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WOMEN ENTREPRENEURSHIP: A STUDY IN THE RIO DE JANEIRO'S HARBOR DISTRICT

EMPREENDEDORISMO FEMININO: UM ESTUDO NA REGIÃO PORTUÁRIA DO RIO DE JANEIRO

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Abstract

The objective of the study is to analyze the perception of women entrepreneurs working in the harbor district of Rio de Janeiro with regard to: their motivations for opening businesses; the characteristics that distinguish them as women entrepreneurs; and the aspects they consider relevant in managing their businesses. Qualitative research was carried out using a case study method. 23 interviews were conducted with women entrepreneurs in the harbor district. The results show that women entrepreneurs distinguish themselves because of attributes related to their ability to perform multiple tasks, their determination and courage and a passion for what they do, aspects that have already been evidenced in literature. However, the research points out that the context and relational network that entrepreneurs establish is crucial to support them in obtaining the necessary resources for the development of their businesses. The study contributes to the literature related to the distinctive characteristics and motivations of women entrepreneurs, given the gap pointed out by Gimenez et al. (2017), that the topic has not yet become consolidated as an area for systematic research in emerging economies such as Brazil. Contemporary studies also confirm two aspects that deserve to be investigated in more detail and that were addressed in this research: the role of the relationship network in the businesses of women

entrepreneurs; the concern of entrepreneurs with contextual factors that go beyond the performance of their businesses.

Keywords: Women Entrepreneurship; Distinctive Characteristics of Women Entrepreneurs; Motivation to open a business.

Resumo

O objetivo do estudo é analisar a percepção de mulheres empreendedoras inseridas na Região Portuária da cidade do Rio de Janeiro (Brasil) acerca de suas motivações para a abertura de negócios na região, as características que as distinguem como mulheres empreendedoras e aspectos que consideram relevantes na gestão de seus empreendimentos. Foi desenvolvida pesquisa qualitativa com a adoção do método de estudo de caso. Foram conduzidas 23 entrevistas com mulheres empreendedoras inseridas nesta Região Portuária. Os resultados do estudo revelam que as mulheres empreendedoras se distinguem por atributos relacionados à capacidade de realizar múltiplas tarefas, determinação, coragem e paixão pelo que fazem; aspectos já evidenciados na literatura. Entretanto, a pesquisa aponta o contexto e as redes relacionais estabelecidas pelas empreendedoras investigadas como cruciais para apoiá-las na obtenção dos recursos necessários ao desenvolvimento de seus negócios. O estudo avança na literatura relacionada às características distintivas e motivações das mulheres empreendedoras, tendo em vista a lacuna teórica apontada por Gimenez et al. (2017), de que o tema ainda não se consolidou como um espaço de investigação sistemática no Brasil. Ademais, estudos contemporâneos confirmam dois aspectos que merecem maior aprofundamento e que foram abordados nessa pesquisa: o papel da rede relacional no negócio das mulheres empreendedoras; e a preocupação das empreendedoras com fatores contextuais que extrapolam o desempenho de seus negócios.

Palavras-chave: Empreendedorismo Feminino; Características Distintivas das Mulheres Empreendedoras; Motivação para abrir negócio.

1. Introduction

The first studies on women entrepreneurship in international literature appeared in the late 1970s, thirty years before they became part of the debate in Brazilian studies in the field of management (VITA; MARI; POGESSI, 2014; MOTA-SANTOS; CARVALHO NETO, 2017). Since then, the topic has been addressed in an increasing number of studies in Brazil that has expanded significantly since the 2000s (GOMES; SANTOS; SILVA; SILVA; BACELAR, 2018; SILVA; GUIMARÃES, 2018; GIMENEZ; FERREIRA; RAMOS, 2017).

Bibliometric research carried out on the Scopus database indicates that 160 articles were produced with “women entrepreneurship” in the title in the period from 1993 to 2019. There was significant growth in international literature in this area since 2008, with the United States, the UK and Australia appearing as the main countries of origin of these publications; only four papers were produced in Brazil in this period. Research on the Web of Science database indicates an increase in international literature on women entrepreneurship as from 2010; 82% of the studies in this area were produced after that year, indicating that this is a contemporary theme.

In the Brazilian databases, 30 articles were located containing the words “women entrepreneurship” in the title or abstract in the database of Coordinating Office for Training Personnel working in Higher Education (CAPES) ; 28 articles were found

on the Scientific Periodicals Electronic Library (ANPAD Spell database). The article that was the first to be published was dated 2005, which may indicate that research on female entrepreneurship in Brazil began to expand in the 2000s.

Although there is a large set of research topics (26), only five concentrate more than 40% of the studies in these databases. The five great themes are: networks and interactions on the promotion of the entrepreneurship, women entrepreneurship, social entrepreneurship, innovation and entrepreneurship and religion and entrepreneurship (FERREIRA; LOIOLA; GONDIM, 2020). This demonstrates the growth of the production linked to the women entrepreneurship from 2000.

A significant part of the Brazilian and international studies initially emphasized the reasons that led women to open their own businesses and the difficulties they faced in doing so. With the advance of studies in this area, new dimensions became part of the scope of analysis in this field, which introduced other variables and perspectives in the investigation of women entrepreneurship (GIMENEZ et al., 2017). Oliveira, Cabane and Teixeira (2020) emphasize that even when we talk about entrepreneurship research comparing national and international research, national research can be considered incipient, but it can also be seen as more flexible to new developments and local needs as it is the case of this study.

