

ISED FUNDING REPORT

EFF
2018

THE ENTREPRENEURIAL FEMINIST FORUM

**CONNECTING ENTREPRENEURIAL FEMINISTS
CHANGING THE WORLD**

DANIELS SPECTRUM, TORONTO, ON | feministforums.com | #feministbiz #EFFTO

*"I WOULD LOVE TO SEE THIS GET BIG AND
SPREAD ACROSS THE COUNTRY...BECAUSE
THE WORLD NEEDS THIS"—EFF
PARTICIPANT, 2018*

Prepared by Eve-Volution Inc.

www.eve-evolution.com

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Event Overview

What is the EFF?

The Entrepreneurial Feminist Forum is a “think and do” event designed to convene, connect and support the rapidly growing entrepreneurial feminist community.

Designed to capture the interests of over 300,000 women-owned enterprises in Canada and United States,¹ the Toronto-based forum idea emerged from the work of Canadian serial entrepreneur, [Petra Kassun-Mutch \(Eve-Volution Inc. & LiisBeth Media\)](#), in collaboration with [Feminists at Work](#) co-founders [CV Harquail](#) (Chicago), and [Lex Schroeder](#) (New York).

Entrepreneurial feminists (like green or civic entrepreneurs) are an important contributing community within Canada’s social innovation economy². Widening engagement and support of EFFs demonstrates the need to further harness the entrepreneurial feminist community—to share good practices and claim its position as an influential contributor to the socio-economic fabric of North America. The event also informs several key political issues for The Government of Canada—advancing gender equity, addressing gender-based violence, and promoting social enterprise—in particular as these issues apply to the for-profit hybrid.

Note: Entrepreneurial feminists are not equivalent to women entrepreneurs. Entrepreneurial feminists work to *change systems* for the advancement of girls and women. The latter, broader community of women entrepreneurs more typically works to create wealth and change within the system.

Why the EFF?

No one does entrepreneurship alone. Entrepreneurs learn and innovate through the sharing of ideas across industries and other communities. Sourcing collaboration opportunities and building high-impact partnerships are how entrepreneurial founders thrive and enterprises grow over time.

The EFF provides a unique forum to advance feminist entrepreneurship. Through a gender-lens on innovation, financing, gender equity, and economic inclusion, the forum facilitates connections across a growing entrepreneurial feminist community. It does so through the power of convening together and offering spaces where connections and ideas transform into business practice.

In working to serve and support the needs of the feminist entrepreneur community, EFFs also create opportunities for intrapreneurs working in corporate settings, and those who are curious about the intersection of feminism, entrepreneurship and innovation, to learn about feminism as a movement and community.

¹ Figure based on number of women-led enterprises x average % of women who identify as feminist according to a range of surveys.

² The Government of Canada’s Ministry of Employment and Social Development has recently launched [a new social finance initiative](#).

What is a Feminist Entrepreneur?

The term entrepreneurial feminism was coined by Dr. Barbara Orser and Dr. Catherine Elliot, faculty at the Telfer School of Management, University of Ottawa (Canada). They argue that, "Entrepreneurial feminism has developed from social feminism, and where feminist values are enacted through the venture creation process to improve the position of women in society. Entrepreneurial feminists enter commercial markets to create wealth and social change, based on the ethics of cooperation, equality, and mutual respect."

More definitions of entrepreneurial feminism are emerging. LiisBeth Media defines a feminist entrepreneur as a person who creates, operates and grows an enterprise which explicitly works to advance gender and social justice, while experimenting with alternative business models and operational practices that challenge long-established patriarchal and neoliberal norms that clearly no longer serve us or our planet.

Dr. CV Harquail says, "A feminist enterprise enacts feminist values, promotes justice, operates in economically, socially, and politically generative ways and advances collective flourishing for all people."³

Examples of feminist enterprises include [Stocksy](#), [Moxie Trades](#), the [Gladstone Hotel](#), [Lunapads](#), [DriveHer](#), [Alinker](#), [SheEO](#), [Fresh Collective](#), [Eve-Medical](#), [HerVolution](#), [Women on the Move](#), not to mention the hundreds of feminist media/press, summer camps for kids, health and wellness, art/design, culture-making and bookstore organizations.

Feminism & Feminist Entrepreneurs

There are many [kinds of feminism](#). And though feminists may differ in their approach, they are unified by one shared goal—advancing gender equity (for all genders) and working to end sexism, sexist exploitation, and oppression.

In a fall 2018 reader survey conducted by LiisBeth Media (a magazine for feminist entrepreneurs), readers were asked to note how closely they identified with eight different streams of feminism, ranging from liberal to radical feminism. The majority of the respondents identified with [intersectional](#), visionary and [eco-feminist](#) concepts and ideals.

A Definition of Visionary Feminism

Visionary feminism is a wise and loving politics. The soul of feminist politics is the commitment to ending patriarchal domination of women and men, girls and boys.

Love cannot exist in any relationship that is based on domination and coercion.

Males cannot love themselves in patriarchal culture if their very self-definition relies on submission to patriarchal rules. A genuine feminist politics always brings us from bondage to freedom, from loveless-ness to loving. —bell hooks

Brief History of Feminist Entrepreneurship

It's not new.

Feminist entrepreneurs have founded many of the world's earliest social enterprises. The Bible and other historical documents report early examples of feminist entrepreneurs—women promoting women's advancement while selling goods and services in a time when it was difficult for women to operate, let alone own a business.

The growth of the feminist movement in the 1960's and 1970's, not surprisingly, sparked a surge in the number of feminist enterprises. Feminists launched bookstores, schools, restaurants, fashions, farming and child-care coops, media enterprises, women's health and wellness centres. As well, feminist credit unions (such as today's version of women-focused capital funds like SheEO) sprouted up. All of these initiatives worked to combine earning a living with creating opportunities for other women, while advancing gender equity, challenging hierarchical, sexist ways of doing business and confronting worn-out systems of inequality.

Today, we again see a surge of interest in the feminist movement. In tandem, there is a surge in the number of feminist enterprises and a broader range of types of such enterprises, including [feminist business schools](#), [camps](#), outsourcing enterprises, [feminist gaming enterprises](#), [environmental services](#), sex toy companies, [fitness facilities](#), cab companies, tech enterprises, large [feminist media companies](#) with millions of readers, [law firms](#), [art collectives](#), feminist venture funds, food ventures—you name it. Today, feminist ventures exist in every sector.

