

GOOD FOR BUSINESS PROGRAM

CASE STUDY: BOYNER GROUP'S SUPPLY CHAIN STRENGTHENS WOMEN IN BUSINESS



**GOOD FOR
BUSINESS**

BOYNER GROUP SUPPLY CHAIN
WOMEN ENTREPRENEURS
EMPOWERMENT PROGRAM



BOYNERGRUP



JUNE 2016

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FOREWORD

As an investor in emerging markets, the International Finance Corporation (IFC) strongly believes that companies with diverse and inclusive supply chains are more in tune with their consumer base, more innovative, perform better and are more competitive. As such, we help firms improve performance, drive growth and profitability and manage risks by strengthening and growing their supply chains in a sustainable and inclusive way. That means that we place particular emphasis on helping our partner companies enhance their capacity to build a supplier base that consists of firms with different business and demographic profiles and that includes suppliers that may otherwise be overlooked. We do that because we firmly believe that large and innovative companies are a powerful conduit to reach smaller, often marginalized companies, especially those run by women entrepreneurs. Bringing in and positioning these smaller women-run businesses in the supply chains of larger companies allows these women entrepreneurs to increase their profitability, find new markets and integrate more effectively within existing markets. This holds particularly true for Turkey, where women are not as integrated into business networks as their male counterparts. This makes it more difficult for them to access market information, acquire new clients or gain an edge by identifying and working with the most competitive vendors.



But gender-inclusive supply chains not only benefit women entrepreneurs, they equally benefit corporates. Corporates tap into a larger pool of suppliers when they seek to build a more diverse and inclusive supplier base. In addition, aligning the gender-composition of their supplier base with that of their customer base can help large companies strengthen their product offering. Overall, broadening and diversifying the supplier base enhances product innovation. What that means for the business of large companies cannot be overstated. A more relevant supplier base is likely to produce more satisfactory products that better reflect consumer needs. This means that new customers are cultivated and the loyalty of existing ones is increased. 'Gender-inclusive' producers also benefit from enlarging their consumer base by appealing to socially responsible consumers. Overall, they benefit from an improved brand perception.

As a development institution, we are equally keen to help companies increase their social footprint through socially sustainable business models and practices. Gender-inclusive producers create and improve economic opportunities for women and their communities.

It is with great pleasure that I introduce to the readers the "Good for Business" program, a joint project between the IFC and the Boyner Group and the first of its kind for the IFC and in Turkey. I invite you to enjoy the insights and to learn from this case study and to think of ways in which your organization can strengthen its business by creating economic opportunities for women.

Aisha Williams

Country Manager Turkey, International Finance Corporation

DISCLAIMER

IFC, a member of the World Bank Group, creates opportunity where it's needed most and delivers lasting solutions for development, wherever IFC can achieve the greatest impact. This report was commissioned by IFC through its Manufacturing, Agribusiness and Services department (MAS) as well as its Cross-Cutting Advisory solutions department (CAS) and IFC's Gender Secretariat. IFC's MAS department invests in manufacturing to create opportunities across industry supply chains. It also supports investments in the retail sector because of its economic importance. IFC's CAS department amongst others helps small and medium enterprises in the supply and distribution chains of large firms, particularly IFC clients to improve their performance by providing managerial training, and encouraging the participation. IFC Gender Secretariat in turn works with firms – including corporates - to reduce the gap between men and women as entrepreneurs, but also as employees, corporate leaders, suppliers, consumers, and community stakeholder. The conclusions and judgments contained in this report should not be attributed to, and do not necessarily represent the views of, IFC or its Board of Directors or the World Bank or its Executive Directors, or the countries they represent. IFC and the World Bank do not guarantee the accuracy, reliability or completeness of the content included in this work, or for the conclusions or judgments described herein, and accepts no responsibility or liability for any omissions or errors (including, without limitation, typographical errors and technical errors) in the content whatsoever or for reliance thereon. The boundaries, colors, denominations, and other information shown on any map in this work do not imply any judgment on the part of The World Bank concerning the legal status of any territory or the endorsement or acceptance of such boundaries. The findings, interpretations, and conclusions expressed in this volume do not necessarily reflect the views of the Executive Directors of The World Bank or the governments they represent. The contents of this work are intended for general informational purposes only and are not intended to constitute legal, securities, or investment advice, an opinion regarding the appropriateness of any investment, or a solicitation of any type. IFC or its affiliates may have an investment in, provide other advice or services to, or otherwise have a financial interest in, certain companies and parties including named herein.