Subsequent studies began investigating the characteristics associated with the profile of women entrepreneurs; the behaviors and attitudes of these women in when managing their businesses; their distinctive competences vis-à-vis male entrepreneurs; the factors that have an influence on the success of their businesses; and the challenges faced by businesswomen in trying to access funding (VIAL; RICHOMME-HUET, 2017; GIMENEZ et al., 2017; VITA et al., 2014).

Recent studies have also sought to investigate the influence of the actions of women entrepreneurs that goes beyond how well their business perform to include the social relationships and networks they establish in the process of setting up and running a business (PELOGIO; ROCHA; MACHADO; AÑEZ, 2016; TEIXEIRA; ANDREASSI; BOMFIM, 2018; GOMES et al., 2018). Such actions denote the capacity to establish profitable and/or strategic relationships that women entrepreneurs usually have, a significant asset when it comes to developing the business.

A recurrent finding in the various studies in this area is the existence of conflict, which is associated with the multiple functions exercised by these businesswomen, particularly with regard to their attempts to balance the business demands, family and home care (CORTEZ; FERREIRA; FERREIRA; ARAUJO, 2016; SILVA; GUIMARÃES, 2018). Despite the consensus that exists in this regard, the study by Gimenez et al. (2017, p. 66), who carried out an extensive mapping out of Brazilian literature in the area, reveals that the "(...) subject has not yet established itself as an area for systematic investigation for most investigations in Brazil", but that it continues attracting attention and being the object of studies.

The motivation for carrying out this study came from four key aspects: i) the most recent expansion of studies in the area of female entrepreneurship in Brazil, configuring itself as a topic of recent research; ii) the bibliometric study developed by Gimenez et al. (2017), who indicated that further systematic investigations in the area are needed; iii) because this study investigates several dimensions of female entrepreneurship, the motivations for opening a business, characteristics that distinguish women entrepreneurs and aspects they consider relevant in managing their

businesses; iv) the growing participation of female entrepreneurs in the number of businesses in Brazil after 2007.

Given the above, the objective of this study is to analyze the perceptions of women entrepreneurs working in the harbor district Rio de Janeiro (Brazil) with regard to the motivations behind opening a business in the region, the characteristics that distinguish them as women entrepreneurs and the aspects they consider relevant in running a business.

The relevance of this research is to discuss the perception of low-income women entrepreneurs in a peripheral region that has been revitalized and somehow even half gentrified. Furthermore, the study intends to contribute to the literature on the distinctive characteristics and motivations of women entrepreneurs, given the gap pointed out by Gimenez et al. (2017), as this issue has not been yet consolidated as a systematic research field in Brazil. From an empirical point of view, the research findings may provide data for women entrepreneurs on decisive aspects about their businesses management and entrepreneurial characteristics that add value to their enterprises.

The next section includes recent studies on female entrepreneurship. After that follows the description of the methodological aspects of the research in the harbor district of RJ. The data analysis section presents the perception of the women interviewed about the presence of local leaders in the region, their motivation to open a business and the aspects that distinguish them as entrepreneurial women. The article ends with the main findings of the study and theoretical and empirical contributions.

2. Entrepreneurial women

Female entrepreneurship is the movement that brings together businesses idealized and managed by one or more women (SILVA; GUIMARÃES, 2018). This concept of female entrepreneurship is linked to the characteristics and forms of management by women who create businesses and also to the challenges that women face in society, such as: cultural barriers and discrimination against women in the labor market; discrimination against women conducting businesses; difficulties to balance domestic and professional life, etc. (SILVA; EL-AOUAR; SILVA; CASTRO; SOUSA, 2018).

Even though there is an increase in the number of businesses conducted by women in Brazil (MOTA-SANTOS; CARVALHO NETO, 2017), studies show that there is still a perception that entrepreneurship is more associated with a typically male activity, especially if the segment is not related to those professions considered suitable for women (MACHADO et al., 2013; TEIXEIRA; ANDREASSI; BOMFIM, 2018). Therefore, for many women, the process of entrepreneurship is a way of being heard, showing their value and being able to make decisions in the world of management.

Furthermore, a study by Silva, Lasso and Mainardes (2016) points out that companies managed by women entrepreneurs have survived longer than other businesses. Along these lines, it is relevant to discuss the characteristics of women entrepreneurs, aspects they consider important in businesses management and motivations for starting a business, debate which is held in the next section.

2.1 Characteristics of women entrepreneurs

This section includes a discussion about the characteristics of female entrepreneurs and aspects that they consider relevant in the management of a business. With regard to the first aspect, studies in the area indicate that there is currently a vast amount of literature emphasizing the attributes of female entrepreneurs at the initial development stage of the company and in ensuring it remains in business (VITA; MARI; POGESSI, 2014).

Characteristics such as motivation, passion, teamwork, knowledge, autonomy, leadership, dedication, organization and persuasion are highlighted by Silva and Guimarães (2018). Audacity, persistence and courage to take risks are also relevant, according to Cortez et al. (2016) and Carreira et al. (2015), as well as continued education (ALPERSTEDT; FERREIRA; SERAFIM, 2014; SILVEIRA; GOUVEIA, 2008).

Within this article focus of investigating about the characteristics of women entrepreneurs, the study of Silva, Mainardes and Lasso (2016) showed that most of the women they investigated were experienced in their field of activity and highly educated. Even if they were married, they started the business on their own and had difficulty when it came to obtaining financing, a challenge also detected in the study conducted by Camargo, Lourenço and Ferreira (2018).

