Entrepreneurial Women: New Management and Leadership Models
By: Louise Kelly, Editor

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Chapter 7
Black Women Entrepreneurs Taking Stake in the Global Marketplace
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When Carolyn Byrd took over Coca-Cola's financial services in 2000, she viewed her move as another rung up the corporate ladder. From 1997 to 2000, Ms. Byrd held a variety of domestic and international positions with the Coca-Cola Company, including chief of internal audits and director of the corporate auditing department. As one of only a handful of black executives at the global beverage company, Byrd honed her business acumen at Coca-Cola for 23 years and eventually became the president of Coca-Cola Financial—an entrepreneurial job, or *intrapreneurial,* meaning she was running a company within the larger corporation. (*Intrapreneur* is a term coined by Pinchot III and Pinchot (1978) to describe a manager inside a corporation who becomes responsible for making his or her department or product profitable.)

After a 1999 racial discrimination class action settlement, Coca-Cola announced a five-year initiative to spend $1 billion to boost opportunities for minorities and women. One of its first efforts was to spin off, in effect, a sizeable chunk of the Coca-Cola Financial Corporation's operations to its veteran employee Carolyn Byrd. Global Tech Financial (GTF) was a win-win scenario; for Coca-Cola it gave an immediate "twofer" or "killing two birds with one stone," in that it could count its outsourcing of work to GTF via contract as a gain both for a minority and a woman (Winter 2011). For Byrd it was an opportunity to launch her own firm, performing the same work she had always done, with support from her former company as her business partner. In addition, she gained the advantages of autonomy and innovation from being in a smaller firm, which can be quickly responsive and

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have more fluid lines of authority. She summed up taking advantage of the new opportunities:

With one hand, I took the buyout and with the other, I reached back and picked up a contract opportunity as I headed out the door. It was really great because I essentially brought over much of the work and personnel I'd been managing for the company. I became global at birth and Sub Sahara Africa was in the portfolio. (Carolyn Byrd, personal communication)

Byrd's firm is not an isolated trendsetter, but representative of the increasing numbers of black-owned companies, which according to the U.S. Census Bureau's 2007 economic report, jumped 60.5 percent between 2002 and 2007. More significantly, revenues and employment at black-owned employer firms grew faster than those at white-owned companies.

Method

This chapter will consist of several sections, beginning with an analysis of what the numbers about black women entrepreneurs are really saying. Interviews were conducted with 12 women and research from both scholarly and contemporary publications were conducted on the interview subjects as well as an additional 20 women. These black women entrepreneurs of yesterday, today,

and those working for tomorrow, shape the development of this chapter, which seeks to provide evidence of their progress, describe them, and pay homage to their accomplishments.

The discussion of black women entrepreneurs taking stake, hereafter referred to as *BWETS,* begins with the historical context of the persona of black women, which requires reviewing the stereotypes that black women, from the First Lady to the maid, have to confront, overcome, and contradict on a daily basis. From there, the discussion examines some of the recurring drivers that seemingly compel black women to launch their own enterprises. In other words, this chapter seeks to describe and place in context, historically, politically, socially, and economically, the growing numbers of "sistahs in business."

Fundamentally, regarding black women entrepreneurs, this chapter seeks to answer the question raised in Marvin Gaye's 1971 hit song, "What's Going On?"

In order to do a meta-analysis, quantitative factors such as sales and employees in firms, as well as the causal (or qualitative) factors, must be placed under a microscope and dissected. As evidenced in the case examples, this chapter will illustrate that the impetus to start a business is more than a choice of vocation for black women—it is a calling. Some describe it as almost instinctual, other attribute it to hereditary factors, while others cite intellectual, mental, social,

and even spiritual fulfillment as impetuses that have motivated, influenced, and impacted the determination to create something of one's own or to lead someone else's creation. These forces give definition to what is herein described as five overlapping archetypal drivers that form a model —the beehive.

The confluence of democracy, growing revenue streams, and increased education, coupled with the connectivity that information and communication technology and globalization have wrought during this one moment in time, has led to historic gains for black women. Consider the following evidence:

- Two African women are presidents of nations on the continent—Ellen Johnson Sirleaf was the first elected female head of state in Africa in 2005 and was reelected in 2011. She was joined in April 2012, when Joyce Banda took office in Malawi, upon the death of her predecessor and running mate (Tenthani 2012).
- The African Union Commission is being headed by a woman, Nkosazana Dlamini-Zuma, for the first time in its 50-year history.
- Four black women have won the Nobel Peace Prize: Liberian President Ellen Johnson Sirleaf and activist Lemay Gbowee in 2011; Kenyan environmental trailblazer, the late Wangari Maathai in 2004; preceded by American writer, Tony Morrison, in 1993.
- Michelle Obama, a black woman and descendant of slaves, is the First Lady of the United States.
- Oprah Winfrey, a black female slave descendant, continues her reign as the world's lone black woman billionaire.

However, there are many black female millionaires in hot pursuit of Winfrey's billionaire status. The runners up include cofounder of Black Entertainment Television, Sheila Crump Johnson, listed at $400 million (*The Richest* 2012), and entertainer Beyonce Knowles, at over $300 million, just to name two. It seems indisputable that the 21st century is now witnessing the rise of the BWETS.

Truth in Numbers

My maternal grandmother, Wilhelmenia Walthour, always said, "Liars may figure, but figures don't lie." Grandma Wilhelmenia was a bookkeeper by training, who with meticulous precision tracked every red cent brought to her tied in handkerchiefs, balled up in paper bags, and dug out of pockets and bosoms. The funds were the community savings, and members wanted to make sure they were recorded in the ledger book of the Dorchester Federal Credit Union. During this period of the late 1960s early 1970s, getting an account, much less a loan from a commercial bank, was almost unheard of for blacks, but by pooling their funds together, they had enough for an account at the Credit Union.

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Self-help was the normal way to do business and consequently, blacks created their own financial institution, a federally chartered credit union (Butler 2005). The DIA Credit Union financed not only consumables like cars, but also houses and businesses, like the local funeral home. At Credit Union meetings, everyone hung on Grandmother's every word because everyone wanted to keep track of the numbers.

The same can be said today about black women entrepreneurs. It seems everyone from the Census Bureau to trade associations, women's groups, nonprofits, and governmental entities are counting and trying to determine what is really going on with black women.

Data from the National Women's Business Council (NWBC), based on the 2007 economic census, provide these findings:[1]

- In the United States, slightly more than 1 in 10 (11.7%) of all women-owned firms across the country were owned by African American women.
- New York had the largest number of all black-owned firms at 204,032 (10.6% of all black-owned firms), with receipts of $12.8 billion (U.S. Census 2007).
- The states with the largest number of African American women-owned businesses were New York (98,877), Georgia (88,920), and Florida (86,001).

BWETS became a phenomenon when the 1997 Economic Census found a 141% increase in the number of black-women-owned firms, compared to the survey taken five years earlier. By the subsequent report in 2002, for the first time, the number of black female entrepreneurs exceeded all other demographic categories, including black men, and in 2007, despite the economic downturn, the number of these firms continued to grow.

According to a recent White House conference (White House Conference on Women with NWBC, April 2011), the number of companies started by African American women grew nearly 67 percent between 2002 and 2007, compared with a national increase of 20 percent for all woman-owned business (Economic Census 2007; see Table 7.1).

Table 7.1
Number of black female-owned firms in the United States

Characteristics	*2007 Economic Census*	*2002 Economic Census*	*Percentage of Change*
Total number of black female-owned firms	911,728	547,032	67%
Gross receipts	$36,804,059	$20,670,616	78%

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The White House conference data also revealed the following significant statistics (Figure 7.1):

- Sales for businesses owned by black women stood at nearly $37 billion; an increase of 78 percent since 2002.
- The top industries for African American women were health care and social assistance, administrative support and waste management.

According to the NWBC, black-women-owned firms make up 47.4 percent of all African American nonfarm businesses across the country.

NWBC (n.d.) also found that the top industries for African American women-owned businesses include health care and social assistance (32.3% of all African American women-owned businesses are in this sector); administrative support, waste management, and remediation services (9.8%); and other services (23.0%).

These numbers would be no surprise to the executive director of National Urban League, Marc Morial, who has been championing the organization's State of Urban Business report as "the jobs plan for the nation." According to Morial, the report establishes the linkages between black-owned businesses and the policies and attitudes that help them succeed. The organization found that even during the recession, black-owned businesses continue to grow faster than mainstream businesses, and given an enabling environment, black-owned businesses could create even more jobs and generate revenues in areas of economic

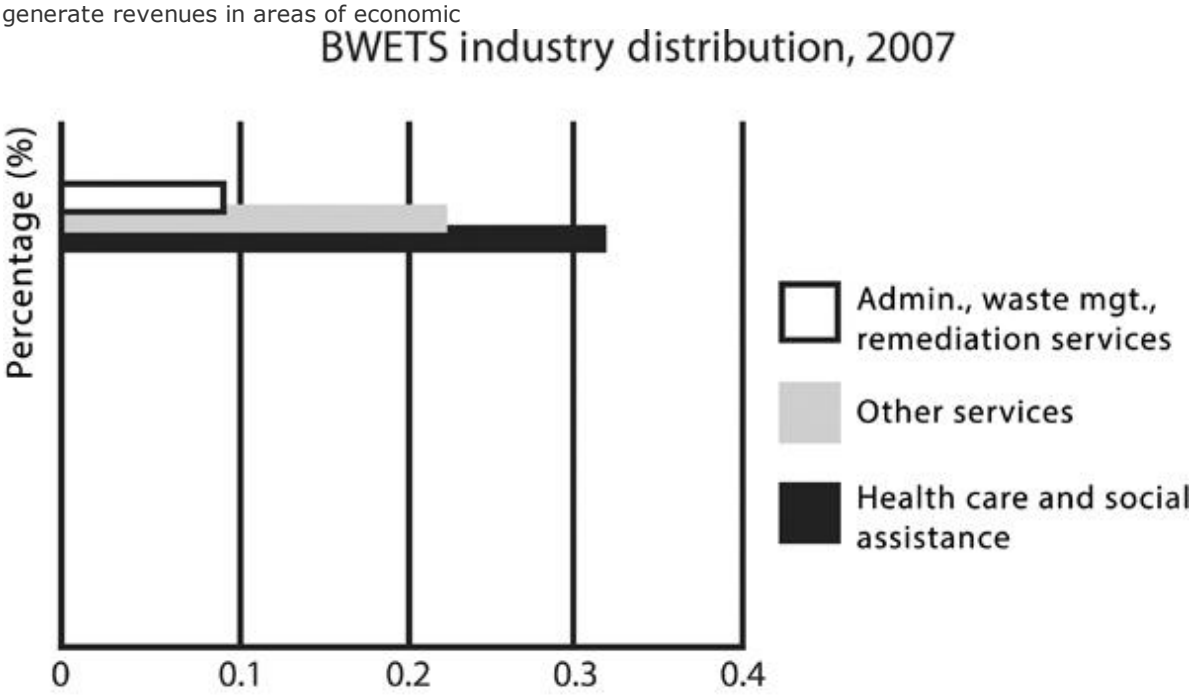

Figure 7.1
BWETS industry distribution, 2007

distress (Morial 2011). Black-owned businesses' increasing prowess is attested to by the *Forbes* magazine's release of the inaugural list of 2012 wealthiest black Americans.