And like those before them, feminist enterprises today are leveraging innovative business models and tools to address modern-day inequities and broken systems. Unequal caregiving responsibilities continue to inspire entrepreneurs, mostly women, to design and launch innovative caregiving solutions ([HELM](#)). The continued need to take precautions to ensure women's safety resulted in the creation of an all-women-driver Uber service—[DriveHer](#).

The growth in the number of women entrepreneurs over the past 15 years has led to an industry of entrepreneur support enterprises (such as women-centered business support organizations, industry networks, co-working spaces, coaching services, and educational programs) designed to assist women and develop strategies to increase their odds of thriving—not just surviving—while working in alignment with feminist values.

2018 EFF Event Leadership

Executive Committee: The 2017 and 2018 EFFs were organized and managed by entrepreneur and co-founder, Petra Kassun-Mutch (LiisBeth Media), and co-founders Lex Schroeder and CV Harquail (Feminists at Work). In 2018, the executive team was expanded to include Golnaz Golnaraghi (Divity Group) and Host Committee Chair, Sujala Balaji (Kosha Foods).

The team gave over 917 hours of contributions-in-kind to organize and manage the event.

Organizing Committee: The 2018 EFF was supported by a broad group of volunteers, including ten host committee volunteers. The forum operates as an informal joint venture project with contributing organizations such as Nancy Wilson (Novus Accounting), and the [Canadian Women's Chamber of Commerce](#).

Who Participated in the EFF?

In 2018 the EFF attracted 167 registered participants. The program expanded from a one-day forum in 2016 and 2017 to a two-day agenda.

Agenda: The forum featured 36 speakers, 13 workshops, 3 lightning talk panels, 2 special performances, and 3 foundational talks (keynote presentations). The full (2-day) registration was \$299 plus HST.

Attendees: Twenty percent of attendees identified as LGBTQIA and 5 identified as male in the post-event survey. Most registrants identify as Generation X (55%) followed by Millennials (30%) and Baby Boomers (15%). Approximately 28% of the event speakers were women of colour and three foundational talks were given by women of colour.



Over 100 proposals to facilitate sessions or serve as a keynote speaker were submitted, 80% from Canada and over 20% from the United States.

As part of feminist business philosophy, workshop facilitators and speakers were paid a fair honorarium of between \$350.00 to \$500.00 per session, plus complimentary promotion of their work via our event marketing campaign (valued at \$1,000 per speaker). Several voluntarily contributed their remuneration back to the EFF organization.

This year, a community fair was introduced; its curators reviewed and approved 15 vendors (space was limited) who cater to the feminist entrepreneur community. These vendors had display tables and promoted their products and services. Participants included a feminist law firm, women-centered co-working centres, a feminist venture fund, child care services companies, Sun Life Financial, as well as women-focused program providers.

The sponsored charity (free display table and promotion in the marketing campaign) for this event was [Match International](#), an international women's fund (the only one in Canada) working at the intersection of women's rights and innovation.

Major event sponsors included:

- **Lead Sponsor: Canadian Film Centre/[IdeaBoost](#) Accelerator**

The Canadian Film Centre (CFC) is a leading institution for excellence and innovation in screen entertainment, accelerating careers and investing in the projects of Canada's best emerging media professionals for over 30 years. At present, only 15% of the companies recruited by the CFC Media Lab are founded and led by women (compared to 5% of digital companies in Canada), and the organization is working to increase the number of

women participants in its entrepreneurship programs by launching a women-led Fifth Wave Digital Media Accelerator (Fifth Wave DMA), which intends to strengthen capacity in the women entrepreneurship ecosystem by adapting our business accelerators to respond to the needs of women in this space.

- **Community Sponsor: Business Development Bank of Canada**

BDC has made an extraordinary [commitment to advance women entrepreneurs](#). The Women's Entrepreneur Strategy is led by Laura Didyk, Vice President & National Lead, Women Entrepreneurs. BDC wanted to reach this unique community of entrepreneurs.

- **Community Sponsor: City of Toronto (Economic Development & Culture)**

The City of Toronto sponsored the EFF for a second year in a row as part of its mandate to advance women entrepreneurs in the city. The sponsorship came from the Start Up Here program, which supports programming and incubators across the city.

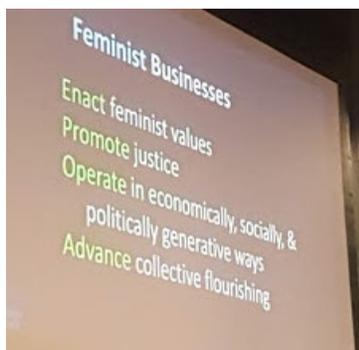
In total, the committee raised \$19,400 to cover approximately 50% of event direct expenses, including the venue rental (\$15,000). All other expenses (e.g., honorariums, travel expenses, printing, food and incidentals) were covered by registration fees. The event broke even (volunteer hours excluded).

Note: due to the volume of sponsored events in Toronto, registrants have become accustomed to high-quality events at low prices. We will consider this when planning the event for 2019.

Accessibility

One of our primary goals was to ensure accessibility. The Daniels Spectrum facility was fully wheelchair accessible. Smudging was allowed.

To ensure accessible pricing options while also ensuring that the event was financially viable, the Ontario Centres of Excellence sponsored a bursary fund. In total, we raised over \$2,000 to assist those who found the ticket price to be a barrier to participation. Fifteen participants received a full bursary. We provided volunteer opportunities for anyone who was willing to exchange time in return for a reduced or complimentary ticket price.



Images Left to Right: Slide from CV Harquail's talk, EFF promotion example, and group of EFF volunteers

ENTREPRENEURIAL FEMINIST FORUM

Key Statistics 2018

167

Participants
+ 60%

Volunteer
Hours

\$35K Contribution

917

3

Workshops

Foundation Talks

16

Sponsors

18

\$19 400 Raised

85%

Rated the event as
Terrific (4/5) or
Knocked my Socks
off! (5/5)

www.feministforums.com

Select Attendee Feedback

I'm so impressed with the quality and caliber of the sessions. And you did a LOT at a very affordable price.

I used to program conferences and was constantly disappointed to have my hard-sought speakers end up using the platform as a marketing opportunity. In contrast the EFF was all killer, no filler! Amazing job!!