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BOYNER GRUP TEDARİK ZİNCİRİ
KADIN GİRİŞİMCİLERİ GÜÇLENDİRME PROGRAMI



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I. BACKGROUND AND STUDY OBJECTIVES

In May 2015, the Boyner Group, in a joint initiative with the International Finance Corporation (IFC, a member of the World Bank Group) launched the Boyner Group's "Good for Business" program, working with female managers and owners of companies that are suppliers to the Boyner Group. The program is part of Boyner Group's broader goal of promoting equal opportunity for men and women and establishing gender equality within the company and its supply chain.

ON IFC'S RATIONALE FOR SUPPORTING THE PROGRAM:

"Working with a large and innovative company such as Boyner is an excellent way for IFC to reach women entrepreneurs through corporate supply chains."

Sammar Essmat
Regional Gender Lead for IFC in Europe and Central Asia

The project is also part of Boyner Group's exploration of 'inclusive sourcing' as a business model. Women-led companies make up 17% of all direct suppliers to the Boyner Group. The Program aims to raise their productivity and business performance, building the participants' capacity through classroom training, coaching, guest lectures and access to market opportunities through networking events and a vendor fair. The program was launched through an initial 12-week pilot which involved 23 female managers and owners. After the successful completion of the pilot phase, the Boyner Group "Good for Business" program aims to engage more of its female suppliers through further sessions of the program.

The objective of this study is to inspire and inform corporates, donors and others interested in developing similar programs and to share some of the learning from the pilot phase of the "Good for Business" program.

1.1. About IFC and Gender: Supporting Gender-Inclusive Private Sector Development

IFC works with the private sector in developing countries to help create solutions for development challenges and opportunity for all. As part of its mandate, IFC works to eliminate gender barriers in the private sector, while enabling companies and economies to improve their performance. At present, women represent an under-utilized resource that can increase companies' profitability and contribute significantly to shared prosperity. However, women have less access to equal opportunities and to capital to grow their companies. IFC and its partners are addressing these challenges by working with companies to enable women and



men to participate equally in creating business value and securing influence and income for themselves.

Supporting Sustainable Value and Supply Chains. IFC works with companies through programs that improve skills of company staff and promote loyalty of suppliers, retailers and clients within corporate value chains, leading to increased sales, more satisfied customers, improved compliance with labor standards, and more competitive value chains. By partnering with large companies, IFC programs can reach a larger number of SMEs, including those led by women. IFC has developed targeted business training tools, such as Business Edge and SME Toolkit, and has ‘engendered’ them for women’s entrepreneurship training to promote the management skills of owners, managers, and staff of small and medium enterprises.

Supporting Turkey’s Women Entrepreneurs through Corporate Supply Chains. In Turkey, the third-largest country exposure for IFC globally, IFC has invested US\$1.8 billion in projects to promote company competitiveness and impact. IFC works to improve women’s roles in Turkey by providing access to capital, business training, market access, peer networks, and knowledge. IFC has provided Turkey’s Sekerbank, Fiba Banka and Akbank with dedicated credit lines to help meet the needs of women-owned SMEs. IFC SME training has strengthened women’s management skills, with online and off-line modules on leadership, finance, and management. It has also enabled women entrepreneurs in corporate supply chains to tap into the knowledge of their peers and to receive business coaching.

1.2. About Women Entrepreneurs in Turkey

Only 25% of all firms in Turkey (SMEs and other) have female participation in ownership and only 0.3% have majority female ownership. Among

SMEs, only 26% are partially owned by women, 16% are majority-owned by women and only 10% of SMEs equity is held by women. The World Bank estimates that Turkey’s gross national income could increase by 22% if the gender gap in legally documented economic participation was closed. The “Good for Business” Program provides a space dedicated to female business owners and managers in Turkey to increase their access to finance, markets and skills.



WHAT CHALLENGES DO WOMEN ENTREPRENEURS IN TURKEY FACE?