In February 2010 it was reported that minority owned firms are an engine of job growth accounting for $1 trillion in gross receipts and employing almost six million Americans (Staff 2010). The National Advisory Council on Minority Business Enterprise was created in 2010 to help develop policies on issues such as helping entrepreneurs to become leaders and successful competitors in the global marketplace.

The U.S. Department of Commerce includes the Minority Business Development Agency, which funds technical and management assistance centers across the United States to provide one-on-one assistance to minority firms, regardless of size or industry. Donna Ennis, director of the Atlanta Minority Business Enterprise Center, was part of a trade mission to Africa in the fall of 2011 and said: "From where I sit, I see an opportunity or a movement for more of our women starting to explore opportunities abroad."

President Nixon created the Minority Business Development Agency (MBDA) by an executive order, originally for the purpose of promoting black capitalism. Nixon's idea was to create a wedge issue to attract upwardly mobile blacks, that is, entrepreneurs, to the Republican Party, the assumption being that all businesses would have common interests, such as lower taxes. Since the 1970s, the direction and mission of the MBDA have evolved into being a resource and information clearinghouse for minority businesses, as well as a provider of professional consulting and technical assistance services.

"There's definitely a trend—a number of women exploring opportunities and looking to the global marketplace. In general, I think it's an interesting trend to see the global footprint expanding," Ennis said. Ennis recently returned from a U.S. Department of Commerce-sponsored trade mission to South Africa to support the marketing efforts of Navistar, an international trucking company, and went to a motor show in Johannesburg along with 23 other firms from all across the country.

In leaving the shores and creating linkages with women of African heritage across the diaspora who share similar racial and cultural ideologies as well as physical features, today's black female entrepreneur is not plotting a new path, but following in the footsteps of her ancestors, both male and female. Marcus Garvey, who founded the Black Star Steamship line and sailed to ports across the Diaspora including the Caribbean, Brazil, and West Africa, is one of the most notable. Women pioneers also existed, although they were less heralded.

The most notable example is hairstylist Madame C. J. Walker, who created a product line to treat black hair needs in the 1900s. She also created opportunities

for up to 3,000 other women to become entrepreneurs or "beauty culturists," a name still used by the largest association of black beauticians in the United States, the National Beauty Culturists' League (Bundles 2001). Walker's business model was similar to Avon's; it allowed women to receive commissions on the products they sold. A particular challenge included recruiting in the Black Belt across the southern states, where in going door to door, a saleswoman had to deal with the indignities of the Jim Crow segregation.

Walker actively campaigned for recognition from her male peers such as Booker T. Washington, who in addition to founding Tuskegee Institute also founded the National Business League (NBL) as the preeminent trade organization for black businesses in 1900.

NBL customarily provided a forum at its annual convention for leading business owners to give testimony as an inspiration to others, yet Washington had, for several years, seemed to snub Walker. She, in the spirit and form of a BWETS, did not relent, making her case to the black women's club and associations. Eventually, with NBL's intervention, she was invited, because women's organizations' membership included the wives and unsung business partners of the most influential black men of the day.

Walker's viewpoint and philosophy was simpatico to Washington's as stated when he founded the NBL: "No people ever got upon their feet and attained the respect and dignity of the world that did not lay a foundation in successful business enterprise" (Washington 1902).

Despite Walker's accomplishments, including recognition as the first black female millionaire and owner of a mansion on New York's Hudson River, to this day she has not been widely heralded or proclaimed, although in many ways she was the Reginald Lewis of her time. The publication of Walker's biography in 2002 by her great granddaughter, Alethia Bundles, renewed interest in her. Walker's story of literally pulling herself up from nothing resonates with black women, particularly in the developing nations of Africa and the Caribbean, because as she said:

I am a woman who came from the cotton fields of the South. From there I was promoted to the washtub. From there I was promoted to the cook kitchen. And from there I promoted myself into the business of manufacturing hair goods and preparations. I have built my own factory on my own ground. (Bundles 2001, 135)

The recognition that race and culture can be a way to target and segment the market is not limited to the personal care industry. Loise Ngugi Sauer, a native-born Kenyan, employed that same logic when she and her husband decided to open a branch of their African travel business in the United States.

Leaving her sister to run her Nairobi office, the couple first opened a branch of Star Travel & Tours Inc., in Miami in 2003. Sauer reasoned that since Miami is internationally renowned as a global city,

there would be strong demand in the market for safaris and other African tours. However, she found that while the Miami office has performed reasonably well, Atlanta, Georgia, proved to be a far better and more financially rewarding choice.

"Atlanta has a large Kenyan community and frequent visits by high ranking Kenyan officials such as the Ambassador to the U.S. and the Prime Minister" (Loise Ngugi Sauer, personal communication). According to Sauer, the Kenyan base, combined with significant representations of other African nationals, expatriates, and nonprofits and businesses, who were doing business in Africa, made Atlanta the ideal place to use her knowledge, expertise, and customer service to provide value and cultural, racial, gender, and familial considerations. Thus, she opened an office there in 2005.

Sauer's sentiments about Atlanta's status as a global player may not be as well publicized, since the city made its case for the 1996 Olympics, but the metro area boasts an African population of 64,567, or 4.5 percent of the 1.4 million Africans living in the United States, according to the 2007 estimates by the Migration Policy Institute (Terrazas 2009).

In fact, former Mayor and U.N. ambassador Andrew Young sold his African contacts on voting for Atlanta to host the games by convincing them that having the Olympics in Atlanta was the last chance to have the games in an African city before the 20th century ended (Andrew Young Foundation 2014). And, as already noted, Atlanta is the capital of the state of Georgia, which has the second highest number of African American women-owned firms in the country. Atlanta is known as the Mecca for blacks because it is the number one city where African Americans relocate (Atlanta Journal Constitution 2003). The successful production of the Olympics, the United States' busiest passenger airport, and the increasing number of consulates for nations such as Nigeria, Senegal, Liberia, and Brazil, combine to secure Atlanta's position as an international gateway and a global city (Sassen 2001).

"Atlanta has proved to be the right place to be, where we could connect and be competitive based on our relationships in Kenya with the airlines both in the Kenyan national carrier and multinationals such as KLM. With support and the ability of our office in Nairobi to get favorable terms and conditions from hotels and on-ground transportation, we are just able to give travelers a complete package and not just airline tickets or hotel costs," according to Sauer. She adds that while she expected her traffic would be from Atlanta to Africa, increasingly she has traffic of Kenyans coming to visit family and do business

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here. Having both an office in Nairobi and one here allows for easier payment, arrangements, and customization of what a traveler needs.

According to the U.S. Census Bureau, more than 500,000 additional Africans entered the United States between 1990 and 2000. Martin Mohammed, president of the U.S. African Chamber of Commerce, estimates there are 3 million African immigrants in the United States—about twice the U.S. Census Bureau estimate (McLaughlin 2009). Henrietta Kisseh, owner of Kissberg Construction in Decatur, GA, came to the Atlanta metropolitan area for many of the same reasons as Sauer. But in recent years, she has slowly begun transitioning back to Africa, incorporating a construction firm in her native Ghana and dividing her time between two continents. "Moving back to Africa is not something you do all at once, it is a step by step process that you build up." Because hers is also a family-owned operation, she and her husband, are alternating who is in the United States and who is in Accra. "The plan is to eventually go home," she said.

Both Sauer and Kissberg are examples confirming that BWETS are indeed a global phenomenon. Further evidence is derived from the Global Entrepreneurship Monitor (GEM). The 2010 Women's Report found that in two countries, Ghana, West Africa and Brazil, South America, women-owned businesses were growing faster than men-owned businesses. This was based on the numbers from sales and employees garnered from surveys of 59 countries and 175,000 adults during the prior year.

The 2010 GEM Report determined that the proportion of women entrepreneurs varied significantly from nation to nation, from a low of 16 percent in the Republic of Korea to 55 percent in Ghana. Ghana was particularly significant because the data found that for every five male entrepreneurs, there were six female entrepreneurs. In 2010, Ghana was one of the countries that GEM described as "a handful of economies that had about equal number of women and men entrepreneurs" (Kelly

et al. 2010).

Ghana is a nation on the move to becoming a middle-income country, and is labeled in being in the new grouping called "the next 12," which comes after the BRICS (Brazil, Russia, India, China, and South Africa) in terms of economic powerhouse. According to the Organization for Economic Cooperation and Development (OECD) and the World Bank, the economies of Ghana, Senegal, Nigeria, Côte d'Ivoire (Ivory Coast), and Botswana have consistently grown at a rate of 7 percent during the last decade.

The West African nation has a history of multiple cabinet-level appointments of women, as well as a dedicated executive-level office, the Ministry for Women and Children's Affairs, to oversee just what the name states. This office

is headed by a woman—Akua Sena Dansua, who in addition to being part of the president of Ghana's cabinet, is also a member of parliament. Other female cabinet members (since 2009) include the chief justice Georgina Theodora Wood, the attorney general and minister of justice Betty Mould-Iddrisu, minister of tourism Juliana Azumah-Mensah, and minister for science and the environment Sherry Ayitey.

Not to be left behind, President Obama has seven women in his cabinet, including the U.S. ambassador to the United Nations Susan Rice, a black female. In addition, he appointed senior advisor Valerie Jarrett as chair of the White House Council on Women and Girls and assistant to the president for intergovernmental affairs and public engagement. In 2011, the United States established a program to increase federal contracting opportunities based on gender. The Women-Owned Small Business program, authorizes contracting officers to set aside certain federal contracts for eligible women-owned small businesses or economically disadvantaged women-owned small businesses—inclusive of BWETS. Africa is not alone in having BWETS. Kelly et al.'s findings for Brazil in 2010 determined that for the first time the number of women in businesses exceeded the number of male entrepreneurs. These businesses include newcomers such as the South Beach, FL, apparel market, Mulata Brasil. This company is owned by Vanessa Carmona of Brazil, who started her own business at age 23, and was earning just under $1 million in 2010. The company has grown from a small 57 square meter house into two shops in the wealthy areas of Sao Paulo as well as its first store in the United States.

