open your mind to watch other people, a diverse group of people, So I think the advice would be somehow to look broader wherever you are, look broader, speak to the more diverse group of people. And for instance, if you're talking from a company perspective, if you are, for instance, in the maritime business, also look at what's happening in the industries.

Appendix H: *The industry that I am a part of does a lot to promote gender diversity*

Do you agree or disagree with the following statement: I have experienced more barriers to success because I am in a male-dominated field.
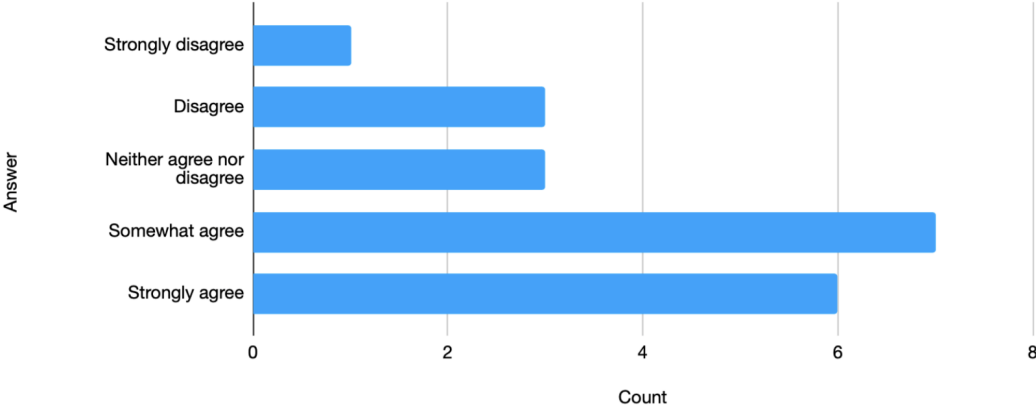
Appendix I: *I have experienced more barriers to success because I am in a male-dominated field*

Do you agree or disagree with the following statement: The industry that I am a part of does a lot to promote gender diversity.
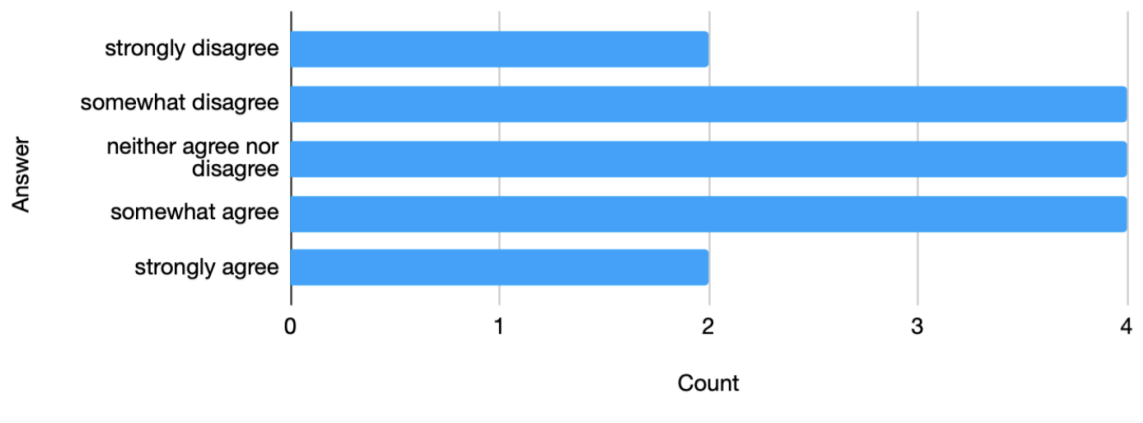
Appendix J: Survey Results
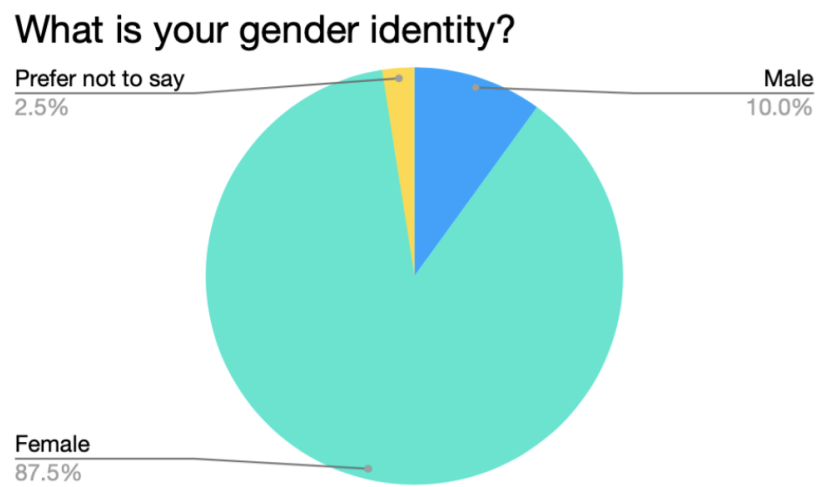
Figure 20: What is your gender identity?

Are you employed in a male-dominated industry?