Finance:

- Limited access to capital (reliance on savings, inheritance and informal loans)
- Limited access to collateral (only 7% of collateral is held by women)

Markets

- Limited access to markets, clients, buyers, supply- and distribution chains
- Poor integration into business networks to access market information and business opportunities

Culture and Skills

- Skill gap due to low female labor participation, discouraging social attitudes toward female entrepreneurship, lack of role models
- Insufficient support system so that women can manage dual responsibilities (child care)

1.3. About the Boyner Group: Women-Friendly Boyner Group and their Supply Chain

Boyner Group is the leading non-food and non-electronic retail group in Turkey, serving its customers through seven companies, Altınyıldız, A&Y Marka Mağazacılık, Beymen, Boyner Büyük Mağazacılık, BR Mağazacılık, Hopi, Morhipo: more than 25 brands, 500 stores and some 12,000 employees. Boyner Group has around 16 million customers and more than 100 million annual visitors. The Group caters to its clients through luxury brand stores, department stores, e-commerce and mobile commerce. The supply chain of Boyner Group's own textile production is almost exclusively located in Turkey (98%), providing an additional 45,000 jobs.

Supply Chain Sustainability. For the Boyner Group, supply chain sustainability in terms of social compliance and sustainable work relations is essential. The Boyner Group began to conduct social compliance audits in 2013, and today, the entire supply chain of 281 direct and 116 indirect suppliers is part of the Group's social compliance audit program. Supplier companies are audited and monitored for legal compliance with issues such as freedom of association, protection of human dignity, occupational health and safety, anti-discrimination, waste management, safe use of chemicals, energy and water consumption, good governance, transparency, and accountability. Social and environmental audits of international companies in Turkey are generally far more comprehensive and demanding than Turkish law requires. Most suppliers in Turkey are small and medium sized companies (SMEs) whose limited capacities and resources render them unable to meet international standards. Acknowledging these realities, Boyner Group decided to audit their suppliers' compliance with Turkish laws as a first step, and collaboratively improve the sustainability of the companies step by step. This is done on an 'improve or terminate relationship' basis.

Supply Chain Optimization. Boyner Group's social compliance audit program is part of a group-wide centralization program, BOYTEM (Boyner Tedarik Merkezi, begun in 2015), having as its objective the creation of a base of strategic and diverse suppliers for the entire group, leading to closer collaboration with the best suppliers in terms of planning, amount of orders and long-term prospects. To become a strategic supplier, a company must have (1) a high social compliance audit score and willingness to improve any shortcomings and (2) a good track record in key performance indicators such as timely delivery, quality, revenue, social and environmental conformity, contract / style conformity, productivity, costs. The 'strategic supplier' approach provides the business rationale for supporting and investing in selected women suppliers.

Workplace Democracy and Equal Opportunity at Work. With women as the majority of its customers and close to 50% its employees, the Boyner Group considers itself a 'women friendly' company. As employees women make up 47% of the workforce, 41% of the managers, and 32% of the promotions as of 2014. A focus on gender equality promotes constant improvement, as the 41% female participation in training and development shows. Working women are the Group's main target client group. Promoting financial independence for women and their participation in paid labor strengthens the Boyner Group and supports Turkey's economic growth. In 2012 the company was certified by World Bank and KAGIDER, the Women Entrepreneurs Association of Turkey, as an Equal Opportunity employer, based on its HR policies. Boyner Group has also signed the UN Women Empowerment Principles. The Group has won several national and international awards for its initiatives.

Boyner Group's Rationale for the Program.

The "Good for Business" Program builds on and is aligned with Boyner Group's goal of strengthening sustainable production and

sourcing within its supply chain. It also aligns with the Group's supplier optimization initiative BOYTEM, which aims to build capacity within Boyner Group's supply chain and create closer relationships with selected and diverse suppliers. Finally, the Group wants to demonstrate to other private sector players that placing women and men throughout business operations allows companies to tap into a much wider and more diverse pool of resources. Boyner Group sees

such initiatives as a powerful vehicle not only for business growth but more broadly for Turkey's socio-economic growth. Boyner group has become a champion for sustainable and gender-inclusive sourcing and serves in an advisory capacity to the United Nations working group on sustainable supply chains. The Group has collaborated on various publications on this matter and chairs the United Nations Global Compact supply chain working group in Turkey.

ON BOYNER GROUP'S RATIONALE FOR SUPPORTING THE PROGRAM:

“Through our gender-inclusive practices, we aim to set an example for companies and corporations in Turkey and promote gender equity in the country. Investing in men and women equally is not just the right thing to do. It's also a smart business decision as it allows us to tap into a much wider and more diverse pool of resources.”

Ümit Boyner

Member of the Boyner Group Board



2. THE “GOOD FOR BUSINESS” PROGRAM

2.1. Project Overview

The Boyner Group and IFC began developing the Supply Chain Women Entrepreneurs’ Empowerment Program (familiarily known as the “Good for Business” program) in late 2014. “Good for Business” aligns with the Boyner Group supplier-optimization strategy of building capacity within its supply chain and creating a strategic partnership with selected vendors. The Boyner Group is keen to ensure that these “strategic suppliers” include women-led businesses.