The United States has sought to foster relationships and linkages between the diaspora through its many trade agreements, such as the Caribbean Basin Initiative and the African Growth and Opportunity Act (AGOA), created in 2000. At the 2010 AGOA Forum, an annual meeting on the impact of AGOA mandated by the legislation, secretary of state Hilary Clinton launched a year-long program for women nominated by African embassies known as the African Women Entrepreneurship Program (AWEP). This program is designed to identify and build networks of women entrepreneurs across Sub-Saharan Africa, who are poised to transform their communities by owning, running, and operating small and medium businesses, and to drive social and economic progress in their communities and countries (U.S. State Department 2012). The program also informs African women about the trade opportunities afforded through AGOA.

The importance of such trade legislation is that it sent the message that the U.S. market was open to black women from around the world. It also inspired a number of African American women to start looking to the continent with an eye to doing business. Similar agreements between African nations and those

of the European Union, such as the United Kingdom and Canada, are spurring small- and medium-sized businesses to discover what corporations such as Coca-Cola, which has been in Africa for over 100 years, already know: the returns may be worth the risk.

In 2009, *Time* magazine named the continent of Africa as one of the "Ten Best Destinations for

Business" (Perry 2009). Among other assessments the data from the OECD confirmed that foreign investment in Africa had reached $48 billion (OECD 2005). This meant that for the first time in history, investment, which had quadrupled since 2000, overtook foreign aid.

In addition, as touted in *Barron's* (Racanelli 2010, para 16), "The consumer growth potential is huge. Africa, the second most populous continent has close to 900 million people…incomes are generally rising, thanks to globalization." Consequently, Africa has become the market of the 21st century, and it is one that black women entrepreneurs, from across the globe, are claiming as their own (Racanelli 2010).

History's Burden

"So de white man throw down de load and tell de nigger man tuh pick it up. He pick it up because he have to, but he don't tote it. He hand it to his women folks. De nigger woman is de mule uh de world so far as Ah can see" (Hurston 2006, 14).

Hurston's passage that identifies black women folk as mules is spoken by the character Nanny to her granddaughter Janie in chapter two of the novel *Their Eyes Were Watching God.* This description depicts one of the many negative stereotypes that black women confront when trying to implement their entrepreneurial aspirations. Hurston's depiction is echoed in by antislavery advocate Sojourner Truth in her speech "Ain't I a Woman," delivered in 1851 at a Women's Convention in Akron, OH. It seems the fact that white women were kept from working, and black woman were forced to work, contributes to the schism dividing women's common aspirations and efforts to, among other things, form a single block voting.

And so, while the women's suffrage movement culminated with the passage of the Nineteenth Amendment, giving women the right to vote; there was a simultaneous emergence of writers like Hurston, and articulation aspirations of women as a whole and yet black women remained divided. This was due in part to quandary black women who had not attained civil rights, but joined the women's movement anyways. It occurred again in the late 1960s and 1970s when Congresswoman Shirley Chisholm, the first black women elected to the U.S. Congress since Reconstruction, joined the women's movement,

championing the passage of the now defunct Equal Rights Amendment. Blacks were still claiming a lack of both civil and silver rights—the quest for economic parity in a capitalist system. This dilemma is the crux of the race versus gender conflict that all black women face and which has been historically "swept under the rug," while black men postured and black women kept working. Work has always been considered black women's traditional role, the one ascribed to her in the book of Genesis when God gave the first man Adam a "help mate." Universally, black male leaders from Ghana, the first nation in Sub-Saharan Africa to gain its independence, to the newest nation in Sudan, as well as their counterparts in the United States, embrace the supporting character role for women, rather than the leader role. There have always been notable exceptions such as Ella Baker, who served as the director of the Southern Christian Leadership Council from 1958 to 1960, a civil rights organization at the forefront of Dr. M. L. King Jr.'s work. However, Baker left the job because she saw no future where she would have a voice, given a race versus gender paradigm, where race trumped gender every time (White 1999, 233).

Male leaders' attitudes were not entirely due to chauvinism, but were influenced by the continuing propensity of outsiders who wanted to identify, count, describe, and analyze black women. Two more notable examples: Gerda Lerner's 1973 classic *Black Women in White America,* which for the first time in the mass press gave voice to black women's resistance to slavery and work to improve the conditions of the race; and to the opposite end of the spectrum, the studies by former senator and sociologist, Daniel P. Moynihan, which introduced and perpetuated stereotypes about black women, such as the strong black matriarch. This stereotype became the prototype for the Reagan era *welfare queen.* So hoping to avoid either that label or dealing with *Jezebel,* black male leaders emphasized that black women work.

It is this working black woman that is born out of the truth and reality of her condition, as the provider for her children. This woman is still in fields from Jamaica to South Africa and the entire globe around and between. This woman is what gives the resonance, if begrudgingly, to the mule image stated in Hurston's (2006) *Their Eyes Were Watching God.*

Activist writer Erin Baldassari has attempted to reengineer the mule image by changing the metaphor to being analogous to character. In an online essay, Erin Baldassari (2010) wrote, "Saddled her with blame for the plight of our inner cities, stacked on her the weight of winning bread, and packed the burden of childrearing onto her strong shoulders. And like the mule, she stubbornly refuses to bow under her loaded yoke. She is not moved." Stereotypes of the Mammy and the Jezebel have had lasting consequences for black women's perception of themselves and for the larger U.S. culture's perception of black

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women. The classic Mammy, the original picture of Aunt Jemima, on products of the same name, was a woman who performed domestic service. She is most often depicted as an older, obese, dark-skinned woman, wearing a bandana to cover her kinky hair—a stereotype well exploited in the 1933 movie *Gone with the Wind.* The image of the Mammy, portrayed by Hattie McDaniel, continually represented the poor economic status and poor working conditions of black women. Dark skin and kinky hair were synonymous with the image of the Mammy and they often perpetuated the feelings of shame and unattractiveness in black women (West 1995).

One step up, but not much higher up the rungs of societal status for the Mammy stereotype, was the maid. This servant, who wore a neatly pressed uniform in blue or gray with white lapels, had her job in a white household and was depicted in its 21st century iteration in the 2011 blockbuster movie *The Help* (for which actress Octavia Spencer won an Oscar for her feisty portrayal of a maid who defied the subservient role assigned to her). While not quite as ignorant as the Mammy, the maid or *the help* was still a subservient character; however, she does have leadership roles at church and in the community. It is in the community where she fulfills her entrepreneurial yearning through fundraising and selling her baked goods, cooked meals, garden products, and handicrafts ranging from quilts to sewn garments. In other words, she had a gig on the side to make her own pocket money, which she often kept in a purse or handkerchief in her ample bosom.

Opposite of the Mammy but equally damaging to the black woman's psyche was the Jezebel. The Jezebel is usually characterized as a mixed-race woman with slightly European features including lighter skin and straighter hair. It is because of these features that she is deemed beautiful and plays the role of a "seductive, hypersexual exploiter of men" (West 1995). This is the character played by Dorothy Dandridge in the film *Carmen Jones.* Too often it seems that the U.S. media and society cannot distinguish between fact and fiction, so other female actresses, who are light and fair, such as Lena Horne, as well as today's leading lady Halle Berry, are often described in terms of this stereotype.

Another popular stereotype for a smart, aggressive, and assertive woman is the "Angry Black Woman," or the smart-mouthed woman. This stereotype, often called "the Sapphire," has been used frequently to attack First Lady Michelle Obama, according to her critics. An unauthorized biography of the First Lady claims that she is angry and demanding—a charge the Republicans tried to make stick in the 2008 presidential race when she made the comment, "this is the first time I've been proud of my country." The First Lady appeared in early 2012 on the *CBS This Morning*, with friend and cohost Gayle King (Oprah's best friend and journalist), to refute her critics (Collins 2004, 631)

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The point is that today, in sharp contrast to history and stereotypes that seek to negate the successful role models for black women, there is a rich history of both leadership and success leading the way into entrepreneurship. The foundation of black women's success is rooted in education. In the United States, black women now outnumber black males on college campuses, and according to the United Negro College Fund, nearly two-thirds of African American college undergraduates are female. The Minority Business Development Agency also reported that during the years between 2002 and 2008, the number of businesses owned by black women rose by 19

percent—twice as fast as all other firms, generating $29 billion in sales nationwide.[2] Table 7.2 provides the list of stereotypes of black women discussed so far.

Table 7.2
Stereotypes of black women

Stereotype	*Description*
1. Mammy	"Aunt Jemima," or "Mammy," from Gone with the Wind, typifies her. She shows up in films and television regularly with a handkerchief on and panting as she wobbles her way around the kitchen.
2. Jezebel	The temptresses such as Dorothy Dandridge in Carmen Jones, or Halle Berry in Monster's Ball.
3. Maid	Florida Evans played the role of a maid in the television show Maude and later in Good Times. She follows in the footsteps of Isabel Sanford who played that role in the film Guess Who's Coming to Dinner? with Spencer Tracy and Katherine Hepburn. Of course, the range and depth of this character has now been revitalized in the 2011 movie and book, The Help.
4. Sapphire	Also known as the "b word" that rhymes with witch. She emasculates, puts her hand on her hips, and points her finger. She is the angry black woman; the one who some in the media accuse First Lady Michelle Obama of being, and any other woman who speaks truth to power, such as Anita Hill, who testified against Justice Clarence Thomas.
5. Matriarch	The matriarch is the mammy gone bad—a failed mammy—because she has spent too much time away from home, has not properly supervised her children, is overly aggressive, and emasculates the men in her life. The matriarch was the centerpiece of the Moynihan Report of the mid-1960s. Momma Younger from Lorraine Hansberry's *A Raisin in the Sun* is this character personified.
6. Superwoman	The woman who is doing it all: daughter, wife, mother, and career, and is juggling all the glass balls in the air. Not necessarily negative, but a woman who no one wants to admit, not even she, that she is doing too much, and sooner or later, a ball will fall and break. She is what we think of when we think of when we discuss Diana Ross or Patti LaBelle. She's also our neighbor, the head of the PTA, our boss, and sometimes our reflection.
7. Phenomenal woman	Prototype or ideal. She has many, if not all the roles of the superwoman, but she has balance and asks for help and willingly delegates to share and lend a hand. She forms and builds a village to provide support and replenishes herself regularly, renewing her mind, body, and spirit. She is the ideal; she is what black women see in First Lady Michelle Obama, contrasting with the Sapphire that many non-blacks suggest.

The current educated black female has studied her history and found lessons of great heroines such as Queen Candace of Ethiopia. Alexander the Great earned his name conquering Egypt (ancient Kemet) and Sudan in 332 BC, but he stopped in his tracks at Nubia between Egypt and Ethiopia (also known as Kush). Ethiopia had a black queen who was world renowned as a military tactician and field commander who personally led her troops to the border.