No
38.5%

Yes
61.5%
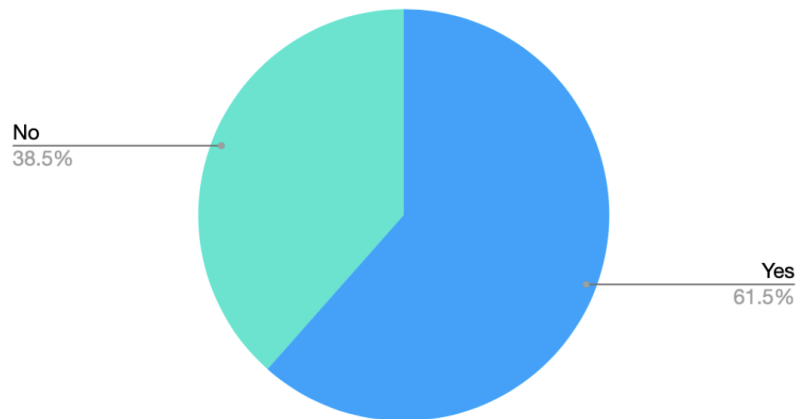
Figure 21: Are you employed in a male-dominated industry?

What male-dominated industry are you employed in?

Mining
4.8%

Maritime
4.8%

Other
47.6%

Technology
42.9%
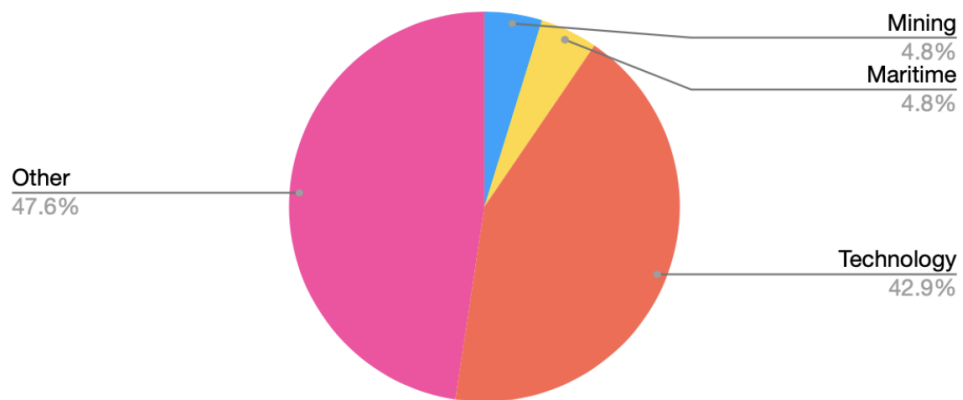
Figure 22: What male-dominated industry are you employed in?

Other - Text
Civil engineering
Winery
Medical device manufacturing
Transit-Oriented Development / Real Estate
The Military
Technology AND RE Development
venture investment
I am full time research scientist and also own a wellness business part time.
Pharmaceutical
Water Treatment

Figure 23: If other, what industry?

Do you agree or disagree with the following statement: The industry that I am a part of does a lot to promote gender diversity.
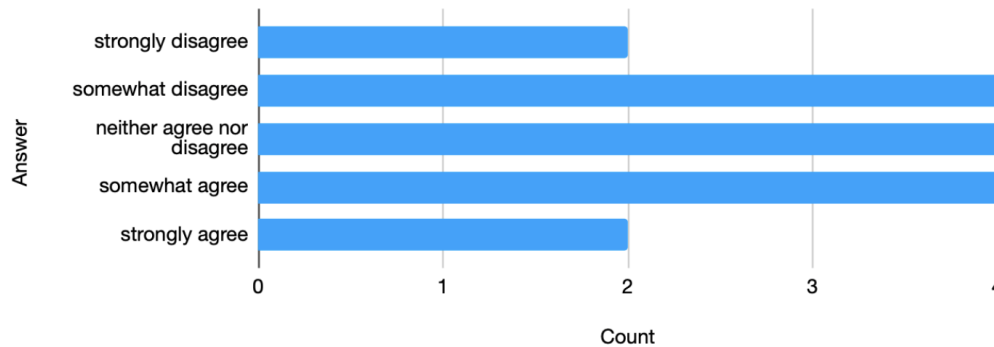
Figure 24: Do you agree or disagree with the following statement: The industry that I am a part of does a lot to promote gender diversity.

Q6 - What is your perspective on gender equality in entrepreneurship and/ or the industry that you are a part of?
It is rarely mentioned
Honestly, I think my industry is female dominated so that is what I am used to seeing.
Some parts are still male dominated
testing form prior to sending to alumnae
we lack female founders
I work in the field of women's health (in the US). The medical field colonized childbirth via the profession of obstetrics and gynecology to create a system built and sustained on white male supremacy. Despite more women obstetricians, they practice the male-dominated medical model. How is it that MEN and the male-medical model are considered the experts on WOMEN's bodies? Internalized misogyny makes women seek and respect the male expert opinion over other women-providers' who provide actual healthCARE that evidence shows results in better outcomes (e.g. midwifery care). As an entrepreneur dedicated to improving maternal child health outcomes in the US, this is a major, often unspoken, barrier that must be overcome.
In entrepreneurship, there are fewer female founders that get funded. The latest statistics from Pitchbook I believe say female founders only get 2.3% of venture capital funding, which is usually needed to scale a business and make it a leader in its field. In the pet industry, where I am a founder and CEO, there are a lot of men running the accelerators and the businesses but women doing the work at lower levels.
Very hard to be taken seriously as female identifying (both cis and trans)
Entrepreneurship is about selling. But you get to choose who you still to - to some degree. Another aspect is organizing and team building. Again the entrepreneur gets to make choices in this regard. Funding is another animal altogether. But it is similar to selling in that you have to adjust to your audience. I believe gender equality is near noon existent in the venture industry.
I don't think that gender have somthing to do with succes in entreprorship. Gender can sometimes have a influen on your succes in a industry what I find condemnable, but I think we often see that trend in concervetive buisness envirment
I believe in gender equality. The most talented person for the job should be hired, regardless of gender.
We need to focus over a long period of time to increase opportunities for women in entrepreneurship because it will enrich the approach of the start-up and drive better results
My association promotes it

Figure 25: What is your perspective on gender equality in entrepreneurship and/or the industry that you are a part of?