The inclusiveness was palpable.

Being able to share ideas with other participants without fear of judgment was critical—everyone I talked to was helpful in one way or another, and I managed to be helpful to others as well, even sometimes just by re-articulating their ideas or concerns or problems or values back to them.

The overall mood and atmosphere was amazing—mutual support amongst women who just meet each other was wonderful to be a part of. Found my "tribe".

It was amazing to see so many people who share strong values of feminism and social justice in business. But—we have such a long way to go still! I was inspired by the other entrepreneurs but also felt a little defeated in knowing how different we are than most other businesses.

Loved it. It felt meaningful to have Indigenous women open and close the event, and after two days of inspiring and at times aspirational talks and workshops, it was helpful to have a grounding reminder of the complexity of living up to our ideals.

I would love the ability to keep that community together between conferences.

It's SOOO different from the regular women's business forums or events. The content designed to address whole human (embodiment sessions, creativity). I loved the fact that there is time to actually DO things—work with tools and ideas—not just listen to people.

They should all come with me next year! Mind-blowing, awesome, activists would love it, women in business would love it, young entrepreneurs would deeply appreciate this.

And of course, suggestions for improvement:

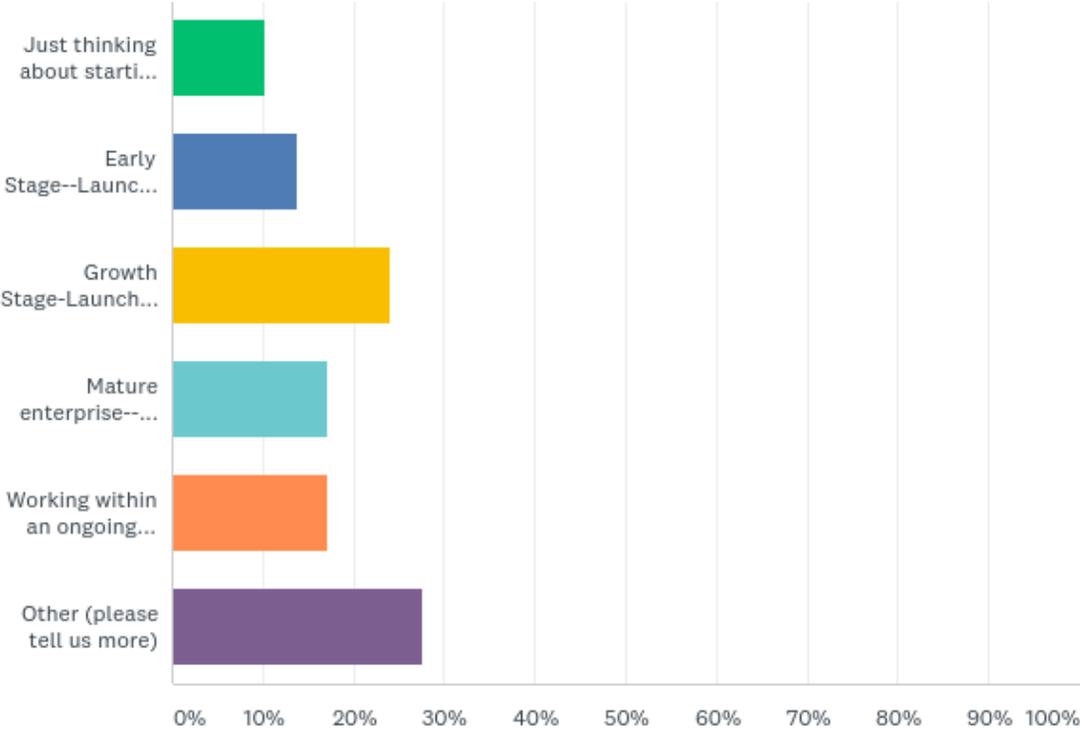
They tried, but it was still a pretty standard conference format, with experts leading sessions and others primarily passive. You mentioned open space, but I think that could be leveraged a lot more in the overall conference structure. I also think you could get even more creative about the overall learning design for the conference and really blow up the paradigm to get optimal engagement and creativity from your exceptional, intelligent, awesome attendees.

I had some difficulty with way-finding and was disappointed that refreshments were not included given the scope of the event and the admission price.