2.2. Project Objectives

The “Good for Business” program wants to position female-owned companies in Boyner Group’s supply chain so they and the company become more competitive. The program aims to build an inclusive pool of suppliers, comprising the most thriving companies in the supply chain.

These are coached to become top performers and to comply with the Group’s social and environmental standards.

To achieve its goals, the Boyner Group aims to accomplish the following:

- Raise women business owners’ productivity and performance
- Enhance their business with Boyner and other companies
- Expand the entrepreneurs’ knowledge of the market(s) in which they operate
- Improve their business and management skills
- Increase their access to market and finance opportunities

2.3. Challenges for Women in Boyner Group’s Supply Chain

Women in Boyner Group’s supply chain confront layers of challenges that their male peers do not face. Many of the women entering the “Good for Business” program reported in a needs and gap assessment conducted by the IFC and the Boyner team that they lacked a clear vision for the future of their companies. Their dual responsibilities as entrepreneurs and working wives and mothers held them back from reaching their full potential. They were also less integrated than men into support networks, which made market survival and positioning more difficult. Faced with such hurdles, many of the female entrepreneurs in Boyner Group’s supply chain found it difficult to keep themselves motivated and to lead their companies effectively. The Boyner Group saw an opportunity to address such challenges by strengthening an inclusive supply chain that includes women, who are generally under-represented among suppliers in Turkey, as they are globally.





HOW WAS THE PROGRAM STRUCTURED?

The 12 sessions were organized in four blocks and were led by certified Business Edge trainers with relevant subject matter expertise:

- The first four sessions on social skills covered self-knowledge, leadership, human resource management, communication, performance, motivation and teambuilding. Motivational guest speakers and successful women entrepreneurs were invited to share their experience with the participants.
- The second block was dedicated to market and strategy topics, emphasizing product and customer focused marketing, segmentation and positioning, B2B marketing. Buyers, such as Li &Fung and H&M, women specific buyer platforms such as WEConnect, and procurement teams of Boyner Group brands were invited to introduce themselves to the women managers and create possible new client relations. Also, experts with in-depth local and sector expertise, such as the Boston Consulting Group, provided insight into the sector and shared market patterns and trends with the participants. KAGIDER, the Women Entrepreneurs Association of Turkey, presented activities conducted especially for women entrepreneurs in Turkey.
- The third segment consisted of two sessions focused on finance and covering topics like reading and writing balance sheets and financial analysis. In these sessions, three Turkish banks (Garanti Bank, Şekerbank, TEB) presented their banking programs for women entrepreneurs. Boyner Büyük Mağazacılık's (Boyner Department Stores) finance manager was invited and provided insights into internal payment procedures to increase the women's understanding of financial issues.
- An additional final block was planned to help the female participants develop new client relationships and explore business opportunities: a vendor fair with Li &Fung, a buyer for brands such as Zara and Mango.

All activities that surrounded the program aimed to involve and support women-led companies. For example, the project launch and media event was held at a hotel owned and led by a woman entrepreneur. Gifts for guest speakers were hand made by women in Anatolia and sourced from a Turkish NGO.

2.4. Project Description

How Were Gender Gaps Addressed?

Starting with Gender-Sensitive Needs

Assessment. The first step in developing the program was to conduct a needs analysis among the female owners and managers who had signaled initial interest in participating. Ten potential participants were interviewed in face-to-face meetings about the challenges they face in running their businesses.