Do you agree or disagree with the following statement: I have experienced more barriers to success because I am in a male-dominated field.
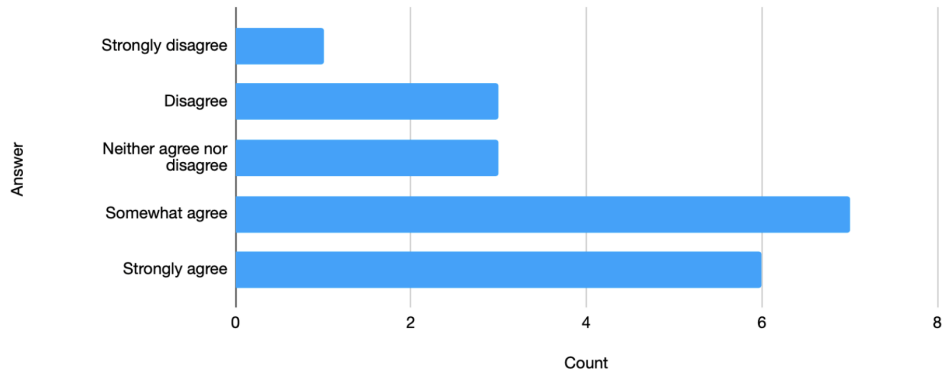
Figure 26: Do you agree or disagree with the following statement: I have experienced

more barriers to success because I am in a male-dominated field.

What were the areas that you needed the most support when starting your business or entering a male-dominated industry?
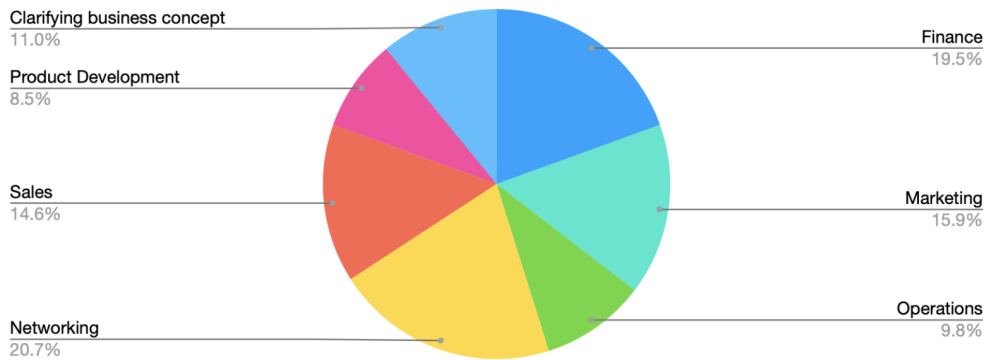
Figure 27: What were the areas that you needed the most support when starting your

business or entering a male-dominated industry?

Please rank the following business support tools from most important (1) to least important (6)
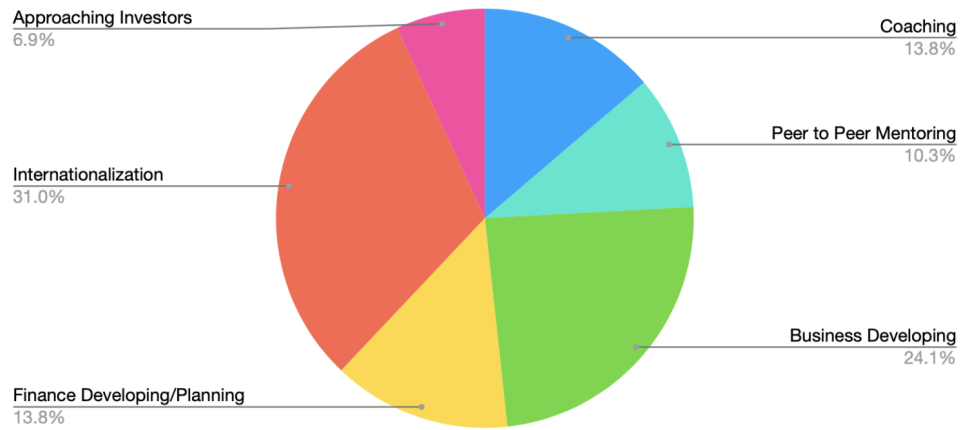
Figure 28: Please rank the following business support tools from most important (1) to

least important (6)

Have you ever thought of an idea for a new start-up?
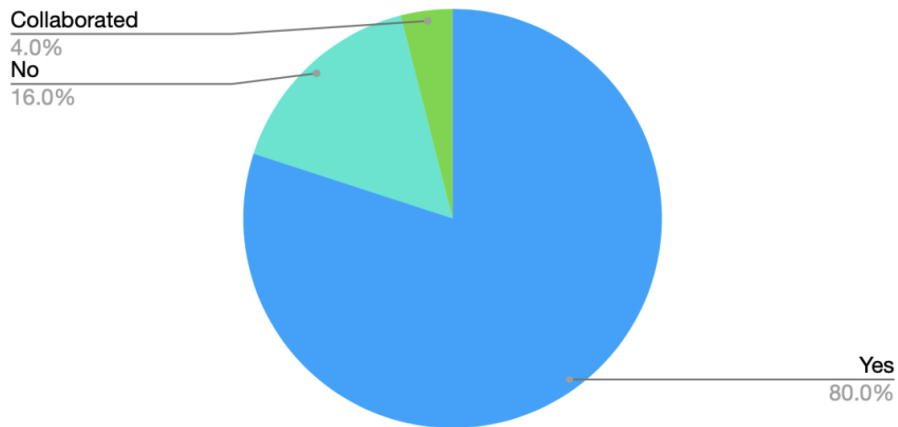
Figure 29: Have you ever thought of an idea for a new startup?