The Romans did not know that the queens and queen mothers of Meroë (the capital of the kingdom of Kush) were given the title *Kandake* (from this ancient Nubian royal title, the modern name Candace is derived). (*Black History Pages* n.d.). What they did know was that these were literally and figuratively powerful women who would be covered in jewels with elaborate fringe and tasseled robes, while at the same time carrying weapons in one hand.

While black women warriors, queen mothers, and heroines are intrinsic to the history of the African continent, the United States has its own fighting heroines. In 1754, two black women were burned alive for resisting, according to Carter G. Woodson, the great U.S. historian who established the Negro History Week—now Black History Month, celebrated in the month of February every year (Woodson 1922). He included biographical sketches on key black women of the time such as Phyllis Wheatley, Harriett Tubman, Madame C. J. Walker, Ellen Craft, and Sojourner Truth. Later in Woodson's 1934 study, *The Negro Professional Man and the Community,* he used the 1930 census data to include women professionals in the areas of acting, music, teaching, religious, social, welfare work, library service, and nursing. At the time, he found only 7 black female lawyers, judges, and other justices; fewer than 50 black female physicians; and more than 4,000 nurses.

Woodson authored a scholarly article published in 1930 focusing on African American women, "The Negro Washerwoman: A Vanishing Figure." According to Woodson, during the antebellum era, free washerwomen in the South worked in and out of their homes to supplement and sometimes replace their companions' meager earning power. In the North, where black men were being excluded from skilled trades, washerwomen were paid and this pay was used for the maintenance of their family's homes. These Washerwomen were also active in the community through participation in the abolition movement, emigration, church reform, philanthropy, and business.

He pointed out that the professionals such as ministers, businessmen, and others were supported by the washtub. In effect, Woodson's article reconstructed the image of Mammy by acknowledging the value of domestic female labor. C. J. Walker herself reflected on her path before an audience in 1912 at the National Negro Business League convention in Chicago, stating, "I was promoted to cook in the kitchen, and from there I promoted myself into the business of manufacturing hair goods and preparations…I am not ashamed of my humble beginning. Don't think because you have to go down in the wash tub that you are any less a lady!"

History may still be repeating itself because a 2010 article, "The Invisibility of Black Women," published in the *Journal of Experimental Social Psychology,* stated that in social settings, black women are forgettable. The authors suggest this is

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because black women do not fit the prototypical image of a stereotype. For example, when people discuss racial issues or when research is conducted on a racial basis, the focus is usually on black men. Similarly, if research is about women, the focus is on white women. Therefore, black women suffer from a type of multiple subordinate-group identity: black women have the disadvantage of being a member of two underrepresented groups, women and African Americans (a disadvantage generally referred to among black women as *double jeopardy*). The result, according to Amanda Sesko and Monica Biernat, authors of this article, is that black women must deal with another form of discrimination that is not shared by white women or black men: invisibility. This means their presence is more likely to go unnoticed and their voice more likely to go unheard (Sesko and Biernat 2010).

In sharp contrast, a recent study conducted by Kellogg researchers (Living-ston, Washington, and Rosette 2002) found that black female leaders who are dominant and assertive in the workplace are more likely to be accepted by their colleagues than white women and black men who act in a similar fashion.

The Kellogg study was carried out by Robert Livingston, assistant professor at the Kellogg School of Management; Ella Washington, doctoral student at the Kellogg School of Management; and Ashleigh Shelby Rosette, professor at Duke University. The study found that "white women and black men in the workplace are socially condemned for acting assertively in leadership situations, but black women and white men are generally shown more leniency." Washington said people did not have as many issues with dominant black women leaders: "I don't think it gives (black women)

an advantage, but I do think it gives them a little more leeway in certain situations." The researchers concluded that becoming aware of these differences in stereotypes could affect how higher-position workers manage their subordinates.

It is from this history where race and gender are seen as either a double burden or double advantage, or both, which is the backdrop for the surge in women's entrepreneurial aspirations. For many women, the quest to be able to be themselves and work in a setting that renews and revives them spiritually, emotionally, physically, mentally, and economically engenders the strivings to set out on their own.

Barriers—The Concrete Ceiling

The label describing the barriers to black women's advancement is known as a *color concrete barrier,* and came into being as a result of the major catalyst study *Women of Color in Corporate Management: Opportunities and Barriers* (Living-ston, Washington, and Rosette 2002), discussed in the previous section. This three-year (1998–2001) multiphase study, which at that time was considered

the largest and most comprehensive examination of African American, Asian American, and Hispanic women managers in professional and managerial positions in the United States, reported that rising through the ranks for them was not a glass ceiling but rather a concrete barrier.

The study also found that 47 percent of over 1,700 women of color survey respondents from 30 leading U.S. companies, had difficulty. The women cited barriers such as:

- The difficulty of not having an influential mentor or sponsor;
- Lack of informal networking with influential colleagues (40%);
- Lack of company role models who are members of their racial/ethnic group (29%); and
- Lack of high-visibility assignments (28%).

"The metaphor of a concrete barrier stands in sharp contrast to that of the glass ceiling" (Catalyst 2014). Not only is the concrete barrier more difficult to penetrate but women of color also "cannot see through it to glimpse the corner office," says Sheila Wellington, president of Catalyst. "This study is groundbreaking. It adds facts and hard data to the anecdotal information that has dominated the discussion of women of color in the workplace thus far" (Catalyst 2014).

The 20th century has witnessed the emergence of black women in positions of corporate authority. For example, there is Ann Fudge, who became the president of the Maxwell House division of Kraft General Foods in 1994, making her the highest-ranking black woman in corporate America and one of the most powerful in the food industry. Fudge made history again in 2003 when she was named the chairman and CEO of Young & Rubicam Brands and Y&R Advertising, becoming the first African American to head a major ad agency. Fudge is not alone.

History was also made in February 2012 when Rosalind G. Brewer became the new president and CEO of Sam's Club (Brown 2012). She is the first woman and the first African American to hold a CEO position at one of Walmart Stores Inc.'s business units. Brewer had worked her way up the ladder, most recently as the president of Walmart's U.S. east business unit with the responsibility for more than $100 billion in annual revenue, approximately 1,600 stores and more than 500,000 associates. Brewer was also the first chairperson of the Walmart President's Council of Global Women Leaders. In 2010, she was named in *Black Enterprise*'s "75 Most Powerful Women in Business" list. Now this graduate of the nation's only historic black female college, Spelman, will report directly to Walmart's president.

Other notable black women in corporate America include Sheryl Hilliard Tucker, special project manager of philanthropy at Time Warner Inc. and

co-owner of Hilliard Tucker Communications; Tracey Travis, CFO and senior vice president of

finance at Polo Ralph Lauren; and of course, Ursula Burns, CEO of Xerox Corporation, just to name a few. In addition, there are copreneurs, women who with their mate have found tremendous success owning and operating a business such as the late Barbara Graves of Earl Graves Publishing and *Black Enterprise,* as well as Barbara Baranco of Baranco Automotive and now Mercedes of Buckhead in Atlanta, GA.

Despite some stellar black female examples, Roger O. Crockett, former deputy bureau chief for *BusinessWeek* laments in an online column in the *Harvard Business Review* (Crockett 2011) that professional black women make up only 1 percent of U.S. corporate officers. "The shame of this stunted existence for women of color is that U.S. companies are missing out on a proven competitive advantage," Crockett said.

He compared the U.S. dismal numbers with Europe and stated that European companies recognize the benefits of the perspectives, intelligence, and creativity that black women bring to the board room and are recruiting them (Crockett 2011). Further, collectively, women and minorities lost ground in America's corporate board rooms between 2004 and 2010 according to *Missing Pieces: Women and Minorities on Fortune 500 Boards—2010 Alliance for Board Diversity Census* (Alliance for Board Diversity 2012).

However, the ability to lead and demonstrate leadership in major corporations has had a stimulant effect on the entrepreneurial pursuits of black women. For example, Suzanne de Passe began her career as a creative assistant at Motown Records in the 1960s, eventually becoming an executive vice president and heading up that company's film division. After achieving acclaim for both her work and that of Motown in the film *Lady Sings the Blues,* the successful film biography of Billie Holiday, de Passe founded her own entertainment company, de Passe Entertainment. De Passe Entertainment primarily produces material for television such as *Zane's Sex Chronicles* on Cinemax. Her ability to balance her project's creative integrity with the bottom line has proven so successful that Harvard Business School has conducted two studies of her managerial style. De Passe's versatility, creative integrity, and sound business sense have enabled her to become one of the most influential women in the entertainment industry today.

The Drivers

"By now, it's no secret that African-American women have climbed the ladder of achievement. They're driven by a kind of power Jones," according to the article entitled "Why Black Women Keep Rising" in *BusinessWeek* online

by Roger O. Crockett (2003). "With this determination and talent, they've become top advisers to the president of the United States, owners of businesses in communities across the nation, and presidents of elite companies in the S&P 500…And all the while, let's not forget, they remain mothers, wives, and sisters" (Crockett 2003).

According to Sharon Epperson (Crockett 2003), a correspondent with CNBC television, the survival recipe for black women included at least four factors:

- Steely determination
- Unwavering excellence
- Sista-girl support
- Unwavering optimism

Still, black women face the doubly difficult hurdles: the pressure of being African American in a white business world, plus the weight of being a woman in a man's world.

According to Cheryl Mayberry McKissack, founder of Nia Enterprises (*nia* means purpose in Swahili), "Women get less than five percent of the start-up capital for business ventures." McKissack landed institutional and corporate partners who stepped in to help when the banks would not, and now she says, Nia is profitable. "We're more unlikely to go backwards than anyone else," she says. "It's because we've already been down, and we know how to persevere."

Today, emboldened by gains in the political, educational, and even corporate arenas, black women are using collaborative, cooperative, and coalescing management tendencies to create deals, as well as corporate and business cultures whose operating procedures—from social responsibility to

office décor—are complementary to their interests and the affordable technologies of the 21st century. In other words, black women entrepreneurs are taking stake at the right time, in the right season.