EFF PARTICIPANT SURVEY

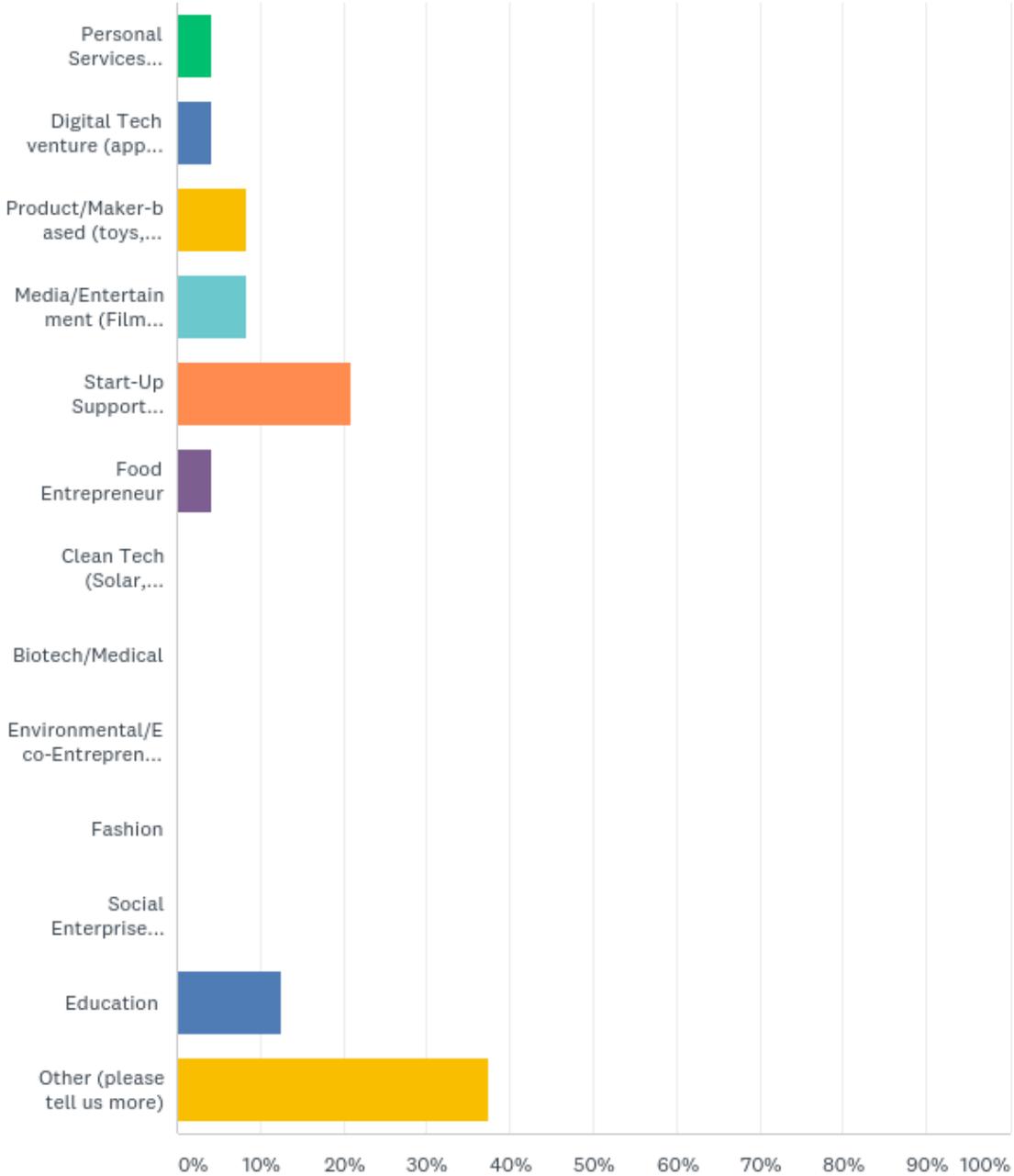
In an effort to collect feedback on the event, organizers launched a post-event survey. We had an 18% response rate to a 12-minute questionnaire which included session-by-session ratings. This is what we learned about the EFF community:

FINDING #1: EFF founders are in various stages of enterprise development.



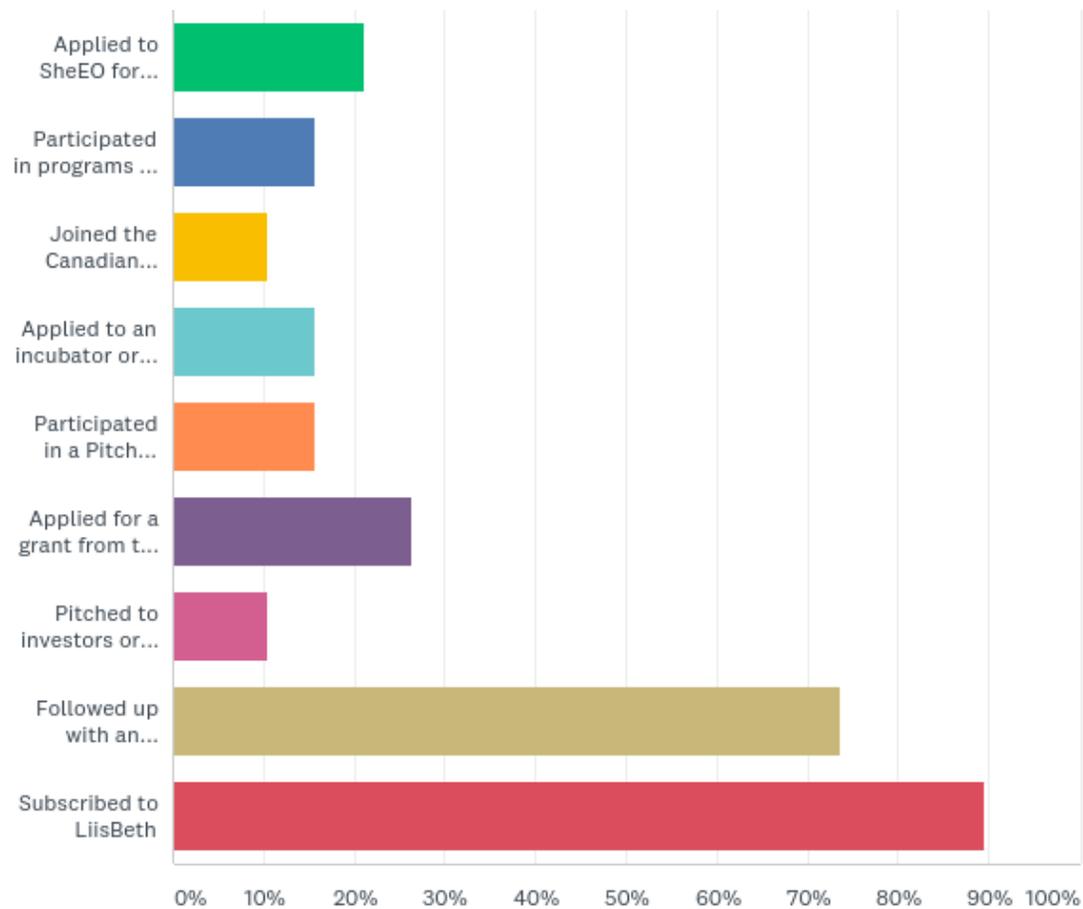
ANSWER CHOICES	RESPONSES	
Just thinking about starting a business-not there yet	10.34%	3
Early Stage--Launched in 2018	13.79%	4
Growth Stage-Launched prior to 2018 & looking to grow	24.14%	7
Mature enterprise--looking to pivot, add on new products or services	17.24%	5
Working within an ongoing business as a change agent	17.24%	5
Other (please tell us more)	27.59%	8
Total Respondents: 29		

Finding #2: The majority of EFF participant ventures support women and/or other entrepreneurs (22%).