Carreira et al. (2015) emphasize that business women feel satisfied because they have accomplished something significant both in their personal and professional lives. These women also think teamwork is important and they attribute their success to their dedication. Carreira et al. (2015) also show that when it comes to starting to build up the business, businesswomen are normally cautious, they value security and they only invest when they have the money to do so.

There is no way of thinking about women entrepreneurship without considering emotion. The women entrepreneurship is affected by the subjective meanings that are associated with their course in life, with their culture and within the social context. Women entrepreneurs are constituted as such throughout their life when they have to deal with the adversities they experience in a macho business world, as well as with the multiplicity of roles they play in society and the competition that exists between social spaces, because the family interferes with the business dynamic and vice versa (FERREIRA and NOGUEIRA, 2013).

The question of the multiple functions of women entrepreneurs was also discussed in the study by Gomes et al. (2018), who point out that the commitment and responsibility that women assume vis-à-vis the company represent the women tendency to adopt multiple roles in response to the pressure of gender based social prescribed roles. The study also showed that the women interviewed consider these subjective aspects of work when undertaking a business, such as the social contribution and pleasure in dedicating themselves to the company, in addition to the economic aspect (GOMES et al., 2018).

Regarding to leadership aspects, Versiani, Caeiro, Martins and Carvalho Neto (2019) point out that, in a research carried out with 21 women entrepreneurs, the characteristics they emphasized made it possible to categorize them as having a transformational leadership style, which is characterized by an inspiring posture, openness to dialogue, motivational and based on exchange and sharing. Motivating,

developing, guiding and knowing how to listen to the other proved to be essential aspects for these women to perceive themselves as leaders.

The study conducted by Silva, Mainardes and Lasso (2016), on the other hand, while highlighting characteristics of women entrepreneurs, such as dedication and a passion for what they do, points out that they need more knowledge of managerial and technological skills in order to better manage their businesses. By analyzing the characteristics of Brazilian entrepreneurs, the authors found that most of them are aged between 30 and 49 years old, are married and have completed higher education. For them, the role of the family is fundamental for the management of the enterprise (SILVA; MAINARDES; LASSO, 2016).

Regarding to the factors they consider to be significant to the success of the business, Silva and Guimarães (2018) noted that service quality, service that focuses on customer satisfaction, the systematic search for knowledge, determination, passion, planning and creativity were the main aspects that contributed to the company remaining in business. Another interesting point is that those who set up a business out of necessity found it more difficult to get started and differentiate themselves in the market than women who took advantage of an opportunity to set up a business.

Machado, Guedes and Gazola (2017) add that what determines the business success and growth in the vision of women entrepreneurs is related to the previous knowledge of the business, besides the number of hours of dedicated work. The difficulties faced by women entrepreneurs are linked to the low capacity of innovation, lack of confidence and qualification (MACHADO; GUEDES; GAZOLA, 2017).

Taking the theoretical discussion made as a reference, Frame 1 summarizes the characteristics most found in literature about women entrepreneurs.

Frame 1 - Characteristics of Entrepreneurial Women

Characteristics	Description	Authors
Motivation	Women are engaged with the cause / the business. Passion for what they do	Gomes et al. (2018); Silva e Guimarães (2018); Versiani et al. (2019)
Dedication	Women are committed and sacrifice themselves for the business	Carreira et al. (2015); Silva, Mainardes e Lasso (2016); Silva e Guimarães (2018)
Multiplying roles	A woman's ability to perform several functions at the same time	Ferreira e Nogueira (2013); Mota-Santos e Carvalho Neto (2017); Gomes et al. (2018);
Constant Improvement	Women's concern with training and systematic search for new knowledge	Alperstedt, Ferreira e Serafim (2014); Silveira e Gouveia (2008).
Team Work	Women attach meaningfulness to collective work	Carreira et al. (2015); Silva e Guimarães (2018); Versiani et al. (2019)
Subjective aspects	Women tend to be concerned about the social impact of their businesses, overcoming an emphasis on the financial dimension of the business	Ferreira e Nogueira (2013); Gomes et al. (2018)
Resilience	Women's ability to solve problems and overcome obstacles	Ferreira e Nogueira (2013); Silva et al. (2018)

Source: Prepared by the authors based on the studies cited.

In addition to the characteristics that distinguish women entrepreneurs, the next subsection presents a discussion on factors that lead women to open their businesses.

2.1. Motivation to open a business

Several studies on female entrepreneurship discuss the reasons why women start a business (TEIXEIRA et al., 2018; MOTA-SANTOS; CARVALHO NETO, 2017; CESARONI; SENTUTI, 2016; NOR; RAMLI, 2016).

The studies of Machado, St-Cyr, Mione and Alves (2003) and Pelogio et al. (2016) state that this motivation is not related to any lack of prospects in their professional career, but has to do with personal fulfillment. In other words, they choose to become businesswomen because they are looking for autonomy, greater freedom to establish their own working hours, being able to set their goals and having more time to reconcile work and family (SILVA; GUIMARÃES, 2018).

In a survey of women entrepreneurs in Brazil, Canada and France, Machado et al. (2003) found personal fulfillment to be the main reason for opening a business, followed by the view of market opportunity and job dissatisfaction. Furthermore, the decision to pursue this achievement in a company of its own may have been reinforced by their high educational level. Thus, the main reason is, in fact, the desire to improve performance prospects in the labor market (MACHADO et al., 2003).