What is most amazing is that BWETS are practicing the impetus of carpe diem, whether in the United States, the Caribbean, South America, or on the Continent of Africa, where the highest concentrations of BWETS dwell. There is evidence from mainstream publications as well as from specialty and black-oriented standard-bearers, such as a recent posting on *Black Enterprise*'s interactive business website *Africa Is Calling: Four Professional British Women Return to Their Roots* (Goredema 2012). *Black Enterprise* online features stories about how four women were born, raised, and based in Britain discovered their ancestral African homelands and relocated because they felt "the call of Africa became too loud to ignore." Excerpts from their stories (Goredema 2012) are included as follows:

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- *Susan Younis.* Susan Younis received a call from MTV Africa asking her to shoot a series in Nigeria. The rest is history. A dual British and Nigerian citizen, Younis was born in Lagos and moved to the United Kingdom with her parents when she was four. After carving a successful career in TV production in London, Younis accepted the invitation to go back to Nigeria and eventually relocated to Lagos, becoming responsible for MTV Nigeria's flagship show and was promoted to senior producer earlier in 2013, overseeing the production for the entire MTV BASE network. Her new role required her to relocate again, this time to MTV's head office in Johannesburg, South Africa. "The key benefits are the opportunities to work creatively in this booming market. It's been a blessing to be part of such a huge movement," Younis says. "I predict that African music will make the transition to the Western market in due course. Being a part of that is a great feeling."
- *Elvina Quaison.* Born and raised in London, she decided to pack her bags and completed her move to Accra in 2001. After spotting a gap in the market for her interests and expertise, Quaison founded management consultancy Silk Solutions, a company that assists clients seeking to establish enterprises in Ghana. "Being brought up in the West had a distinct impact on my mindset, cultural references and way of thinking," Quaison says. "This is a challenge when moving to an environment that feels like home and you want to be home."
- *Margaret Kadi.* Born in Freetown, Margaret Kadi lived in Sierra Leone until the age of 16 before moving to Britain, where she remained for 18 years. In 2011, she decided to quit her job and moved to Freetown to focus on the business. She soon created Project Sierra Leone, a supplier of ethically made accessories by local artisans. "I met a group of women who made the most exquisite handmade placemats and bags," Kadi says. "Some of them were in desperate conditions because it wasn't so easy to sell their wares. I decided I would help by buying their products and enlisting retailers to sell on our behalf."
- *Cathy Phiri.* Phiri spent her childhood in Sweden and Britain. She returned to Zambia as a teenager before making the move back to the United Kingdom. In London, Phiri spent eight years pursuing a career as a vice president of social responsibility at MTV. She relocated to Lusaka in May 2011 and is the managing director of Media 365, a creative media agency she founded with her siblings. Media 365 works with commercial and nonprofit clients to enable social and developmental change. "It's a culture shock when you've lived away for so long," Phiri says. "Africa is not for everyone. It's a hard and challenging continent, but a beautiful one nonetheless."

Black women are forming entities that are born global (Oviatt and McDougall 1994), which means from the inception of the firm, black women look toward to global markets. While still conducting due diligence related to study and developing a plan, they are at the same time leapfrogging the slow pace of a large corporation or caution of established firms with a staged process for a direct plunge into the market.

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Consider the case of Eliza Diop, who is still a student at Oberlin College in Oberlin, OH, majoring in African American studies and politics. She has already done two internships and investigated the opportunities in her home country of Senegal, West Africa. Recently, Eliza added purpose and power together by winning a grant to develop a green energy project. She is spearheading The Enhancement Project, a new nonprofit start-up organization focused on environmental issues, specifically waste, waste removal, and consumption. Having won a competition for grant funding, Diop was interning in Senegal during the summer of 2012. She plans on working with local community and ecological organizations, not only to lead but also to learn. Eventually, she hopes to develop a new type of infrastructure around waste that will include educating Senegalese people on the importance of watching one's consumption, and also on the damaging effects of untreated waste. In addition, the infrastructure will treat and recycle waste. Although she has never lived in Senegal, her father was a native, and a combination of curiosity and purpose has led her to study about Africa and now to spend as much time on the continent as possible, while being actively involved in organizations on African issues when she is in the United States (Eliza Diop, personal communication).

All the women described so far display an almost organic relationship between cause and effect in terms of getting into business. For BWETS, the decision to start a venture, while often traceable to a dominant causal factor, is also the result of the accumulation or compounding of many influences and motivations. This further illustrates to the function of a beehive, which stores what its occupants have gathered and created, both as raw materials and as a transformed or processed product.

What drives black women to entrepreneurship seems to be an iterative process that grows and expands upon itself, as shown in the stacked vein (Figure 7.2). This model illustrates the overlapping relationships growing from one another and is akin to a beehive, home to the busy bee, which is certainly an appropriate name for women who have a history of working. And while not all inclusive, this model has been created to begin to codify the pattern of development of BWETS. The beehive terminology for the model is designed to identify, segment, and define, both literally and visually, the interconnectedness of the impetus black women described as their motivations for becoming entrepreneurs. It is not just aspirations for independence, success, and individualism, but it is very much akin to their awareness of being part of a group that has been historically excluded and unrecognized.

There are at least five drivers in the model, which are phases for a factor or variable that has stimulated and directed the entrepreneurial path (see Figure 7.2).

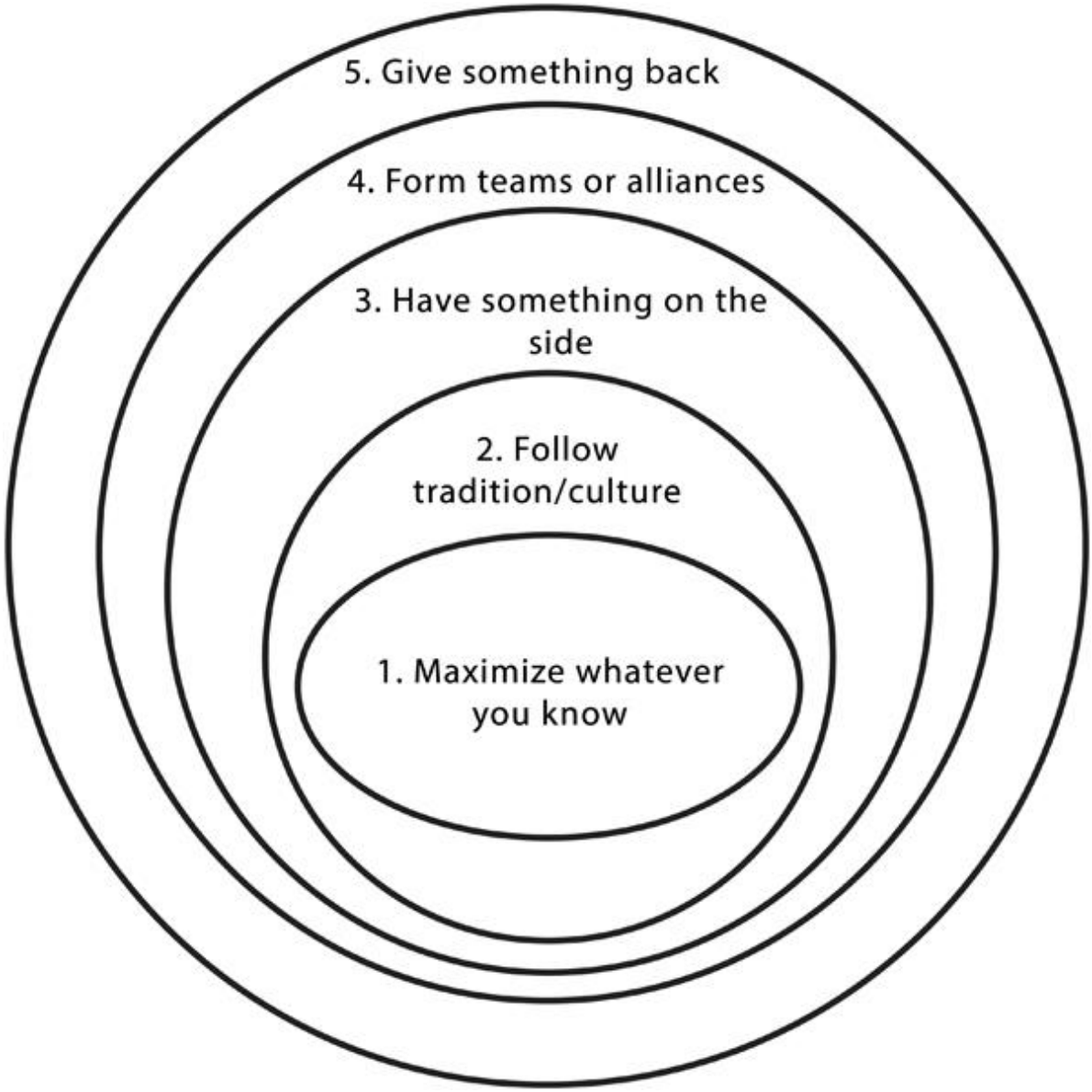

Figure 7.2
Five drivers that direct the entrepreneurial path of black women
The first circle represents the "maximize whatever you know" driver. This is the driver that allows a woman to begin wherever she is with whatever she has and pushes her away from a predictable life into becoming more.
This leads to the second driver of "follow tradition and culture," a driver that differentiates BWETS from any other entrepreneur. This makes apparent the "have something on the side" driver that provides the impetus for BWETS to remain open to experiences rather than concentrating solely on their business interest. The third driver is "form teams and alliances," a driver that is as characteristic of black women in Africa, who have national organizations in every Sub-Saharan country, from the likes of the Ghana's Women Association, to private groups like Kenya's Maendeleo. In the United States, such teams begin with the club women of the post-Reconstruction era, continuing in such

organizations as the National Council of Negro Women, which boasts such heads as writer Langston Hughes's grandmother Mary Church Terrell and Booker T. Washington's wife Margaret, as well as for 40 years, the late Dorothy Height.
The fifth driver is the "give something back" driver that perpetuates the community orientation

buried in the consciousness of BWETS. Delve into the success of any black woman whether it is the First Lady or Oprah Winfrey and you will find a spirit of service and sharing that expresses itself in community work and giving back.

Driver 1: Maximize Whatever You Have

This driver is simple, yet the failure to adhere to it is probably why the Small Business Administration (SBA) says 50 percent of all new start-ups fail. However, BWETS seem to have taken this mantra to heart, and maximize whatever they have, know, and can do. In the words of that old Christian hymn, "This little light of mine, I'm going to let it shine," which is based on Matthew 5:15, "don't hide your light under a bushel" (Bible, King James 1996). It means start where you are and do what you know.

When Robbie Montgomery's lung collapsed and she could no longer sing backup for Ike and Tina Turner, she used cooking to express her creativity. Taking recipes handed down from her mother, and which had been passed down for generations in her family, Robbie created two successful St. Louis restaurants called "Sweetie Pie's." The success of this family business and her efforts to expand and also incorporate the next generation form the substance of the highest-rated television show on Oprah Winfrey's network OWN, *Welcome to Sweetie Pie's.*[3]

Montgomery's story is no isolated incident. Consider the case of Taliah Waajid who has been in the natural hair care business for over 25 years. Taliah's mother would not let her perm her own hair, so out of necessity, she created her own version of styles like the curly afro. From there, Waajid developed other combinations of cornrow styles, box braids, and twists. At the age of 14, she took necessity and made it into opportunity, by starting her own business to meet the growing requests of friends and neighbors. There seemed to be a growing market for natural hair texture, styling, and braiding. Not satisfied with her natural abilities alone, Waajid enrolled in cosmetology school, obtained her cosmetology license, and opened her own New York salon in 1988.