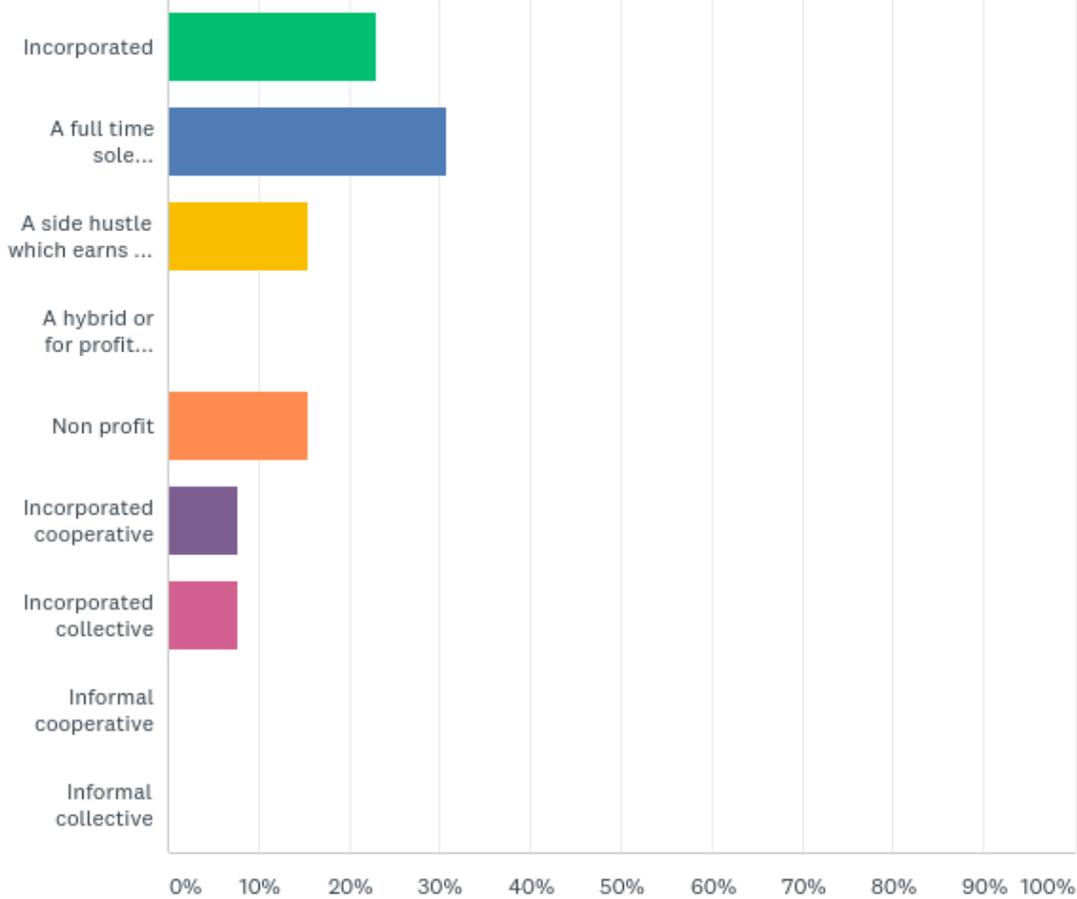
ANSWER CHOICES	RESPONSES	
Personal Services (wellness, personal development seminars, etc)	4.17%	1
Digital Tech venture (apps, online platforms, etc)	4.17%	1
Product/Maker-based (toys, fashion, anything that involves making a physical, 3-dimensional thing)	8.33%	2
Media/Entertainment (Film maker, content provider, journalist, blogger, editorial services, performer, publishing)	8.33%	2
Start-Up Support Services (co-working space, coaching, skill development programs, etc. specifically for entrepreneurs)	20.83%	5
Food Entrepreneur	4.17%	1
Clean Tech (Solar, bio-digestors, monitoring systems, etc)	0.00%	0
Biotech/Medical	0.00%	0
Environmental/Eco-Entrepreneur (upcycle, recycle)	0.00%	0
Fashion	0.00%	0
Social Enterprise (hunger, food security, poverty relief, housing related)	0.00%	0
Education	12.50%	3
Other (please tell us more)	37.50%	9
TOTAL		24

Finding #3: EFF survey respondents are also quite active in the startup ecosystem. Approximately 23% said they had at some point applied for government funding. Over 16% applied for SheEO and over 80% subscribe to LiisBeth magazine. These results are likely because these are the largest marketing channels for the event.



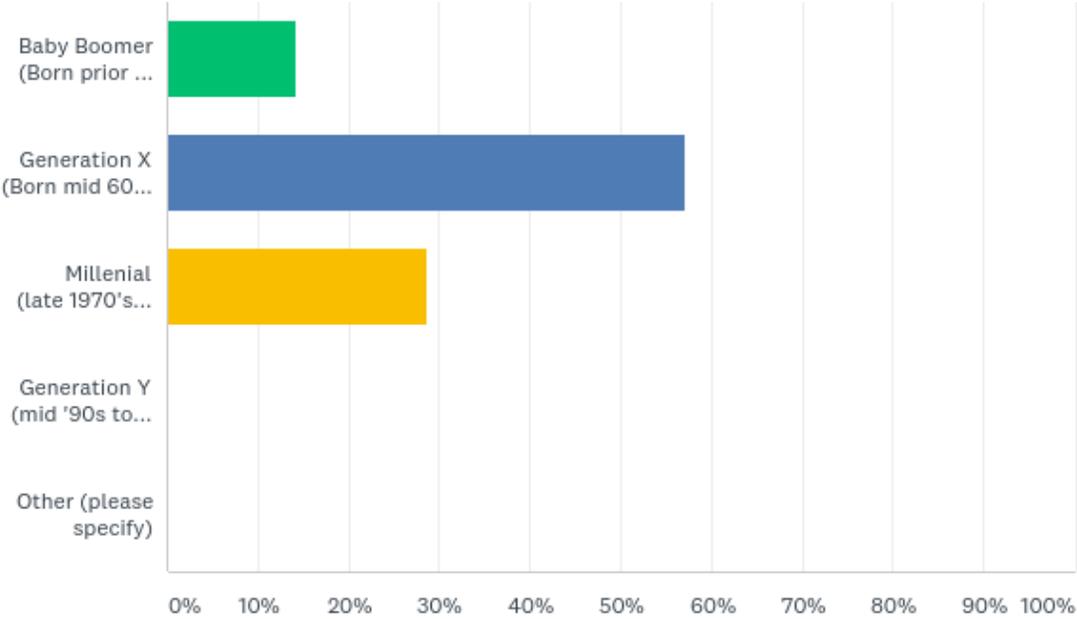
ANSWER CHOICES	RESPONSES	
Applied to SheEO for funding	21.05%	4
Participated in programs by BDC (Business Development Bank, CA)	15.79%	3
Joined the Canadian Women's Chamber of Commerce	10.53%	2
Applied to an incubator or accelerator program	15.79%	3
Participated in a Pitch Competition	15.79%	3
Applied for a grant from the Canadian government	26.32%	5
Pitched to investors or VCs (beyond friends and family)	10.53%	2
Followed up with an attendee or presenter from the EFF	73.68%	14
Subscribed to LiisBeth	89.47%	17
Total Respondents: 19		

Finding #5: EFF participant enterprises are primarily for-profit enterprises (in this case, meaning primarily that surpluses accrue to founders or principals as personal income).