Freitas and Teixeira (2016) believe that the main reasons that lead women to go into business on their own are their previous professional experience (as shown by the study by Teixeira et al., 2018), family history, and the satisfaction of making their own decisions and deciding the direction of the venture. Intuition, interpersonal skills, and strong family support are also decisive in identifying opportunities to create a business and to keep it going.

In the field of women entrepreneurship, the motivation to start a business may also be associated with family influence, as has been pointed out by several studies in Brazil, Italy and Malaysia (TEIXEIRA et al., 2018; MOTA-SANTOS; CARVALHO NETO, 2017; CESARONI; SENTUTI, 2016; NOR; RAMLI, 2016). In the research by Teixeira et al. (2018), the participation and family support when setting up a business proved to be a positive factor due to the trust and security resulting from these relationships. In the business conception phase, for example, it is worth highlighting how important the family's moral and emotional support for the businesswoman is, as it is also the help of friends, who are a significant source of new ideas.

Women entrepreneurs have a trajectory marked by negative elements, such as machismo, discrimination and difficulty in reconciling work and family. In addition, they experience doubts about their ability to conduct business, relying on family support to overcome these difficulties. –On the other hand, some positive characteristics are associated with female entrepreneurs, such as leadership, equality, democracy and participation (ANTUNES, ABREU and RODRIGUES, 2020).

Mota-Santos and Carvalho Neto (2017) point out that mothers, more than fathers, play a decisive role during the lives of businesswomen, insofar as they transmit their own entrepreneurial experience to their daughters. Other studies indicate that women entrepreneurs look for and receive more emotional support in developing the business than male entrepreneurs (POWELL; EDDLESTON, 2013).

In international literature, the study developed by Nor and Ramli (2016), which was carried out in the context of Malaysia, indicates that family support was one of the main factors encouraging women to become entrepreneurs. Despite this support, however, half of those interviewed neither did develop skills in the management area nor did participate in any training in entrepreneurship, nor took courses on the subject. Nor and Ramli (2016) also believe that this is because they are dependent on their personal savings and family sources of capital to enter in the business world.

Even though it is on a small scale, business women in Italy are creating more and more wealth for the nation while caring for their families (CESARONI; SENTUTI, 2016). Despite facing structural obstacles to gender equality, which are an additional barrier to investment and, consequently, a greater risk to the businesses in several countries all over the world (GLEMAREC; BAYAT-RENOUX; WAISSBEIN, 2016).

Another aspect that is widely discussed in the literature on women entrepreneurship is the quality/number of those who are in the network of relationships of women entrepreneurs, and who can be considered a factor that influences the decision to open a business or not (PELOGIO et al., 2016; GOMES et al., 2018). Studies show that the more people women entrepreneurs have in their network, the more connections and resources they can acquire (TEIXEIRA et al., 2018).

Pelocio et al. (2016) point out that the use of social networks not only allows women entrepreneurs to create and leverage their businesses starting with few resources, but also to solidify the company's goals over time. They also tend to value the relationship with employees, establishing a pleasant and cooperative organizational environment. They are concerned with the external impact the company has, and they seek to provide individuals and the community with benefits (GOMES et al., 2018; BOZZO et al., 2019).

Synthesizing the literature, the main motivations for women entrepreneurs to open their businesses are related to: the history of entrepreneurs in the family and the consequent influence of this legacy on the opening of their business; network of personal and professional relationships that women have developed throughout their lives; businesses that are related to something they like and know how to do; being a company owner allows greater autonomy and freedom to reconcile their professional and personal life, an obstacle they face when they are hired by other companies.

Frame 2 summarizes the motivations to open a business most found in literature on women entrepreneurs.

Frame 2 - Motivation to open a business

Motivation	Authors
Family influence, history of entrepreneurs in the Family	Welsha et al (2016); Cesaroni e Sentuti, (2016); Mota-Santos e Carvalho Neto (2017); Teixeira, Andreassi e Bonfim, (2018)
Family support and relationship network	Pelocio et al. (2016); Teixeira, Andreassi e Bonfim (2018); Gomes et al. (2018); Teixeira, Andreassi e Bonfim (2018)
Self-realization and business related to what women like to do	Machado et al. (2003) e Pelocio et al. (2016)
Greater autonomy and freedom to reconcile work and personal life	Pelocio et al. (2016); Silva e Guimarães (2018)

Source: Prepared by the authors based on the studies cited.

After the theoretical discussion, the next section presents the methodological choices of field research.

3. Method

In view of the research methods (YIN, 2005), the investigation in the harbor district can be characterized as a qualitative field study carried out by way of a case study. The qualitative strategy adapts best to the in-depth analysis of complex phenomena, such as the Harbor Maravilha urban revitalization project, whose intervention involved different dimensions - urban, artistic, cultural, and socioeconomic - and covered an area of more than five million square meters in the harbor district of RJ (Brazil).

By going beyond producing just statistical measures it is possible to understand the meanings attributed by the main agents involved in this intervention, and to value their perceptions regarding the phenomenon being investigated. In other words, qualitative research is carried out taking as its point of reference the interpretation that the researcher confers on the phenomenon (YIN, 2005). The study carried out also has a descriptive character with a view to identifying and analyzing characteristics and motivations of a group of individuals, in this case, women entrepreneurs.