Would you be interested in joining a start-up support program with a proposed business idea?

No
38.1%

Yes
61.9%
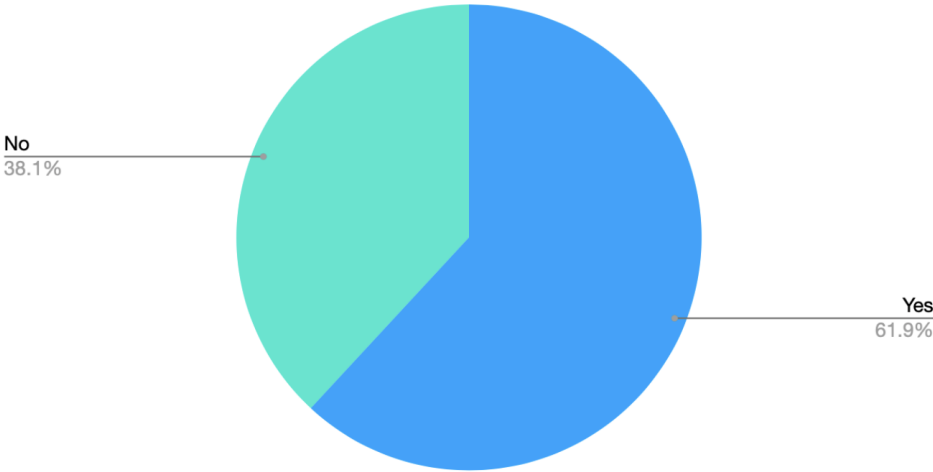
Figure 30: Would you be interested in joining a start-up support program with a

proposed business idea?

Due to the COVID-19 pandemic, many interactions are taking place remotely as opposed to in-person. Would you still join a start-up support program if it were to be held remotely?

No
19.0%

Yes
81.0%
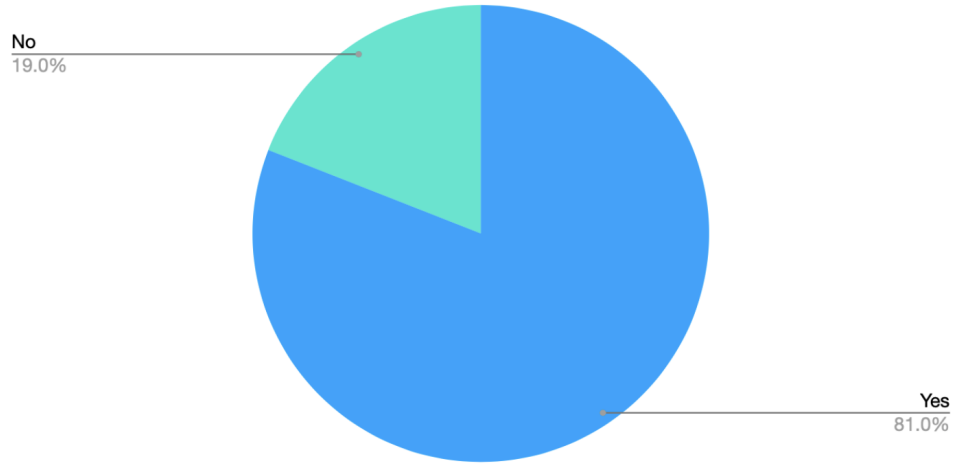
Figure 31: Due to the COVID-19 pandemic, many interactions are taking place remotely as opposed to in-person. Would you still join a start-up support program if it were to be held remotely?

I would find it beneficial to be able to communicate with other participants of a start-up support program through a virtual platform such as a website or app.
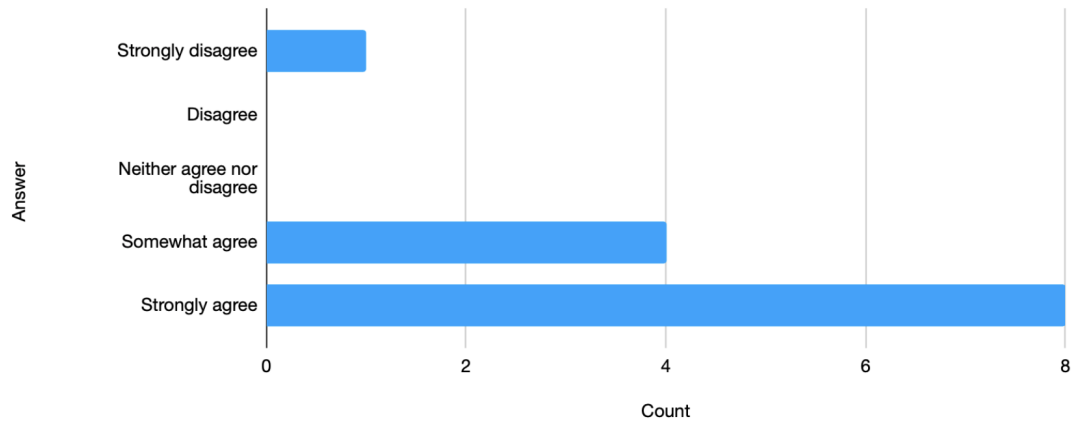
Figure 32: I would find it beneficial to be able to communicate with other participants of

a start-up support program through a virtual platform such as a website or app.