ANSWER CHOICES	RESPONSES	
Incorporated	23.08%	3
A full time sole proprietorship	30.77%	4
A side hustle which earns a little extra income	15.38%	2
A hybrid or for profit social enterprise (Benefit Corp, B Corp, CIC, CCC)	0.00%	0
Non profit	15.38%	2
Incorporated cooperative	7.69%	1
Incorporated collective	7.69%	1
Informal cooperative	0.00%	0
Informal collective	0.00%	0
TOTAL		13

Finding #5: The majority of EFF founders identify as generation X.



ANSWER CHOICES	RESPONSES	
Baby Boomer (Born prior to 1960)	14.29%	4
Generation X (Born mid 60's to early '80s)	57.14%	16
Millenial (late 1970's to mid '90s)	28.57%	8
Generation Y (mid '90s to early 2000's)	0.00%	0
Other (please specify)	0.00%	0
TOTAL		28

Finding #6: EFF Participants want more—all year round.

Feedback for 2018 Entrepreneurial Feminist Forum

Q12 In thinking about what you need to take your feminist enterprise to the next level, what kind of support will help you get there? What do you wish was available to you as you practice entrepreneurship in the service of gender equality, social & economic justice, and flourishing? This is your chance to make a wish list! Go crazy!

Answered: 15 Skipped: 14

#	RESPONSES	DATE
1	I learned a lot of new ideas to use in my business this year. Would love a session on alternative business models (Collectives, Coops, Social Enterprise/Benefit Corps) next year--why and when to choose.	1/9/2019 1:03 PM
2	Coaching and individual biz counselling and mentors.	1/8/2019 8:15 PM
3	I would love an ongoing community with the EFF folks - a Slack channel or something, where we could discuss issues of interest to attendees past and present.	1/7/2019 3:12 PM
4	The sense of community. It would be great to have some events over the year to maintain the connection, ideas etc over the year.	1/7/2019 2:24 PM
5	a regular forum for sharing ideas, questions - checking in on a (semi) regular schedule can help keep you moving towards your goal, getting past tricky spots	12/22/2018 5:54 PM
6	Unfortunately I don't have time to get into this and meet the survey submission deadline.	12/22/2018 10:26 AM
7	Workshop my business on Day 2 (or 3). A session on direct applications, q & a for my individual enterprise, turning the expertise inside out with walk-up consults? Something like that. Many of the sessions had elements of this, and by the end of the 2-days, I was ready to workshop my biz with focus. I knew more about what I don't know, what I'm curious about, who offers what skills, what the words for those skills are or how to describe them better. So, an opportunity to request help toward the latter part of the EFF might be good. Or maybe a follow-up support team? And probably a dozen other things I'm not thinking about right now.	12/21/2018 12:52 PM
8	I would love the ability to keep that community together between conferences.	12/21/2018 11:12 AM
9	Something about how to use social media in a way that reflects my values; something about how successful feminist entrepreneurs in the room (there were so many) have stayed motivated and overcome adversity	12/20/2018 4:08 PM
10	I think men need to be a part of the conversation. They would learn a lot from the feminist business model canvas and the values based approach to business. We need to bring them into the conversation.	12/20/2018 12:59 PM
11	I wish there was a discussion pannel with key speakers as in how they were able to make the change in their enterprises, the speakers were so great but they were all in different rooms. It would have been awesome having a panel.	12/20/2018 10:18 AM
12	- More educational and networking opportunities like this to take part in. - Male allies doing their part of the WORK.	12/20/2018 10:05 AM
13	Accessing the client's supply chains - getting face time with decision makers (VP and board level). I wish.....there was more support for NON-tech startups.	12/20/2018 9:51 AM
14	More diversity in the speaker base to learn from and with a broader group. A lot of the longer sessions were delivered by the same core presenters. For example a lot of the lightening session presenters could have done a longer session. Love getting the tools like the ecosystem map. More of that would be really helpful. A mentor element to connect women for speed mentorship during the forum.	12/20/2018 9:07 AM

Overall, EFF participants represent a broad range of enterprises in a broad range of sectors, at various stages of development, created by people primarily between the ages of 25-55. The one thing they have in common—a desire to advance women, girls and other gender minorities of all races, classes and backgrounds.

What Can We Learn from the EFF?

Based on 60% growth participation rates, 100% growth in sponsorship funds, feedback from our survey results and personal interactions with attendees at the EFF, we can conclude that the entrepreneurial feminist forum is an idea whose time has come.

The event doubled in size overall since its trial event in November 2017. We attracted and were able to bring in speakers and attendees from Vancouver, Montreal, Boston, Chicago, New York, New Mexico and across Ontario.

The growth of the EFF signals an increased interest in feminist approaches to venture design, growth, sustainability and operational practice. The increase in the interest in feminism is fueled by increasing concerns about widening gender, racial and class-based inequality fueled by alarming concentrations of capital, roll-back on women's rights, impact of the hate speech on the internet, and concerns about artificial intelligence systems that, when unleashed, can more deeply entrench patriarchal norms.

Renewed engagement with feminism is also fueled by the fact that we find ourselves living in increasingly politically regressive times.

A look at the history of feminist enterprise tells us that if inequality exists, and wherever it exists, there will be an entrepreneur, typically a woman entrepreneur (but not always), rising to the occasion to address it.

Feminist entrepreneurs are an important part of the social innovation and social enterprise space.

Their models and discoveries might very well both inform and drive the social, economic and political change we seek. Indeed, a lot of feminist theory and philosophy underlies today's corporate diversity and inclusion thinking—though it is rarely credited as its foremother.