Later she moved to "Black Mecca," also known as the greater Atlanta area, and opened a shop in College Park before moving to her current location on Cascade Road. Needing chemical-free products in the marketplace that catered

to the specific needs of black hair, and finding them to be few and almost nonexistent, she created her own line in 1996. Waajid's Natural Hair Products consist of three lines of products for natural hair care: Taliah Waajid Black Earth Products; Taliah Waajid Curls, Waves & Naturals; and Taliah Waajid Kinky, Wavy, Natural for children.

Wanting to share information and expertise, and gain market exposure, Waajid created the World Natural Hair, Health & Beauty Show. This convention-like event, now 15 years old, consists of a spring and a fall show. Beginning small-scale with only 25 exhibitors and 150 attendees, the show now hosts over 140 exhibitors and over 30,000 attendees. Participants include international guests, and Waajid has also been demonstrating at ethnic hair care shows abroad, such as in Brazil in 2002.

Waajid is an example of how BWETS adds power to purpose and vice versa. She took what she had and maximized it, particularly, in the Atlanta market. Black women from all parts of West Africa have come to the United States and capitalized on the natural hair care market with braid and weave shops. These newly arrived sisters network within their group, particularly, the Francophone countries of Senegal, Mali, Côte d'Ivoire (Ivory Coast), Guinea, and Togo.

The ethnic-specific beauty market has experienced a growth surge. Annual retail sales have increased to nearly $3 billion in the United States according to a study by Packaged Facts, a leading publisher of market research in the consumer packaged goods sector. This publisher reported that at the end of 2010, ethnic consumers accounted for more than 30 percent of the U.S. population with a combined spending power in excess of $4.2 trillion expected by 2013. According to a 2009 study by the General Merchandise Distributors Council, African Americans make up only 13 percent of the U.S. population, but account for one-third of hair care sales (Grubow and Morris 2012).

Also according to Grubow and Morris, black women spend half a trillion dollars on hair (*Madame Noire* 2011), which means that there is a tremendous market opportunity for BWETS to start, buy, and diversify firms that are for black women, owned by black women, and derive the majority of their income from black women. Recognizing that just as African women have come to the United

States and used their naturally small fingers (which were not fattened and flattened by picking cotton to capitalize on natural hair styling), today black hair care manufacturers are looking both to the diaspora, such as Brazil, where the Olympics will be in 2016, and to the continent, where China, the United States, and most other nations are engaged in what has been called *a new scramble for Africa.*

Similarly, African women take necessity and let it be the mother of invention, maximizing what they know, where they are, and what they need. "My

kids ran out of pajamas and I used to make clothing for women. So I decided that I'd just make some pajamas for my kids." This was the impetus for Adenike aka Nike to found a children's clothing line called Ruff 'n' Tumble in Nigeria. She started in her mother's tiny tailor shop with her and her mother as the main staff. From there, Ruff 'n' Tumble has built a reputation for being one of the best manufacturers of children's clothing in Nigeria—not bad for a woman who dropped out of her second year of law school at the Ahmadu Bello University in Zaire because she was not sure what to do with her life. Today Ruff 'n' Tumble is a thriving business with 50 employees and distribution along the West African coast. Adenike said, "I started in 1996—I was selling from the back of my car—I was selling at bazaars. Everywhere there was a bazaar; I was there with my table and my suitcase, my children and sometimes even my husband. So it all started then." Her company now exports to neighboring countries along the West African coast, but she recognizes with 120 million people in Nigeria and 40 percent of them being children, she can still gain a huge potential market share. Her business was included in the *Africa Open for Business* documentary and she was a recipient of the 2005 Foundation Model Entrepreneur Award.[4]

The personal service arena is not the only way this is achieved. Black women also take what they know and maximize it. For example, after completing dental school, Dr. Carmella Barrett Perry, a graduate of Oberlin College and the University of Illinois at Chicago (UIC) College of Dentistry, practiced general dentistry for five years before returning to UIC to complete specialized training in pediatric dentistry in 1992. She taught pediatric dentistry at UIC for four years, while building a private practice in Chicago and completing a specialty program in pediatric dentistry. The private practice, "Every Tooth Counts," moved to its current Flossmoor location in 1996, where Dr. Perry specializes in treating the special dental health care needs of infants, children, and adolescents.[5]

Maximizing what you know or have is not limited to doctors, lawyers, and accountants, which seem the obvious choices. Today the field of knowledge management, where the emphasis is on information and expertise is as diverse as the women, is making a stake in the field.

Consider Rosa Whitaker who achieved success as a civil servant with positions in the executive and legislative branches in Washington, DC. Based on her international prowess, she was selected by President George W. Bush, as the first ever U.S. trade representative (USTR) for Africa. This was a position created in the aftermath of the passage of the African Growth and Opportunity Act (AGOA) legislation in 2000. As USTR for Africa, Whitaker was responsible for implementing the program that included the establishment of three

trade hubs on the continent—Ghana, Kenya, and South Africa—and reviewing and recommending for approval the application of Sub-Saharan African countries to receive the program's preferences. Primarily, AGOA allowed products from

Sub-Saharan Africa to come into the United States duty-free, and from African nations, such as Kenya, whose textiles had been banned for exceeding previous quotas, to return to the U.S. market.

The position as USTR allowed Whitaker to interact with Sub-Saharan African heads of state. So it came as no surprise in 2003 when she left the job and formed her own international advisory and consultant firm—The Whitaker Group. Since AGOA status for each country is subject to annual

renewal, Whitaker was able to sign to her client list—Uganda, Ghana, and Kenya, among others. The firm's website boasts that it has brought over $1 billion in foreign direct investment to Africa since its inception. Rosa Whitaker is an outspoken advocate for the continent, testifying regularly before Congress on the importance of trade legislation, and serving as an expert speaker and panelist at minority organization meetings, including the 2009 Operation Push Convention, where she encouraged African Americans to do business in Sub-Saharan Africa.

Driver 2: Tradition/Culture

There's an old adage in the black community that women raise their daughters and instill in them the need to take their futures into their own hands and make money. This, of course, is a vestige of slavery when husbands and sons were often sold, killed, or ran away, and the women were left to manage their families.

In 2007, the *NBC Nightly News* aired a five-part series that began on Monday, November 26, and was hosted by Rehema Ellis who let a secret out of the bag: "For years, black women have told their daughters they may have to take care of themselves without a husband so it's imperative that young women develop skills." Seemingly in response, nearly two-thirds of African American undergraduates are women.

Entrepreneurship represents a logical extension of a way to combine working and education. In many ways, it is a call to come back and tend the gardens that our grandmothers, great grandmothers, and ancestors planted. This is certainly true of Jean Crowder Drummond. Drummond is, by her own admission, a third-generation "fem-preneur." In 1991, with a miniature desk and window in her home and $400 on her mother's credit card for the purchase of her first computer, she launched her own management and technology consulting firm

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HCD International. Since then, HCD International has grown to be supported by private sector contracts with hospitals, physician practices, and other health care delivery organizations, in addition to federal contracts during the company's nine-year tenure in the SBA's 8(a) program.[6]

It was reported in 2014 that the richest black woman in the world, who has dethroned Oprah Winfrey by at least a half million dollars, is Nigerian oil mogul, Folorunsho Alakija (*San Jose Mercury News* 2014). She was born into a wealthy family and before founding FAMFA Oil Limited, reportedly worth $3.2 billion, she had made a name in the world of fashion with her Nigerian clothing line, Supreme Stitches. The 61-year-old reported is to own $100 million in real estate and is also a philanthropist working with such organizations as the Fashion Designers Association of Nigeria (*San Jose Mercury News* 2014).

While Alakija capitalized on a family tradition, Dionne M. Fleshman of Columbia, SC, created The DESA Group (TDG), Inc. in 2007 following in the footsteps of her mother, as well as a desire to excel above the concrete ceiling. Dionne's mom, Diane Sumpter started her own firm in 1986 and over the past 26 years has not only served as a business advocate and management assistance provider for other firms, but has also been a successful government contractor. For more than 20 years, Sumpter has operated the Minority Business Development Centers in South Carolina, funded by the U.S. Department of Commerce's Minority Business Development Agency. In addition, her firm has specialized in logistics and event management for the Department of Health and Human Services' Centers for Disease Control and Prevention, in addition to increasingly large private sector contracts.

It is no small wonder that Fleshman grew from being a part-time employee of her mom's firm while in school, to being the head of DESA's human resource department, after stints with external employment including the Georgia Department of Labor. Now Fleshman is a certified senior professional in human resources, with experience in all facets of the industry, including benefits, administration, payroll, recruitment, hiring, and performance evaluations. Her company, TDG, specializes in staffing services and has qualified to become a provider for temporary labor as American Recovery and Reinvestment Act created new opportunities at the U.S. Department of Energy nuclear sites, such as the Savannah River Remediation Site in Aiken, SC. Buoyed by this contract, TDG diversified its services into event planning and public relations. The great advantage for the mother and daughter is while they operate separate and distinct entities, they can leverage

each other's resources and capabilities. And for a young firm like TDG, it helps to capitalize on the past performance and successful track record of DESA as its mentoring partner (Sumpter and Fleshman, personal communication 2012).

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Fleshman's story is not an isolated example, a similar story is that of Deryl McKissack, the owner and CEO of the Washington, DC-based architecture firm, McKissack & McKissack. This woman- and minority-owned business specializes in architecture and interiors, along with project and construction management, and currently employs 150 in four offices across the country. Their firm also boasts the role of the lead architect on the recent Martin Luther King, Jr. Memorial in Washington, DC.

Her grandfather, Moses McKissack, III of Tennessee, launched the family's construction business 107 years ago. Her father, William DeBerry McKissack, inherited the business and brought in Deryl and her two sisters. All the girls excelled in architecture and engineering, but it was McKissack who set on grander visions of entrepreneurship. In 1990, armed with $1,000, she jump-started her own venture in her hometown of Nashville, building the firm into a company that now has locations in Washington, DC, Chicago, Los Angeles, and Miami.

Growing her daughters up in her business, as McKissack's father had done, was also part of Barbara Whitlow's strategy. She owns LOWS Enterprises, a manufacturing firm in Atlanta, GA, and specializes in the production of printed circuit boards and other specialized electronic assemblies that form the world of smart technology. Her chief technician is her youngest daughter, Darlene. Darlene's father Charles was trained in electronics and taught his daughter the technical side, but it was her mother, a former federal employee with the Defense Contract Audit Agency, that gave her the administrative and business background. Now armed with over 20 years' experience, Darlene still works on a contract basis with LOWS but has also begun to develop her own contract manufacturing venture. Her mother, Whitlow, now in her 70s and planning retirement, believes that continuing a tradition of entrepreneurship is all about applying the biblical adage, "Train up a child in the way she should go."