The case selection is a crucial decision, as it has direct implications for the relevance of the study results (EISENHARDT, 1989; YIN, 2005). Based on this premise, the choice was to conduct an empirical research in the harbor district of RJ, which has undergone an extensive process of urban, socio-economic, and cultural revitalization since 2009. It is in the central region of RJ city's harbor and has great historical, cultural, musical and artistic identity. It was abandoned by the government during decades. However, contemporary experiences of revitalizing urban spatialities are often associated with gentrification which is often accompanied by exclusion of the previous population and local enterprises (SMITH, 1996; HARVEY, 1996).

The Harbor Maravilha project was created by the City Council Law 101/2009 to promote urban restructuring, requalify the public space and develop the region socio-economically, thereby seeking to offer a better-quality of life and work for local residents, workers and entrepreneurs in the region, while promoting cultural tourism in the city's harbor area. The project covers an area of five million square meters in the center of RJ city and improved the region's water and public lighting systems; built tunnels, roads; preserved green areas, squares and historical monuments. The Project also invested in social development programs aimed at the region's residents and its workers.

Regarding the data collection instruments, semi-structured interviews and documentary analysis were used (EISENHARDT, 1989; YIN, 2005). Regarding the first instrument, data collection took place as described in Frame 3. The interview stage began with a conversation with an important female leader in the harbor district who was the coordinator of the Sabores do Porto Gastronomic Association.

Frame 3 - Interviewees

Period	Number	Interviewees
January to June 2018	23 interviews (each one took in average 40 minutes)	<p>Women entrepreneurs running small businesses in culture, handicrafts and cooking.</p> <p>They are associated with an important social movement in the region, the <i>Sabores do Porto</i> Gastronomic Association, created in 2014. This Association brings together entrepreneurs in the harbor district of Rio de Janeiro in the culture and gastronomy sectors.</p> <p><u>Profile:</u> most of the women interviewed have low income (formal income of up to R\$ 1,600 reais, around US\$ 300); complete high school; have at least 1 child; 45 years of age in average.</p>

Source: Prepared by the authors.

The interview script included questions about the perception of women entrepreneurs regarding the presence (or not) of local leaders; their motivations for opening a business in the region; the personal characteristics that distinguish them as women entrepreneurs; and, finally, aspects they consider relevant in managing their business. It is worth noting that the names of the women to be interviewed emerged from the recommendations of respondents of the previous stage of interviews, through the adoption of the snowball technique (BERG, 1998). All interviews were recorded and manually transcribed, generating a total of 300 pages of record that subsidized the data analysis.

The document analysis included the Porto Maravilha urban revitalization project, the Urban Development Company of the Harbor district of RJ – CDURP official data as well as newspapers and magazine about the Harbor Maravilha project and the project website that includes content about the harbor district and the construction work done there - technical studies; accountability; work contracts and tenders; the minutes of board meetings were also analyzed. It is worth highlighting that the combined use of more than one source of evidence (interviews and documents) made it possible to compare the data obtained from each source, thus making the results more reliable.

The content analysis method by category was used (RICHARDSON, 1985) to treat the data that were collected. This consists in the use of systematization techniques and the interpretation and description of the content of the collected information in order to understand the discourse, examine its characteristics in more depth and extract significant details. As a result, it was possible to examine several dimensions of the interviewees' accounts and build up inferences from them.

To facilitate content analysis, Flick (2009) suggests preparing analysis categories that are designed on the basis of the literature and revised in the light of the research evidence. After preparing the main theoretical categories of the study, the researcher can organize the data according to these constructs. On the one hand this allows the researcher to restrict himself/herself to the main variables of interest in the research and, on the other, to compare data from the different observation units that were investigated. The categories, therefore, function as a "cut-off rule", allowing the researcher to associate the interviews with the main topics of interest in the research.

The content analysis method by category was used (RICHARDSON, 1985) to treat the data that were collected comprising the categories investigated (see Frame

4) harbor district. The data was categorized and organized manually, without the use of qualitative analysis software. Frame 4 shows these categories.

Frame 4 – Analysis Categories

Categories	Objective
1. Existence of local leaders	Identify whether they perceive the existence of local leaders in the harbor district in order to analyze whether they consider or not themselves as leaders .
2. Women's Motivations	Identify the reasons that lead women to open their businesses
3. Women´s Characteristics	Identify the characteristics that distinguish women entrepreneurs
4. Aspects they consider relevant in managing their business	Identify aspects they consider relevant in managing their businesses

Source: Prepared by the authors.

4. Description and data analysis

This section contemplates the main results of the field research taking as a reference the analysis categories identified above in Frame 4.

4.1. The local leadership

An analysis category of the research was the perception of women entrepreneurs about the presence (or absence) of leaders (themselves, businesswomen, women politicians, opinion makers) who stood out in the process of revitalizing the harbor district. In fact, opinions are divided on this. Some of the women believe the picture is one of a general absence of leaders in the region (Interviews 12, 15, 18). They perceive that since this is a large urban area that has been “forgotten” for decades, there was no context conducive to the emergence of leaders.

In contrast to this view, some of the women entrepreneurs mention the role of neighborhood association representatives as individuals who are active in the region and considered to be points of reference when it comes to taking the demands of local people to the government agency - the CDURP-, and to “the politicians”: “You have people who have been legitimized by the community; people who were already legitimized and who today are being brought into the process as spokespeople for all of this” (Interview 17).