If you were to take an idea for a start-up and develop it further, what part of the start-up process would you feel you would need the most assistance in?
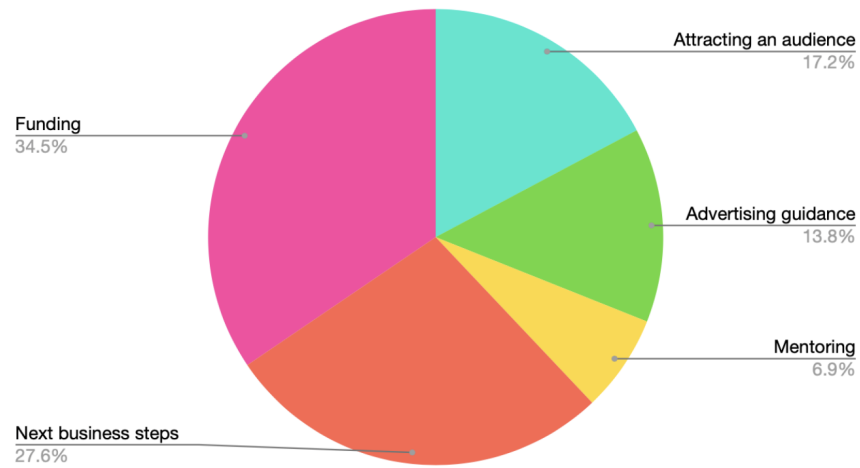
Figure 33: If you were to take an idea for a start-up and develop it further, what part of

the start-up process would you feel you would need the most assistance in?

Q15 - Have you ever used a start-up support program and if so, which one?
Accelerace
Reach for Change
MIT Enterprise Forum
Goldman Sachs 10,000 small business
Bootstrapping
Angel investing
Family funds
Direct approach

Figure 34: Have you ever used a start-up support program and if so, which one?

What aspects of a start-up support program would you like to see available on a virtual platform?

Approaching investors
14.0%

Coaching
21.1%

Internationalization
8.8%

Peer to peer mentoring
15.8%

Financial development/planning
19.3%

Business development
21.1%
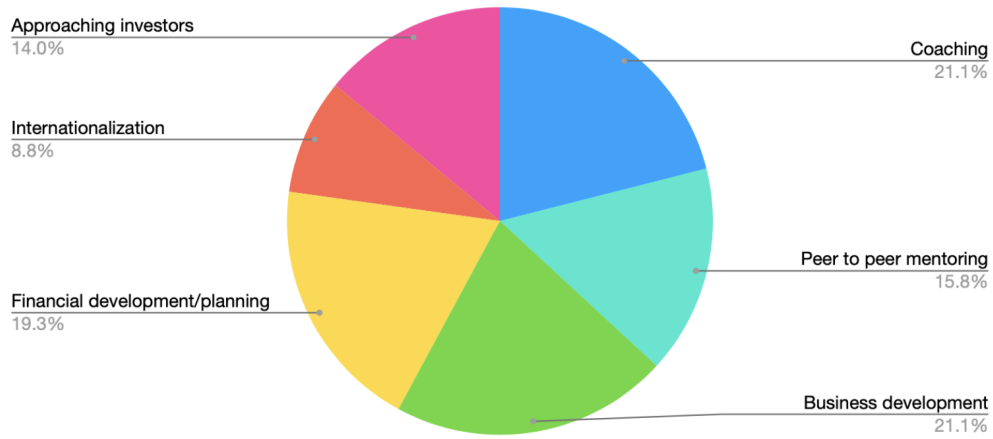
Figure 35: What aspects of start-up support program would you like to see available on a

virtual platform?

How much money would you be willing to spend on enrollment in a start-up support program?

Up to $10,000 USD
7.7%

$3,000 USD
7.7%

$1,000 USD
23.1%

$500 USD
61.5%
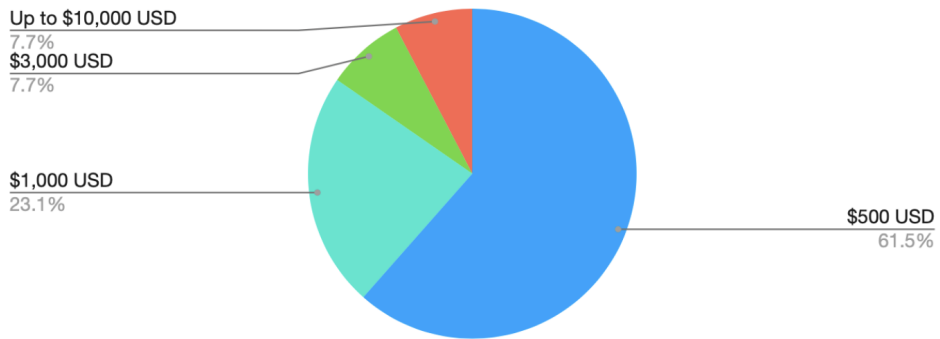
Figure 36: How much money would you be willing to spend on enrollment in a start-up

support program?

How much of your time would you be willing to give if enrolled in a start-up support program?