Driver 3: Have Something on the Side—Money, a Side Gig or Hustle, or Both

For black women, entrepreneurship is not cleanly divided into distinctions of necessity and opportunity, but rather merged constructs.

Having a nest egg or knowing the unquenchable need for rainy day money is not only an act of preservation or independence for black women but it is also a reality of a history where the black male could become "strange fruit" at any moment during slavery and the days of Jim Crow—or a victim of a neighborhood watch. ("Strange fruit" was popularized in a song by the late Billie Holiday, as a polite way of describing the Ku Klux Klan propensity for lynching black males and leaving them hanging from southern trees.)

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The history of black women to be widowed or left without a life partner due to death, disability, military service, divorce, election, or appointment to political office, board, or other position, produced the tradition of having a side hustle or gig to keep, in order to have "pocket change."

An example of driver 2 would be the late Ida B. Wells-Barnett, who bought an ownership interest in the *New York Age,* wrote two weekly columns entitled "Iola's Southern Field," and intensified her campaign against lynching through lectures, editorials, and carefully researched, well-documented pamphlets: *Southern Horrors: Lynch Law in All Its Phases* (1892); *A Red Record: Tabulated Statistics and Alleged Causes of Lynching in the United States, 1892, 1893, and 1894* (1895); and *Mob Rule in New Orleans* (1900). Later, she cowrote and printed *The Reason Why the Colored American Is Not in the Columbian Exposition: The Afro-American's Contribution to Columbian Literature* to protest the exclusion of African Americans from the World's Columbian Exposition in Chicago, IL.[7]

Telling her male cofounders that she would not help launch the newspaper unless she was made "equal to them," Wells was made editor and proprietor of the *Memphis Free Speech and Headlight*. Years later, during a six-month tour of England, Wells wrote a series of articles entitled "Ida B. Wells Abroad" for the Chicago *Inter-Ocean*.

In 1895, she married Ferdinand L. Barnett, a Chicago lawyer, newspaperman, and widower with two sons, and bought the *Chicago Conservator* from him. She fought against the "accommodationist" ideas of Booker T. Washington and the integrationist leanings of W. E. B. Du Bois, while supporting Marcus Garvey and his Universal Negro Improvement Association.

Contrary to popular belief, having a gig on the side is not limited to business activities like personal sales such as multilevel marketing programs like Amway or Avon. A good example is tennis superstar and entrepreneur Venus Williams. Williams was the first African American woman to achieve the World No. 1 ranking in the tennis open era, is a champion in women's doubles at the French Open, and holds 21 Grand Slam titles and three Olympic gold medals.

But when she is not playing tennis, like her sisters, some of whom sew handicrafts and make baskets at night, Williams has a side gig as the CEO of the interior design firm V Starr Interiors, which designed the set for the *Tavis Smiley Talk Show.* Not content with just one way of building her nest egg, the versatile Williams also has a fashion line, EleVen, and is part owner of the NFL's Miami Dolphins.[8]

Women running a side gig or creating a nest egg is not reserved only for black women in the United States. Instead, experts suggest that this may be a remnant of a shared heritage and tradition tracing its roots to continental

Africa. This is seemingly confirmed anecdotally by Dr. Doukobo Goodhead, associate director of The African Diaspora and the World at Spelman College. He recollects that the women in his village, in particular, his elderly aunt, were always finding a way to make their own income.

As a child, Dr. Goodhead worked for his elderly aunt who operated a booth in the local market (similar to a farmer's market or a flea market) in Lagos, Nigeria. She was a trader, who sold articles such as toiletries and other items commonly found in a convenient store in the United States. "She, like many women who own provision stores and are usually housewives, divorcees, or widows like my aunt, wants to supplement her allowance from her husband. That is how many of them start."

Goodhead said that younger Nigerian women, like his sister, would be considered an opportunity entrepreneur, while his elderly aunt would be considered a necessity entrepreneur. His aunt was a widow who needed to pay school fees and other bills, so income was a necessity.

His sister operates a federal contracting firm in Abuja, Nigeria, called BeeJees—a supply firm that bids on government tenders or solicitations.

"Unlike her brothers and sister, my sister chose not to pursue a university education, but instead pursued the world of business," Goodhead said.

Goodhead's sister and the majority of tenants in African outdoor markets, such as the Straw Market in Ghana, tend to be females. While for some, having a stall in the market is their sole and only source of income, for others, it is a way to supplement what their husbands or significant others offer. For Gillian Minta, starting her own business and secretarial services—Cinco Services Ltd., which provides secretarial, administrative, and logistical services, including making copies—was a way to get back into the world of work while still raising her three children and supporting her husband's firm ROWI Limited. ROWI Limited is a seller of household goods and supplies, from televisions to refrigerators, and is a major distribution company in Ghana's capital city. Gillian's venture allows her the flexibility to juggle everyone's schedule, work at her own pace, make money, and do something that she has the expertise to do.

For the late Lena Fabian, selling Avon for over 50 years was a way to supplement her income. Fabian was an obstetric nurse at the military hospital at Fort Stewart, GA, and had six children. Avon offered her a way of serving other women, like herself, who had husband, job, and kids, and did not have time to shop for cosmetics. Selling Avon products was a way of networking and socializing as well as generating income. Her daughter, Eleanor Fabian Millbrook, recalled that Avon

money not only helped to buy her only majorette uniforms and college books, but also filled the income gap in countless ways.

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Mrs. Fabian's door-to-door selling allowed black women, who generally could not find products in the stores, to have someone who knew them personally, who could help them identify products that would work for them. Fabian, like many others, who sold everything from Stanley brushes to Stuart McGuire shoes, used a gig on the side on a continuing basis.

The new face of side hustle can also be seen in the works of celebrities such as Tyra Banks and Queen Latifah. A hip-hop pioneer, Queen Latifah has also starred on television in the hit show, *Living Single,* and blockbuster movies including *The Secret Life of Bees, Chicago,* and *Set It Off*. Latifah's business brand diversifies from acting into gold- and platinum-selling albums, multimillion-dollar endorsements, philanthropy, and entrepreneurship. She is a cofounder of Flavor Unit Entertainment, which executive produced the box-office hit movie *Bringing Down the House.* The company's music management roster includes top talents like Monica, OutKast, LL Cool J, and Naughty by Nature. The face of her own CoverGirl cosmetics line, Queen Latifah, also heads the Lancelot H. Owens Scholarship Foundation, Inc., which provides scholarships to disadvantaged students.

Driver 4: Form Teams or Alliances

Dr. Marilyn French Hubbard founded the National Association of Black Women Entrepreneurs (NABWE), the nation's first business organization for entrepreneurial and enterprising African American women. Starting with 12 local women, NABWE grew to an international network of 5,000 members, before Hubbard left entrepreneurship for over a decade to work for the Henry Ford Medical System. Retiring from there, Hubbard, who authored a book *Sisters Are Cashing In* (2000), has restarted the NABWE, as well as launched her own firm, Healthy, Wealthy & Wise Change Agents, LLC. Her new firm is an interdisciplinary effort to create and develop new businesses, while putting holistic health concepts into action.[9]

Organizations like NABWE are successors to black women's social clubs whose roots can be traced to the Jim Crow era (White 1999). One of the oldest business groups, still operational today, is the National Association of Negro Business and Professional Women's Clubs, Inc., which was founded in 1935 as a national nonprofit organization responding to the need to promote and protect the interests of women business owners and professionals.

Veteran entrepreneur, Alice Mae White Bussey, during her tenure as the president of the Atlanta Business League (a chapter of the organization founded by Booker T. Washington in 1900) created a florist trade and distribution alliance for tropical cut flowers. The program grew out of a trade

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mission with members of former Atlanta Mayor Andrew Young's historic trade mission to Jamaica, Trinidad and Tobago, and Barbados in 1989. "The trade mission, focused on Blacks led by Blacks, was a way to step out so we could be seen as viable businesses. Creating linkages in the Caribbean helped us to get Olympics because we met with leaders to talk about what we were trying to do. It was a minority-majority effort, with a German company traveling with us that later joint ventured with one of our members to serve as the outsource provider for the City's Water Works Department" (Alice Mae White Bussey, personal communication).

Bussey added that a total of 45 businesses, including three major companies, went on the mission, which in addition had a humanitarian and social component as they had an infant heart monitoring system donated for babies in Jamaica. She said the reciprocity was that Air Jamaica came to Atlanta not only for passenger services but also as the logistics provider for the perishable flowers for the alliance of florists throughout the Atlanta metropolitan area.

Linking BWETS from around the world is neither a new nor a solely government-sponsored concept. After World War I, with the impetus of the Garvey or Back to Africa movement, black women

formed their own organizations such as the International Council of the Women of the Darker Races of the World (White 1999, 135). This was a prototype umbrella organization and think tank that focused on the conditions of women and children of color in countries as diverse as Nigeria, Brazil, the Philippines, Puerto Rico and Haiti. It was a vehicle for Black American Women to work with other women of color worldwide (White 1999).

The Women Entrepreneurs Network Caribbean (WEN Caribbean) was launched in March 2012 as the culmination of two-day Caribbean Women Entrepreneurs Forum. This event offered 22 attendees from 10 Caribbean countries an opportunity to network, as well as share best practices and gather information on the tools and resource available to the Caribbean from the U.S. Rather than competition for local groups. WEN Caribbean, which is active in other parts of the globe via the U.S. State Department's Office of Global Women's Issues, will serve as a clearinghouse for providing information and expertise to help individual entrepreneurs and groups.

In 2001, with the help of the U.S. Department of Commerce's Economic Consul Cynthia Griffin, a chapter of the Organization of Women in International Trade (OWIT) was chartered in Nairobi, Kenya. This was the first chapter on the African continent and was followed four years later (2005) by chapters in South Africa and Nairobi.[10] OWIT is a nonprofit organization for women and men working in all facets of international trade, and is designed to promote the advancement of women in trade and business. Members of the

Kenyan chapter include women entrepreneurs in import/export trade, sales and marketing, public relations, logistics, catering, transportation, freight forwarding, consultancy, accountancy, law, banking and finance, and information technology (Mwakishi 2012).

OWIT's Kenyan chapter member, PMS Group, founded and is managed by Joanne Mwangi, was selected as the number one small and medium enterprise in Kenya in 2010. While today PMS boasts top corporations such as Reckitt Benckiser, Prigat, Airbus and East African Breweries among its clients, its beginnings were very humble.