What happens when companies appropriate the ideas of feminism to increase “diversity” and “inclusion” without giving due credit to feminism? According to T.L. Cowan, a professor of media studies at the University of Toronto and deep thinker on feminism, that theft pushes feminism to the radical edges, which stops the rich flow of ideas from feminist activists, scholars, and practitioners, and stalls actual progress on ‘diversity and inclusion’ ”—Excerpt from [“Steal Our Feminism-But Admit It”](#)—LiisBeth Media, May 2017

Conclusion and Next Steps

As a nation with a feminist government looking to lead in the advancement of gender equity, we would do well to find ways to include and consider this community in any policy or initiative designed to advance innovation and entrepreneurship.

The EFFs offer a window into the world of feminist entrepreneurship. Their participants are an important part of the growing entrepreneurship and innovation ecosystem that addresses and serves the needs of an important segment of the social enterprise and social innovation space.

Based on positive feedback and the success of this year's event, co-producers LiisBeth Media and Feminists at Work plan to mount another event in 2019. Co-producers plan to continually work with the community to elevate our offering in ways that test new thinking—and delight.

We will also be looking at our model, as well as location alternatives, in order to bring this event closer to other entrepreneurial feminist communities. We are currently investigating the potential to offer this event in Vancouver, New York and/or Chicago in 2019.

Our ability to raise sufficient funds, maintain quality, and keep the event financially accessible to participants to continue this work will play an important part in our decision-making.

Radical Generosity—Our Ask

- 1) Share this report with influencers and opinion leaders
- 2) Keep the entrepreneurial feminist community in your sights when making policy decisions or holding consultations about entrepreneurship and innovation or gender equity.
- 3) Follow us at www.liisbeth.com and www.feministsatwork.com to keep in touch!
- 4) Consider supporting the EFFs as a major sponsor (\$25K) in 2019.

Policy Recommendations

1. Include a feminist entrepreneur on Economic Development, Social Innovation and Women's enterprise advisory boards to ensure the voice of this community is heard.

Presently, the Ministry for the Status of Women (SOW), the Ministry of Industry, Science & Economic Development (ISED), and now Employment and Social Development Canada (ESDC), all have initiatives and new funds related to the advancement of women, social innovation and entrepreneurship. However, feminist entrepreneurship lives at the intersection of all three of these departments, and as a result, its work, contributions and potential to shape our futures are overlooked. It is important to recruit women, trans or genderqueer

feminist entrepreneurs to these boards as practitioners, not just theorists; they can contribute deeply informed feminist perspectives and lessons learned from a grassroots experience.

2. We recommend that the Government of Canada commission a full, qualitative and quantitative study of the history and present-day role and potential of feminist enterprise in Canada to surface and quantify its impact. **Such a study would be a first and** would help advance the Government of Canada's broader feminist agenda.
3. Tap into Canadian feminist entrepreneur skill sets and experience to help advance the government's international feminist agenda in general—especially when it comes to supporting or advancing women's entrepreneurship in other countries.
4. Include evidence of feminist business pedagogy and practices, and a curriculum that draws on women thought leaders on venture design methodologies as a core criterion when evaluating applications for grants/funding for entities looking to advance women entrepreneurs. It is not enough just to increase marketing to women, continue to promote male-created startup methodologies (Lean-Startup, Osterwalder's Business Model Canvas etc.) or simply pinkify masculine spaces. The programming itself, if designed in a way that meets women entrepreneurs where they are and want to be (rather than in a masculine startup mindset), and if it elevates women-led alternatives to venture design thinking, will motivate women to participate.
5. Include feminist enterprise operating, governance, marketing startup tools and resources when creating lists of resources to be shared with startups and non-profits.

Thank You and Acknowledgements

Over the last several years, the Entrepreneurial Feminist Forum organizing team has drawn upon the wisdom and thought leadership of many, many feminist enterprise advocates, researchers and innovators. We would like to thank them all, including:

- Dr. Barbara Orser, Telfer School of Management, The University of Ottawa
- Dr. Katherine Elliot, Telfer School of Management, The University of Ottawa
- Ilene Sova, Founder, The Feminist Art Collective, and faculty, Feminist Art History, Ontario College of Art & Design University
- Dr. Dori Tunstall, Dean of Design, Ontario College of Art & Design University
- Dr. Sarah Kaplan, Institute for Gender and the Economy, Distinguished Professor of Gender & the Economy and Professor of Strategic Management at Rotman
- Vicki Saunders, Founder, SheEO

A special thank you to Innovation, Science and Economic Development Canada / Government of Canada for commissioning this report and sending a representative to the Entrepreneurial Feminist Forum in person for the full two days.

Additional Resources on Feminist Business Practice/Entrepreneurship

1. [What Defines a Feminist Business](#), by CV Harquail
2. [Feminine Capital](#), by Dr. Barbara Orser and Dr. Katherine Elliot
3. [Principles for Prototyping A Feminist Business](#) by Jennifer Armbrust
4. [Inn with Agency](#), by Lana Pesch, LiisBeth Media
5. [How to Unlock Billions of Unrealized Growth Led by Entrepreneurial Women](#) by PK Mutch, Globe and Mail, October 2018

To stay up to date on progress regarding EFF 2019, please sign up for updates on our website at www.feministforums.com

To stay connected via social media:

Follow us on Twitter: <https://twitter.com/FeministForums>

Sign up on Facebook: <https://www.facebook.com/Entrepreneurial-Feminist-Forums-183137675570449/>

HASHTAGS: #EFFTO, #feministbiz



APPENDICES AND ATTACHMENTS

The EFF Highlight Video

This video features highlight moments from the Entrepreneurial Feminist Forum. It is approximately 4 minutes long.