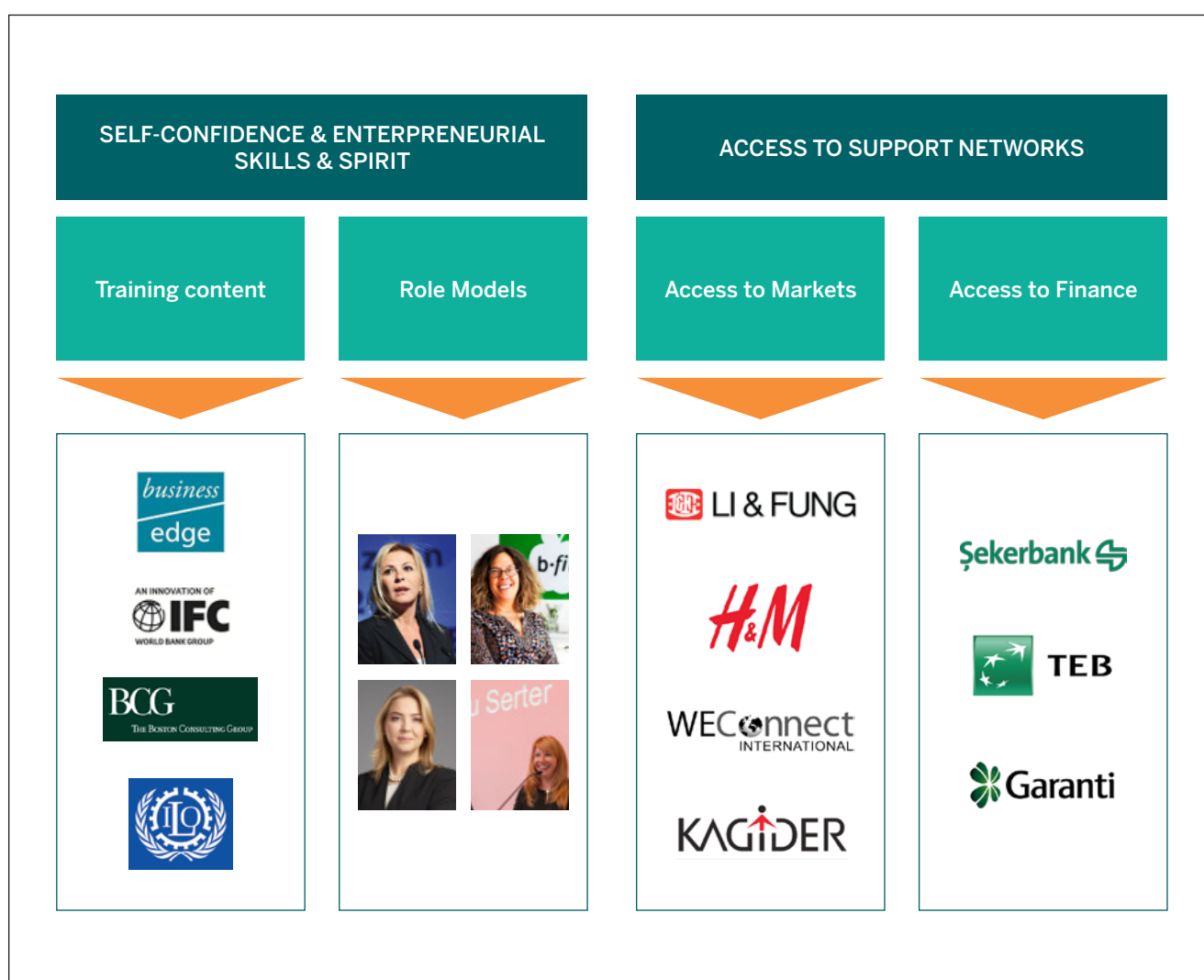
Developing Gender-Sensitive Training Content.

Based on the needs analysis, the structure and content of the program was developed. IFC's Business Edge Training methodology was adapted to the "Good for Business" program.

An 'engendered' women's entrepreneurship training content package was also developed by IFC and piloted for use in the "Good for Business" program. Engendering training includes the topics most relevant to women, using gender-sensitive language and women-focused examples, case studies, exercises, and activities. All facilitators underwent extensive Train-of-Trainers (TOT), in which gender-sensitive training facilitation was embedded, and were certified as Business Edge trainers for this program.

Mobilizing Relevant Partners for add-on activities.

Some of the 12 sessions featured guest speakers from other organizations as well as networking events, including a vendor fair to introduce the entrepreneurs to new potential buyers.



Structuring the Program. The program consisted of 12 weekly sessions which were organized into three thematic blocks, combining classroom learning with coaching clinics, guest talks, networking events and a vendor fair.

- In the first block, women-owned suppliers learned to better position themselves in the Group’s supply chain by closing gaps in interpersonal and leadership skills. Certified trainers facilitated workshops on leadership, human resource management, communication, and motivation. Successful Turkish women entrepreneurs were invited to give inspiring speeches to participants.
- The second block was designed to build the women’s market knowledge and relevant skills, emphasizing product and customer-focused marketing, segmentation and positioning, and business-to-business (B2B) marketing. A certified trainer facilitated the sessions. In addition, experts with in-depth local and sector expertise, such as the Boston Consulting Group, provided their insights into the retail industry and shared market patterns and trends. This helped increase the women’s business contacts, widening their networks, and giving them valuable information for strategic planning.
- The third block focused on finance and covered topics such as financial analysis and reading and writing balance sheets. Three Turkish banks, Garanti Bank, Sekerbank, and TEB, presented their programs for women entrepreneurs, thus introducing the participants to banks that offer financing products for women entrepreneurs.