30-40 hours
38.5%

5-10 hours
38.5%

10-20 hours
23.1%
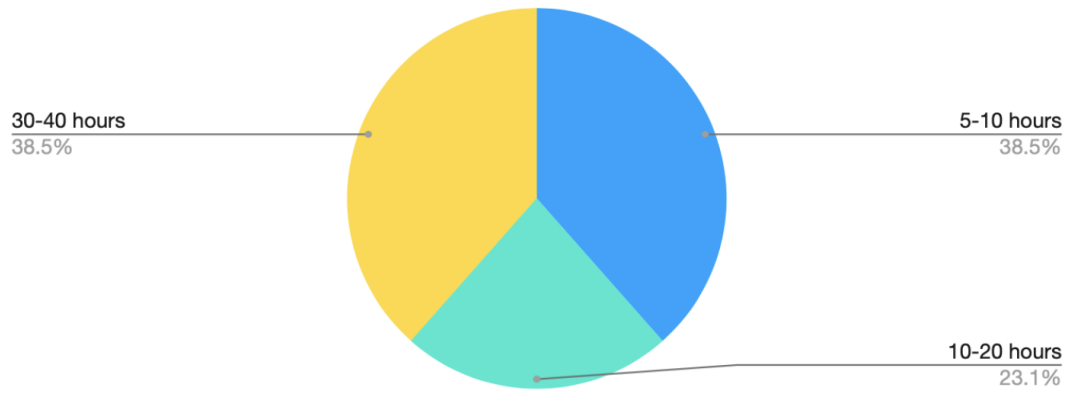
Figure 37: How much of your time would you be willing to give if enrolled in a start-up

support program?
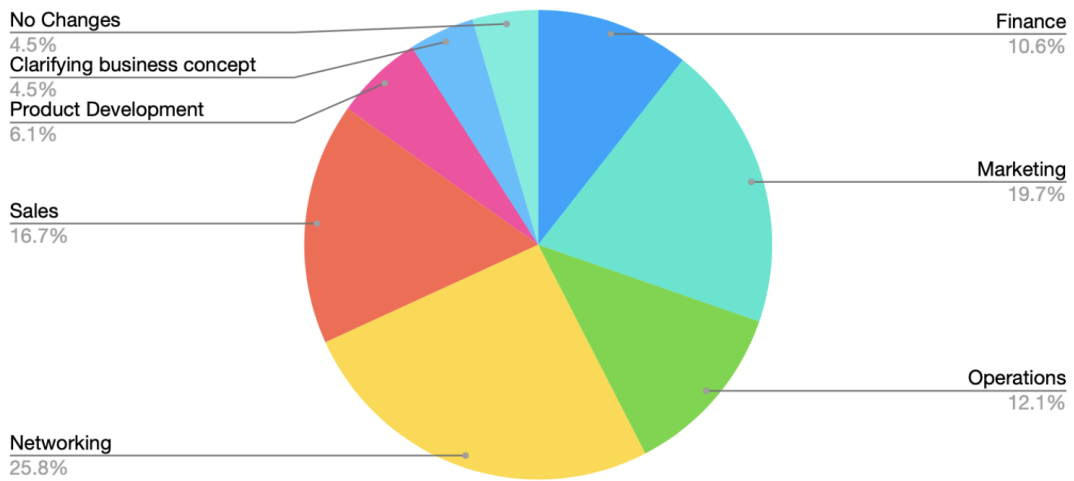
Figure 38: Do you feel there are any major changes conducting business online with the current COVID-19 pandemic, and if so in what areas?

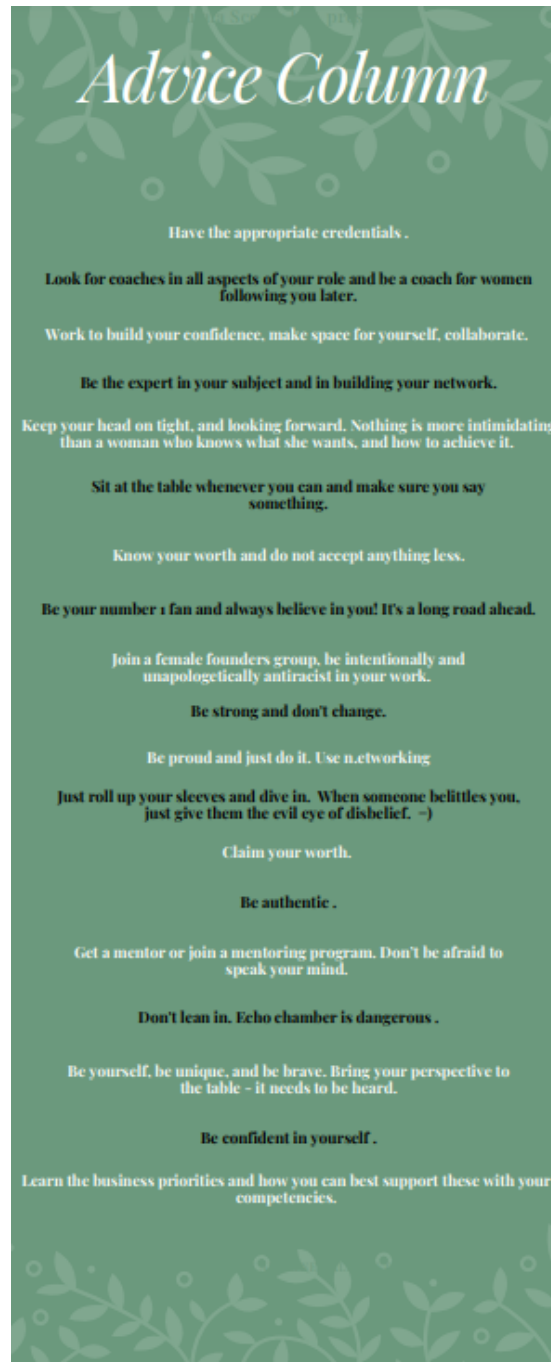| Q19 - What is the one piece of advice you would give to a woman entering a male dominated field |
|---|
| What is the one piece of advice you would give to a woman entering a male dominated field |
| Have the appropriate credentials |
| Look for coaches in all aspects of your role and be a coach for women following you later |
| Work to build your confidence, make space for yourself, collaborate. |
| Be the expert in your subject and in building your network |
| Keep your head on tight, and looking forward. Nothing is more intimidating than a woman who knows what she wants, and how to achieve it. |
| Sit at the table whenever you can and make sure you say something. |
| Know your worth and do not accept anything less. |
| Be your number 1 fan and always believe in you! Its a long road ahead |
| Join a female founders group, be intentionally and unapologetically antiracist in your work. |
| Be strong and don't change |
| be proud and just do it. use network |
| Just roll up your sleeves and dive in. When someone belittles you, just give them the evil eye of disbelief. =) |
| I participated in a top startup accelerator program and I recommend women do this so they get the education, training, mentorship and peer network they will need to build their business. I recommend building a network of male founders you can learn from since they are being given preferential treatment and training by investors and the startup world at large. They share these learnings with me and this is important. I am a member of several female founder groups for support and advice but you need to know what is "normal" in fundraising, investor relationships, advisory board structures, etc. so keeping connected to male founders is important. You won't do as well operating in a female founder bubble. |
| Claim your worth |
| Invest time in people around you, dont sweat the most stuff and find the bravery to be yourself |
| Be authentic |
| Don't lean in. Echo chamber is dangerous |
| Get a mentor or join a mentoring program. Don't be afraid to speak your mind. |
| Be yourself, be unique, and be brave. Bring your perspective to the table - it needs to be heard. |
| Be confident in yourself |
| Learn the business priorities and how you can best support these with your competencies |
| For me, being in a male dominated field doesn't feel any different than being in any other field. I think that some women can feel intimidated or feel like they need the support of other women. That's never been the case for me, and I will often forget or fail to notice that I am the only woman in the room. |
| Persevere |