In addition to being representatives of the local residents, most of the women interviewed mentioned the activities of artistic groups who “acquired a voice” with the retrieval of the harbor area’s cultural vocation and have somehow managed to influence issues that are of interest to the locality, as illustrated by the following: “The groups that focused on black culture have grown in strength. They also came forward to make their demands and express their ideas. A lot of groups that I didn’t know have appeared” (Interview 21).

The empirical findings also indicate that associations emerged in this process of revitalizing the harbor area, mainly those linked to the artistic movement. Some of these groups were devised and created by women from the region, such as the Associação Gastronômica Sabores do Porto [Tastes of the Harbor Gastronomic Association] (Interviews 1, 3, 7, 10, 21).

This finding is evidence of the concern female entrepreneurs have with the collective causes of the region, which goes beyond those activities that focus exclusively on developing their own business (Gomes et al., 2018; Bozzo et al., 2019). Other groups that became stronger with the Harbor Maravilha Project were: the studios of artists from Morro da Conceição; the Community Security Council; and the Gamboa and Morro da Conceição Residents and Friends Associations.

Therefore, the data revealed that the women interviewed who stated that there are active leaders in the harbor district consider the perspective of collective leadership (associations and artistic groups), rather than a leadership centered on the individual. Another category of analysis in the research is the motivation for opening a business, presented in the next section.

4.2. The women motivations to open a business

With regard to what motivated these women entrepreneurs to open a business in the harbor district, the data reveal that some of them were born in the region and had a business before the revitalization process was undertaken, while others came “from outside” when they saw the commercial opportunities afforded by the Harbor Maravilha Project. Most of these women have handicrafts or catering businesses and are part of the Sabores do Porto Gastronomic Association, a group that was set up with the purpose of strengthening the social bonds between these businesswomen, showing that the network of relationships established between them is perceived as being relevant (PELOGIO et al., 2016; TEIXEIRA et al., 2018; GOMES et al., 2018).

Regardless of whether or not they were born in the region, the data reveal that most of these women opened their businesses “out of necessity”, that is, to earn the funds necessary for the survival of their family. Since in many situations they are unable to find formal employment (due to the difficulty of reconciling household chores with family and employment), opening their own business is the best option for them to be able to work and pay the bills. It allows them greater autonomy and freedom to establish their own schedules, set their goals and find more time to reconcile work and family (SILVA; GUIMARÃES, 2018; PELOGIO et al., 2016). The following account touches on this discussion: “All these women raise their children and pay their rent with the work they do here, selling handicrafts and food” (Interview 1).

Another fact that deserves attention is that when asked what motivated them to open a business in the harbor district, most women refer back to their lives and describe the course of their businesses, arguing that it is impossible to talk about their choices as businesswomen without describing what has happened to them in the course of their lives. As a result, several subjective and emotional elements came to the fore in this research question, showing that, however much they decided to open a business in their search for financial survival, they are passionate about what they do. As Ferreira and Nogueira (2013) point out, in the case of women, entrepreneurship is supported by subjective meanings that are associated with culture and with the social context in where they live.

Another common aspect among these women entrepreneurs is their concern with the development of the surrounding area. In other words, the women are concerned with the collective aspects of the harbor district development, which shows that they look beyond the individual performance of their own businesses, a finding

that converges with the studies of Gomes et al. (2018) and Bozzo et al. (2019). Some of these concerns that form part of the agenda of these women emerged in the interviews: the generation of jobs and income for local people; training workers to improve the management of their businesses; the conservation and improvement of the infrastructure surrounding their businesses; preservation of the region's architectural and cultural heritage:

This is what I do for a living. But my work goes beyond that. I am part of the safeguard management committee. We are fighting to register the knowledge here. Otherwise, we are going to lose the title of intangible heritage. I am fighting as a member of this community (Interview 3).

Finally, an aspect that is widely debated in the literature (WELSHA et al., 2016); CESARONI; SENTUTI, (2016); TEIXEIRA; ANDREASSI; BONFIM, 2018), but that was not mentioned by women entrepreneurs as a factor that influences the decision of women entrepreneurs to open their businesses: the history of entrepreneurs in the family and the consequent influence of this legacy for opening their businesses.

4.3. The distinctive characteristics of women entrepreneurs and aspects they consider relevant in managing

Another research question relates to specific characteristics of women who have an influence on how they manage their businesses. The women interviewed pointed out some of the attributes that, in their perception, distinguish them as women entrepreneurs. In other words, being women entrepreneurs includes characteristics such as "ability to perform multiple tasks" (Gomes et al., 2018), "determination" (Carreira et al., 2015; Cortez et al., 2016), "accurate perception" and "courage" (Carreira et al., 2015; Cortez et al., 2016), attributes that differentiate them from men when managing businesses.

The Frame 5 presents the four characteristics most frequently mentioned by the women interviewed, in order of importance.

Frame 5 - Distinctive Characteristics of Women Entrepreneurs

Characteristics	What the women said	Number of citations	Referenced literature
1. Persistence, Determination	<ul style="list-style-type: none"> - You must have a lot of perseverance. There was a time when I felt like stopping (Interview 11). - Never give up. There are times when you want to, but you cannot give up (Interview 13). 	19 out of 23 interviews	Carreira et al. (2015); Cortez et al., (2016)
2. Ability to Multitasking	<ul style="list-style-type: none"> - Women know how to manage a lot of things at the same time. Men find it difficult (Interview 12). - We have a different drive. We are used to doing a lot of things at the same time. I tidy up, cook and do all the chores. I take care of the bureaucratic part also. Furthermore, I do the decorating. I never leave anything untidy (Interview 9). 	15 out of 23 interviews	Ferreira e Nogueira (2013), Mota-Santos e Carvalho Neto (2017), Gomes et la. (2018).