Mwangi is quoted as saying: "I worked without pay for some time to save the business from collapsing."[11]

Today PMS provides a full range of services including advertising, public relations, event management, trade promotions, consumer promotions, trade merchandising, and marketing strategy development. (Mwakilishi.com 2012) Mwangi credits part of her success to the opportunity to fellowship, network, and meet resources afforded to her through her membership in OWIT and other organizations.

While organizational memberships are one way of forming strategic alliances, public–private partnerships and NGO initiatives from donor sources are another way. Goldman Sachs launched a $100 million five-year initiative in 2008 to foster greater shared economic growth by providing 10,000 underserved women around the world with business and management education. The program, known as Goldman Sach's 10,000 Women, operates through a network of more than 80 academic and nonprofit institutions in emerging economies (such as on the African continent) to help develop locally relevant coursework. The women selected for the program enroll in customized certificate programs ranging from five weeks to six months. Topics covered include marketing, accounting, writing business plans, and accessing capital. In addition, they are offered mentoring and postgraduate support by partner institutions, local businesses, and the people of Goldman Sachs.[12]

Goldman Sachs, the private brokerage firm, recognized that growing the economic base of nations through women has the potential to create both a domino and multiplier effect because of women's propensity to share.

Multilateral organizations from the U.S. Agency for International Development to the United Nations to the development organizations in the European Union all have or are developing entrepreneurial programs focusing on industries from agriculture to manufacturing, as well as professional services, in order to not only meet the United Nations' Millennium Challenge of Ending Poverty but also to develop sustainable economies in the developing world.

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Increasing alliances among women to bid, win, and perform contracts are in vogue. For example, Dr. Melissa Williams of Turning Dreams into Reality, a staffing and accounting firm headquartered in Atlanta, GA, needed a local partner to pursue a contract with the South Carolina Department of Transportation. She used her contacts from having lived in the state's capital to quickly create a team that was successful in receiving the award. As it turned out, her firm was not the lead contractor, but as she puts it, "A little bit of something is better than a whole lot of nothing. I got some revenue and lots of experience" (Williams, personal communication)." Williams is quick to form alliances and partnerships when she believes a win-win scenario can be developed and when each party brings more pluses than minuses to the table.

Driver 5: Give Something Back

This driver is an essential driving force for many BWETS. They want to create a bridge to the future, which will be a legacy for other young women to follow. Examples of innovative ways BWETS are giving back can be found across the globe.

Selena Cuffe, an African American businesswoman, and her husband, Khary Cuffe, founded and developed Heritage Link Brands, LLC. The firm describes its mission as a way "to showcase the very best wines from Africa and the African Diaspora."[13] The Cuffes are not just focusing on going green, but are also making a commitment to help indigenous African vintners' market-quality wines abroad. The company's direct and indirect efforts have certainly paid off as it raked in revenues of $1.2 million in 2008, up from just $42,000 the year before. With $1.6 million in sales projected for this year, the African wine importer (with just eight employees) is poised to turn a profit well ahead of the six-year wine industry standard. "Don't think small," she advises, "because if you don't think small you'll wake up one day and you'll be big" (Cuffe 2014, personal communication).

Another example is Majora Carter, president of the Majora Carter Group—a private, for-profit "green" economic consulting firm in New York—who also founded the nonprofit environmental justice solutions corporation, Sustainable South Bronx (SSBx). Her first major project was writing a $1.25 million federal transportation planning grant for the South Bronx Greenway with 11 miles of alternative walkways and green areas. In 2003, SSBx opened the Bronx Environmental Stewardship Training program, one of the nation's first urban green-collar job training and placement systems. After five years, it boasts an 85 percent employment rate with 10 percent of its participants enrolled in college.[14]

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Combining entrepreneurship with philanthropic interests is also central to the business plan of Dr. Hortense Dodo from the French-speaking nation of Côte d'Ivoire (Ivory Coast) in West Africa. With a PhD in food biotechnology from Penn State University, starting her own biotech firm was a way of incorporating all the drivers from maximizing what she knew to giving something back. Ngategen Inc., or NGI, is a food science and biotechnology company that has harnessed recent advances in genetic engineering and cutting-edge genetic processes to substantially eliminate and reduce allergenic proteins from peanuts while maintaining the nutrient content. Dodo believes that this company will not only be profitable but also help address the famine and other food shortage issues plaguing the continent. In addition, she has developed an online educational concept, the University EST (UEST), to address the need for more Africans and African Americans in engineering, science, and math (Hortense Dodo, personal communication). Dodo says that UEST will offer the type of education that will make those of African descent competitive anywhere on the globe. Dodo adds that creation of UEST is a means by which she and other U.S.-educated Africans can give back to the "motherland"—Africa. In addition, Dodo has other educational ventures including serving as the president of Nano Bio Institute, an international training and teaching academy of sciences, biotechnology, and nanotechnology, created to train Africans to become successful entrepreneurs in the agricultural and technical sectors.

Atlanta-based entrepreneur Dr. Diane Ridley Roberts made it part of her business plan for her

company, Global Evaluation & Applied Research Solutions, Inc. (GEARS), to give back to other entrepreneurs who were trying to navigate the maze of the U.S. federal contracting arena. Roberts created the Small Business Leadership Conference, an annual meeting in Atlanta, with attendance by federal buyers in order for other minority firms to learn how to identify, acquire, and manage government contracts. After five years of footing the bill, in 2011 she secured sponsors to underwrite the cost. Her company GEARS is a 10-year old consulting firm specializing in program evaluation and organizational development. It has offices in Decatur, GA, and Lanham, MD, and its clients include the U.S. Department of Health and Human Services, U.S. Centers for Disease Control and Prevention, U.S. Department of Commerce, U.S. Department of Education, U.S. Substance Abuse and Mental Health Services Administration, the National Science Foundation, the Multicultural AIDS Coalition, and the Ford Foundation.

Dr. Roberts, a managerial administrative person, actually created GEARS with her sisters Dr. Deborah Brome, a technical operations person.

As Brome and Roberts demonstrate, for black women entrepreneurs, giving back is not just a sideline. In other cases, giving back is the true mission

or calling and it is combined with entrepreneurial savvy to create sustainable results.

This is the case with Dr. Vashti McKenzie, who while being a pastor for 10 years at Payne Memorial AME in the Baltimore, MD, area, secured funds for a welfare-to-work program with the State of Maryland. Under this program, approximately 600 men and women were educated, trained, and placed in jobs, and left the welfare system. In addition, Dr. McKenzie led the church to purchase a building and turned it into an economic development complex, with a senior citizen center, a Head Start program, and several other businesses.

Forming an alliance among her congregation, with other local churches, banks, and local officials, Dr. McKenzie helped create the Collective Banking Group. This organization was designed to ensure equal treatment and opportunity by lending institutions. The community involvement fueled church growth, increasing Payne Memorial's membership from 440 at her arrival to well over 1,500 at the time of her departure.

Desiring to expand her ministry globally, Dr. McKenzie campaigned for and was elected as bishop in 2000. This was the first time in the over 200-year history of the AME Church that a woman had obtained that level of episcopal office. From 2000 to 2004, she served as the chief pastor of the 18th Episcopal District in Southeast Africa, comprised of Lesotho, Swaziland, Botswana, and Mozambique. Bishop McKenzie instituted an ambitious agenda, "Strength to Climb," which included strengthening the District's infrastructure. She oversaw the development of computer labs in 2 AME high schools, created 7 entrepreneurial business projects, started 37 new churches, facilitated 2 USA–African teacher workshops and summits, and produced 4 new classrooms.

Dr. McKenzie credits her grandmother for instilling entrepreneurial instincts in her (McKenzie 2002). In her bestselling book *Journey to the Well*, McKenzie said her grandmother used her egg money to help McKenzie's grandfather start the family publishing company of African American Newspapers which still exists today. The author of four books, Dr. McKenzie was also appointed by President Barack Obama to serve on the President's Advisory Council of the White House Faith-Based and Neighborhood Partnerships. She is the epitome of the phenomenal woman that defies the stereotypes, breaks barriers, and takes stake in the global marketplace.

Conclusion

The evidence suggests that for black women, being entrepreneurial is really not new. Black women in the United States or other parts of the diaspora and African continent are pursuing business opportunities in fields of multiple

disciplines as diverse as the women founding the companies. For example, Dr. Mae Jemison, who

has an MD from Cornell University and was an astronaut on the Space Shuttle Endeavour, resigned from NASA in 1993 and founded the Jemison Group, Inc. Among her current projects are several that focus on improving health care in Africa and advancing technology in developing countries. On the other hand, as a divorced, single mother in Accra, Ghana, Amma Gymaph DaPaah leveraged her resources and created Princess Cold Stores and Farms, consisting of offices and warehouses for storing frozen items. Over the last 30 years, Princess Cold Stores and Farms has grown into a diverse trading company that specializes in business-to-business sales of frozen items such as beverages and food. DaPaah, has been creating ways to vertically integrate her business by developing the agricultural production side by growing raw products, while at the same time, expanding her trading lines to include cooking oil and other supplies (DaPaah, personal communication).

Jemison and DaPaah and the other women described in this chapter exemplify how black women are motivated or compelled by the five drivers:

1. Maximize whatever you know
2. Follow tradition/culture
3. Have something on the side
4. Form teams or alliances
5. Give something back

It is these drivers, coupled with the tenacity, qualifications, and commitment of black women, which undergirds their abilities to be innovative and to create businesses. Historically, black women's success may have been circumscribed by issues related to race and gender, or both. Today, black women are using entrepreneurship as a vehicle not only to enrich their own lives but also to empower other women, youth, and minorities.

Notes

1 National Women's Business Council, http://www.nwbc.gov/facts/african-american-women-owned-businesses.

2 More information on stereotypes can be found in Marilyn Yarbrough, "Cassandra and the Sistahs: The Peculiar Treatment of African American Women in the Myth of Women as Liars," *Journal of Gender, Race, and Justice* 3, no. 2 (May 2000): 626–57.

3 http://www.oprah.com/own-sweetie-pies/Welcome-to-Sweetie-Pies#ixzz1yv5xieeK.

4 *Africa Open for Business.* Documentary. Available at: http://www.africaopenforbusiness.com. Accessed March 5, 2011.

5 To know more about "Every Tooth Counts," see http://everytoothcounts.com/about.html.

6 HCD International, http://www.hcdi.com/who_we_are.html#2.

7 http://www.idabwells.org/.

8 http://venuswilliams.com/.

9 http://marilynfrenchhubbard.com/about-marilyn.html.

10 http://www.owit.org/.

11 http://www.owitnairobi.org/.

12 www.goldmansachs.com/10000women/.

13 http://www.heritagelinkbrands.com.

14 http://www.majoracartergroup.com.

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