Figure 39: What is one piece of advice you would give to a woman entering a male-dominated field?

Q22 - Do you have any general comments/ questions about this survey or anything you would like the team to consider for future surveys?
Do you have any general comments/ questions about this survey or anything you would like the team to consider for future surveys?
The hardest aspect of starting and growing my business was getting financing. I'm surprised that wasn't a question you asked.
I work in med device but my startup would be a nail salon. Good skill in your studies!
i would love to learn more about the results of the IQP
If it is a technology strat up a filed where we would need help is a pool of testers! That would help a lot of companies to be able to test in a safe environment.
I say no when asked to participate in a program because I have a lot if experience. but many females in tech need assistance
Questions were hard to answer. $500? That's high. Not sure what I'd be paying for. 5-10 hours per week? Per month? But I did my best!
You should ask why someone may not want to participate in an startup support group. For me, it was because I already went through one and have a developed network and resources and not because I wouldn't find it useful.
Add question about using a Board of Advisor (very valuable to my start up ventures)
You might want to look at early stage hiring bias. Once a firm is in growth mode or at scale the gender or racial bias impact is probably lower.
You should ask at the beginning whether people have started a company or worked in a start-up. They will probably give different answers than people who have no experience yet (like me).

Figure 40: Do you have any general comments/questions about this survey or anything

you would like the team to consider?

Appendix K: Example of an Advice Column

Advice Column

Have the appropriate credentials .

Look for coaches in all aspects of your role and be a coach for women following you later.

Work to build your confidence, make space for yourself, collaborate.

Be the expert in your subject and in building your network.

Keep your head on tight, and looking forward. Nothing is more intimidating than a woman who knows what she wants, and how to achieve it.

Sit at the table whenever you can and make sure you say something.

Know your worth and do not accept anything less.

Be your number 1 fan and always believe in you! It's a long road ahead.

Join a female founders group, be intentionally and unapologetically antiracist in your work.

Be strong and don't change.

Be proud and just do it. Use n.etworking

Just roll up your sleeves and dive in. When someone belittles you, just give them the evil eye of disbelief. =)

Claim your worth.

Be authentic .

Get a mentor or join a mentoring program. Don't be afraid to speak your mind.

Don't lean in. Echo chamber is dangerous .

Be yourself, be unique, and be brave. Bring your perspective to the table - it needs to be heard.

Be confident in yourself .

Learn the business priorities and how you can best support these with your competencies.

Appendix L: Menu Sections Example
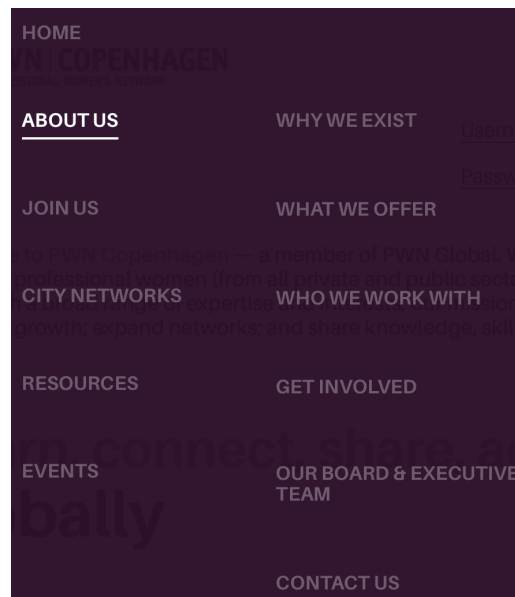
(www.pwncopenhagen.net)