3. Courage	- I think I am a pioneer. I am not afraid to do things (Interview 12). - Women are warriors and workers; they are ready for anything (Interview 2).	10 out of 23 interviews	Carreira et al. (2015); Cortez et al. (2016)
4. Keen Perception and a Sense of Opportunity	- We are perceptive. I see an opportunity. I see something happening and I already see it as an opportunity. For men, it is just something else happening (Interview 9).	06 out of 23 interviews	Aspect that is not much discussed in the literature

Source: Prepared by the authors based on the collected data.

Comparing with the literature, the characteristic of persistence and determination identified by the interviewees is related to the women's ability to solve problems and overcome obstacles discussed by Ferreira and Nogueira (2013) and Silva et al. (2018); as well as the woman's commitment to her business, discussed by Carreira et al. (2015), Silva, Mainardes and Lasso (2016), Silva and Guimarães (2018). In addition, the finding that indicates that women have the ability to perform multiple roles also reinforces the studies of Ferreira e Nogueira (2013), Mota-Santos e Carvalho Neto (2017), Gomes et al. (2018). Finally, it is noteworthy that the ability of women entrepreneurs to perceive opportunities was a characteristic mentioned by six interviewees, but it is an aspect little explored in the literature.

Another category of analysis are the aspects that women consider relevant in managing their businesses. The data revealed that the aspect most cited was the meaningfulness of the social connections they establish with people who have some relationship with the business, should they be customers, suppliers or other women entrepreneurs. Some women pointed out that without these connections, the business stops functioning; therefore, relationships are central to the performance of their ventures. This result corroborates some studies that show how relevant the relationship network is (TEIXEIRA et al., 2018; GOMES et al., 2018)

The interviewees revealed that the links and social bonds they establish among themselves (between women entrepreneurs in the region) strengthen them as a group that fights for the causes of the surrounding area, and give them the strength to persist in conducting their enterprises, given the difficulties they face when it comes to reconciling the multiple functions they exercise (looking after their homes, their family and the businesses). By sharing their similar stories of struggle and sacrifice, these women end up spontaneously strengthening the social bonds between them. The account that follows touches on this discussion: "*Yes because we become stronger. One swallow does not make a summer. If a woman were to start something like this on her own, she might not be strong enough*" (Interview 4).

Data from this study corroborated previous findings obtained by authors as Pelogio, Rocha, Machado and Añez (2016), Teixeira, Andreassi and Bomfim (2018) and Gomes et al. (2018), that showed the actions of women entrepreneurs that goes beyond how well their businesses perform to include the social relationships and networks they establish in the process of setting up and running a business. The articulation of these women with community associations, in local initiatives of solidarity economy, the integration of women entrepreneurs in campaigns to promote local consumption, the integration with school councils and parents associations, as well as in community actions aimed at public security are some of the evidences of the insertion and influence of women entrepreneurs in local networks.

In addition to these relational networks, a second point mentioned by some women interviewed is the importance of continuous training in business management, as in the studies of Alperstedt, Ferreira and Serafim (2014), Silveira and Gouveia (2008), who point out the women's concern with training and systematic search for new knowledge. This finding also corroborates the study by Silveira and Gouveia (2008), who indicate that women entrepreneurs give high importance to constant preparation and improvement. With regard to professional qualifications, most of the women interviewed do not have an undergraduate degree in management, or in an area related to their business (such as cooking or art), although they recognize that professional training is a fundamental requirement for managing their business (SILVEIRA; GOUVEIA, 2008).

In fact, some of the women interviewed seek to minimize this gap in their education by taking courses offered by the Brazilian Micro and Small Business Support Service (SEBRAE) in the region. The interviewees also added that the lack of educational background is in some way compensated for by their broad experience in the field and "because they love what they do" (SILVA; GUIMARÃES, 2018).

Considering that several women mentioned that they were concerned about the development of the Harbor district where their businesses are located, and as this was an issue that emerged spontaneously during the interviews, what were the main challenges facing the region, this is discussed in the following topic.

4.4 The challenges to developing the harbor district

As mentioned above, most female entrepreneurs interviewed expressed enormous concern with the development of the harbor district, which is the environment where women's businesses are located. In other words, they expressed concern with the generation of jobs for the local population, with tourism in the region, with the maintenance of architectural aesthetics and infrastructure improvements carried out in the area. In their view, if the region is considered attractive, the greater the circulation of people and, consequently, the greater the demand for services/products in the region.

It is observed, therefore, that women entrepreneurs have a more holistic view of the business, considering the impact that the external environment has on their enterprises (GOMES et al., 2018; BOZZO et al., 2019). In this direction, a research question emerged during the interviews: the perception of the women interviewed about the main challenges for the development of the harbor district of Rio de Janeiro.

The four most mentioned challenges in the interviews were described in the Frame 6.