The Entrepreneurial Feminist Forum 2018 Program

Download it here:



Prepared by Eve-Volution Inc | www.eve-evolution.com

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Community Fair Participants



THE ENTREPRENEURIAL FEMINIST FORUM COMMUNITY FAIR



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SPEAKER LIST



BE (barbara) Alink



Cher Jones



Madi Fuller



Theresa Yuan



Suzanne Siemens & Madeleine Shaw, LunaPads



Rivera Sun



Amanda Laird



Carol Anne Hilton



Chris Mitchell



Christina Zeidler



Chanèle McFarlane



Kelly Diels



Reena Rampersad



Lisa Campbell



CV Harquail



Pauleanna Reid



Lex Schroeder



PK Mutch



Dr. Golnaz Golnaraghi



Dr. Barb Orser



Vicki Saunders



Jane Clapp



Dr. Dori Tunstall



Savoy "Kapow" Howe



LisBeth

Contacts-Organizing Committee

EFF
2018

THE ENTREPRENEURIAL FEMINIST FORUM
2018 Co-Production Team

PK Mutch
Toronto
LiisBeth

Lex Schoeder
New York
feminists at work

CV Harquail
Chicago
feminists at work

Golnaz Golnaraghi
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Sujala Balaji
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ORGANIZING COMMITTEE BIOS

Petra Kassun-Mutch is a serial social purpose, award-winning entrepreneur, startup and business growth incubator management consultant, and publisher, who is deeply committed to creating a more inclusive, just, human-centered and generative economy through the power of feminist business practice, pedagogy, theory, innovation and entrepreneurship. Her enterprise, Eve-volution Inc. (2014), a B Corp-certified, lean, networked feminist enterprise, advocates for and designs programs that promote equity and inclusion in startup and community-based economic development ecosystems. Her magazine, LiisBeth (2000+ subscribers and 14 000 on social media) was launched in 2016 and serves as a convener, capacity-builder and voice for the growing entrepreneurial feminist community. Mutch currently serves as the Executive Director of Food Starter, a food processing entrepreneur incubator and accelerator program with a 20 000-sq. ft. processing facility in Toronto. Mutch is a certified Feminist Business Model Canvas Master Coach and holds an EMBA from the University of Toronto's Rotman School of Management. She is a co-founding co-producer of the Entrepreneurial Feminist Forum—an educational, collaboration and resilience-crafting conference for entrepreneurial feminists of all genders. Her work was recently recognized in the Canada 150 Women: Conversations with Leaders, Champions and Luminaries book which was published November 2017. Mutch was recognized as one of Canada's Inspiring 50 women in April 2018.

Dr. Golnaz Golnaraghi, Founder of Divity Group Inc., is a consultant and intersectional feminist management scholar with more than 12 years of leadership and team development experience. She is an accomplished educator, senior facilitator, researcher and author. Prior to starting her own company and entering academia, Golnaz held marketing management roles for 15 years in consulting and professional services firms. Through her passion for innovation in teaching and learning, she led the successful design and delivery of a portfolio learning model for five new Bachelor of Business Administration programs for an Ontario-based college. Golnaz was also co-recipient of a significant research grant through the Ministry of Advanced Education and Skills Development for her work in experiential learning in higher education leadership courses at the same institution. Golnaz holds a Master of Business Administration degree from the University of British Columbia. She earned her Doctor of Business Administration from Athabasca University, where she studied critical theoretical perspectives, feminism and postcolonial theory. She has presented her work at international conferences that include the Academy of Management and CMS, and has given a TEDx Talk titled *From Silence to Voice: Embracing My Hybrid Identity*. Golnaz has published her work in books and peer-reviewed journals, including the *International Journal of Cross-Cultural Management*, *Equity, Diversity and Inclusion: An International Journal*, and *The Oxford Handbook of Diversity in Organizations*.

Lex Schroeder is a writer/editor, business strategist in the systems thinking community, and Co-Founder of Feminists at Work. As Co-Founder of Feminists at Work, Lex brings a feminist lens to transforming businesses, organizations, and systems. Her focus these days is creating new knowledge at the intersection of gender justice and the future of work. Lex has led strategic initiatives at The Berkana Institute, The Lean Enterprise Institute, and Take The Lead, a U.S. non-

profit dedicated to gender parity in leadership across all sectors by 2025. Lex has presented workshops or spoken on collective leadership at NYU, Yale, See Jane Do, and the Harvard School of Public Health, among other places. Her views on leadership have been featured in *ELLE France*, *strategy+business*, *Fast Company*, and *Boston.com*. Lex is trained in the Art of Hosting, a set of participatory leadership methods that allows for emergence and responsive design. She lives in Harlem and tries to get to the Maine coast as often as she can. Her favorite dance troupes are Ballez and STREB Action Lab.

Dr. CV Harquail, Co-Founder of Feminists at Work, is a feminist management professor and consultant whose work weaves together organizational change, social justice, and entrepreneurship. CV has developed a suite of tools, including the Feminist Business Model Canvas, to blend feminist practice and Lean Startup processes. She has worked with over 100 teams of entrepreneurs to bring business ideas forward and adopt new technologies. CV also helps business leaders incorporate feminist values and goals into their companies, changing the world by transforming business. In her book on Feminist Interventions in Management Thinking (Routledge, spring 2019) CV proposes the feminist case for transforming business and the business case for adopting feminism. She offers a business person's primer on intersectional feminism (ask her for an advance copy of this chapter!) and explains why feminists and companies have struggled to make progress as they aim for gender equality. She demonstrates how feminism has shaped and led conversations about key management topics, and projects feminist visions for the future of business. CV draws on cutting-edge trends in product development, technology, marketing, organizational design, and governance. At last year's EFF, CV helped us build a shared understanding of entrepreneurial feminism with her talk, Foundations of Feminisms. She has presented her research at Harvard Business School, Stern Business School (NYU), Kellogg (Northwestern), Booth (UChicago), and TEDxHoboken. She has published in *AMJ* and *AMR* and her essays on feminist business/ product design appear in two major Women's Studies anthologies. Her work has been published at the *Huffington Post*, *Forbes.com*, *Women2.0*, and the *Harvard Business Review*. See cvharquail.com for more.

Sujala Balaji is a socially conscious food entrepreneur who dreams of a world where everyone is well nourished, and no one is dying from hunger/poverty. Born and raised in India, having personally struggled with poverty growing up, she was inspired by the great leaders like [Mahatma Gandhi](#) and [Dr. Abdul Kalam](#). She immigrated to Canada in her early twenties, went on to become a certified food scientist, and worked in the corporate food industry for over 12 years. Sujala Balaji came to the realization that she needs to be the change to address some of the problems that have prevailed in society for decades. She strongly believed in sharing the responsibility to act against hunger, poverty and malnutrition when the UN declared its Sustainable Development Goals in 2015, and that's when the idea of Kosha Foods was born. Sujala is also a mom to 9-year-old Lenishya, loves to cook, and is a yoga and reiki fanatic!