Appendix M: Mock Slack Channel
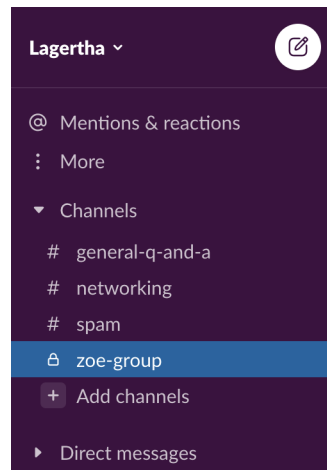
Appendix N: Meet the Team Example
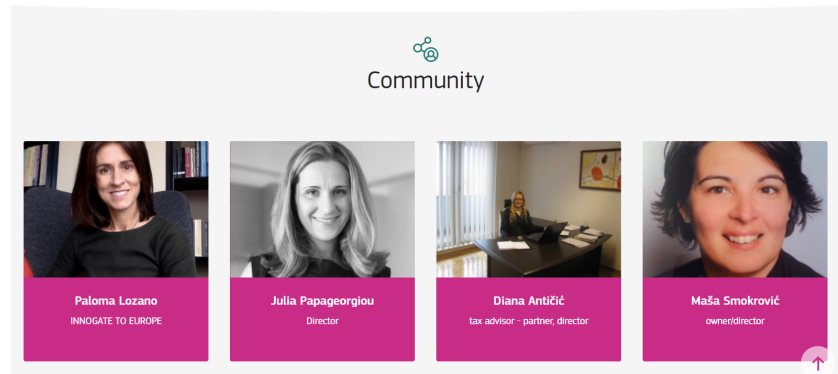
(www.wegate.eu)

Appendix O: Babele Administrator Capabilities

With Babele's platform, Lagertha administrators will be able to see a higher-level view of all participants' progress through the program, highlighted in *Figure 23*. This can also be managed by setting key performance indicators (KPIs) for participants as seen in *Figure 24*. These are tracked throughout the incubator period and serve as summary statistics on the success of Lagertha's startups.

Figure 41: Manage completed milestones (www.babele.co)

Figure 42: Key performance indicator tracking (www.babele.co)

Appendix P: Project Capabilities on Babele
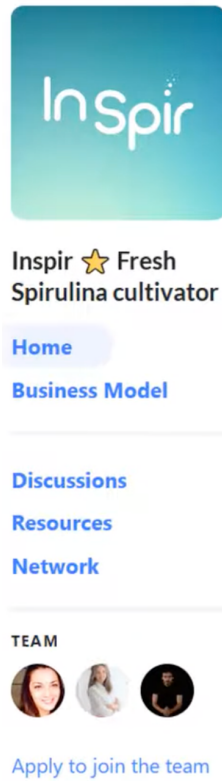
Figure 43: Project page navigation bar (https://babele.co/)

Figure 44: Project feed of progress updates (https://babele.co/)

Figure 45: Project business model (https://babele.co/)

Appendix Q: Search for specific projects based on criteria *(www.babele.co)*

Appendix R: *Project assignment and feedback section (www.babele.co)*

◎ MARKET
Validation strategy

ASSIGNMENT   ASSIGNMENT DETAILS

Validation: Alpha-Testing (summer 2019)

In July 2019, we have launched a alpha-testing program for 6 active participants with different objectives: Evaluate the customer experience, solicit feature requests, identify issues to improve quality, analyze and improve real-world performance, study and improve the user experience and finally generate product awareness.

For this validation we have followed-up and tracked the different results of spirulina growth into a reporting shared google document that can be accessed on this link.

Beside this, at the end of the program the beta-testers will be asked to fill a feedback form, the document can be accessed on this link.

Appendix S: *Search for specific members based on criteria (www.babele.co)*

Q Search members

Country ▾   Skill ▾   Interest ▾   Name ▾

Admins   Members   Mentors   Alumni   Mentor Alumni

Appendix T: Implementation of Babele

The team met with the Chief Executive Officer of Babele to discuss the feasibility of implementation of Lagertha's Program on Babele's software. Babele is offering Lagertha a Babele license that includes customizable features and a range of pricing options, dependent upon the number of start-ups Lagertha enrolls in its program. Through this plan, Lagertha would be entitled to the features seen in *Figure 46*.

The Platform	Long Term Partnership
• 3 private & white-label workspaces • All premium features included • Up to 40 new ventures per year • Unlimited users and 10 admins • 30 GB storage, Google drive, Dropbox • Customizable landing page • 10 hours of engagement consulting • Conference call & email technical support	Lagertha can add the new cohort the following year, and can keep all of the alumni on the system at no extra charge Lagertha will be able to influence the development of new features on a monthly basis

Figure 46: Babele's offer to Lagertha

The proposed implementation plan for Lagertha onboarding into Babele's program is shown in *Figure 47*. This plan spans over four weeks, and is executed by both Babele and Lagertha. Through our research on Babele and conversation with the CEO, the team is confident that setting up the program will be initiative and rewarding.

Orange = Babele Green = Lagertha	Week 1	Week 2	Week 3	Week 4
Creating and customizing the online workspace	Babele			
Online training for the program admins	Babele			
Uploading the program framework/curriculum	Lagertha			
Tailoring the E-learning + assignment templates	Lagertha			
Setting the program Deadlines & automatic reminders	Lagertha			
Workshop on engagement & facilitation strategy		Babele	Babele	Babele
Creating the user-guides for different stakeholders		Babele	Lagertha	
Testing the Curriculum with an alumnus venture		Lagertha		
Onboarding mentors to test their user journey			Lagertha	
Onboarding the ventures accepted in the program				Lagertha
Continued support throughout the program				Babele

Figure 47: Babele's suggested onboarding strategy

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