Frame 6 – Challenges for the development of the harbor district of Rio de Janeiro

Challenges	What the women said	Number of citations
To increase publicity of the region as an area for cultural tourism to attract people who value the artistic-historical dimension.	We fight to ensure that people value the history of this place; that they develop initiatives to offer services that bring tourists here. Our biggest intention now is to show how important it is for them	17 out of 23 interviews

	to support the development of this region (Interview 18).	
To offer more income and employment to the local population, thereby reducing the "feeling" that people "from outside" are benefiting more from the revitalization initiative.	We see people from outside who have advantage and facilities that women from here in the harbor do not have. The women who pay to the association are unhappy about the fairs; they are residents and it's difficult for them to find work because there's a lot of competition (Interview 5).	13 out of 23 interviews
To promote diversity among the people and social groups that frequent the region	The community must have access to more cultural spaces here. Many companies came here and are privatizing public spaces. It is very elitist here (Interview 12).	11 out of 23 interviews
To expand social integration between residents and businesswomen in the region, since it leaves a lot to be desired	I think it could happen if people came together around these issues of citizenship. But the people here are not ready for this yet. They are great neighbors, nice people, but in terms of collectivity it's a bit complicated (Interview 15).	08 of 23 interviews

Source: Prepared by the authors based on the data collected.

The results also point to the risks of gentrification of the space and its implications for the local economy, particularly in view of real estate speculation and the dominance of local commerce by large stores and big commercial chains. As a result, the possibilities of exclusion of local enterprises, specifically led by women entrepreneurs from the remaining slum areas around the project cannot be ignored.

Frame 7 summarizes the main results of the study with reference to the four categories of analysis.

Frame 7 - Main results of the study

Categories	Results
1. Existence of local leaders	Collective leadership
2. Women's Motivations	Need / survival and greater autonomy and freedom to reconcile work and personal life
3. Characteristics of women	Persistence; Ability to Multitasking; Courage; Keen Perception and a Sense of Opportunity
4. Aspects they consider relevant in managing their business	Social connection and continuous training

Source: Prepared by the authors based on the data collected.

5. Conclusions

The objective of this study was to analyze the perception of women entrepreneurs working in the harbor district of Rio de Janeiro with regard to: their motivations for opening businesses in the region; the characteristics that distinguish them as women entrepreneurs; and the aspects they consider relevant in managing their business.

Regarding the first objective, the study's findings reveal that the majority of the women interviewed have opened their businesses out of necessity. In other words, to

earn the money necessary for their survival, given the challenges they face in balancing their duties at home, as mothers and at work. The entrepreneurial process, therefore, is an option that offers greater autonomy, freedom and balance for reconciling work and family. It was clear, however, that behind this discourse there is also an association between opening a business and personal/professional fulfillment. It is also worth noting that in the accounts of the women who were interviewed there were many subjective and emotional elements, indicating that women entrepreneurship is marked by subjective meanings associated with the life experience, culture and social context of these women.

Regarding the second objective, the empirical results revealed that women entrepreneurs stand out because of attributes that are related to their ability to perform multiple tasks, their determination, courage and passion for what they do, which are aspects that have already been shown in previous studies. An emerging characteristic of this study was the keen perception these women entrepreneurs have of the external environment. In other words, they have an extraordinary ability to comprehend what is happening around them; to perceive the possibilities for their businesses to flourish and the need to adapt the routines, practices and products/services of the firm in the light of new environmental demands and/or the demands of their target audience.

In relation to the third objective, the results revealed the significant role of the relationship network of these women, in the sense that it gives them the strength to continue on their chosen path (which is sometimes challenging because of their multiple tasks), and supports them in obtaining the resources necessary for their businesses to continue.

Another result that emerged in this research was the concern of women entrepreneurs about social, community, collective aspects of the region, which goes beyond those activities that focus exclusively on developing their own businesses. Most of the women interviewed are in associations that fight for collective causes in the harbor region. They seek to make the place where their business is located more attractive, because they understand that the surroundings have an impact on the attractiveness and sustainability of their own businesses. It is not surprising, therefore, that many of the groups in the harbor district of RJ are coordinated by women.

These characteristics, therefore, and specifically a keen perception of the social, politic and economic environment and a concern with the surrounding area, form an integral part of the style of being an entrepreneurial woman, and have an influence on the way they manage their enterprises.

In terms of its theoretical contribution, the study is, to some extent, an advance on the literature related to the distinctive characteristics and motivations of women entrepreneurs, given the theoretical gap pointed out by Gimenez et al. (2017), that the topic has not yet become consolidated as an area for systematic research in Brazil. Contemporary studies also confirm two aspects that deserve to be investigated in more detail and that were addressed in this research: the role of the relationship network in the business of women entrepreneurs and the activities of women entrepreneurs that go beyond the performance of their business, with a view and a concern for local and collective development. Such aspects identified in the results of this study have not yet been explored in depth in the literature on female entrepreneurship.

The insights of this study can contribute, in some way, for women to seek to strengthen the characteristics that distinguish them as women entrepreneurs,

attributes identified in this study. In addition, the study contributes by drawing attention to the meaningfulness of two aspects that women consider critical for the sustainability of their businesses: their social connections and continuous self-improvement.

The main limitation of the study is related to the fact that the field research only captured the perception of women entrepreneurs linked to the Sabores do Porto Gastronomic Association. In other words, the study provides a sectorial view of entrepreneurs who have businesses in the area of culture, handicrafts and cooking. Another limitation is carrying out the qualitative data treatment and analysis phase manually, without the support of a qualitative analysis software. Finally, the only data collection instrument used in the research was the interview and it was not possible to collect detailed information about the profile of the women interviewed.

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