Selecting Participants. The Boyner Group identified 54 companies (17%) in its supplier base whose women leaders had an executive role in every-day business activities. These companies were tagged as “women-led”. Participants in the program were selected based on this categorization, and on their potential to become strategic suppliers to the Boyner Group. The women managers received a personal invitation from Ümit Boyner, member of Boyner Group’s

Board of Directors and sponsor of the program.

The profile of the participating companies varied in many aspects. The participating companies varied in size, although the average was medium, with 46 employees. The participating companies varied also in their production capacity and competitiveness. Many produced similar products, but production capacity, quality and price varied across the companies.

Many of the participating companies preferred to grow slowly and in a controlled way, rather than expanding extensively into mass production, a typical characteristic of SMEs. (It seems important for the women to keep direct control of their business operation.) The Boyner Group was a very important client for the participating companies: roughly a third had an annual business volume with the Boyner Group in 2014 that made up more than 50% of the supplier’s annual revenue.

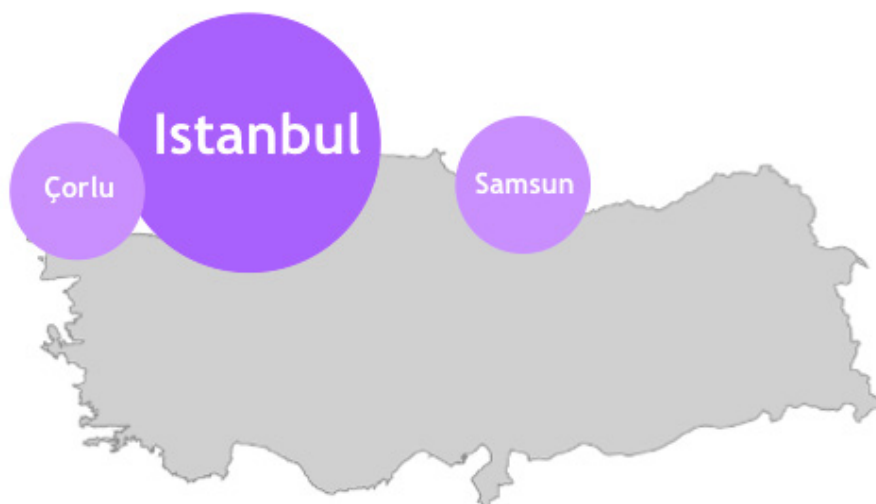


HOW DID BOYNER GROUP SELECT PARTICIPANTS?

Participants had to meet the following criteria:

- Active supplier to the Boyner Group
- Potential to become a strategic supplier to the Boyner Group
- Categorized as a “women-led” business in Boyner Group’s supplier base
- Social compliance audit score of C or better and acceptance of action plan to improve areas identified during social compliance audits

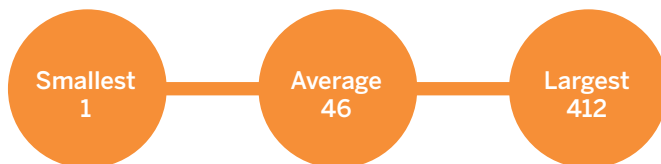
The Academy's first cohort comprised 23 women from 20 companies with the following profiles



Firms' length of relationship with Boyner **by years**



Firm size of participating suppliers by employees



Firm type of participating suppliers **by product**



WHO PARTICIPATED?

The profile of the participating women-led companies varied in all aspects.

- **Size:** The number of employees ranked from 1 – 412.
- **Revenue:** The yearly revenue varied from less than a million TRY to 90 million TRY.
- **Relationship with Boyner Group:** Some companies had been conducting business with the Boyner Group for over 20 years - others for only for one year
- The total share of revenue generated through the Boyner Group ranged from 5% to 70%.
- **Location:** Most companies were located in Istanbul (18), 1 in Samsun and 1 in Çorlu.

The profiles of the participating women were also diverse. The women had different socio-economic backgrounds, represented different age groups (between 30 and 60 years) and had different marital statuses (two single, two engaged, 17 married, two divorced) and also different motivations for starting their businesses. Despite these differences, they all had in common a successful track record of establishing and operating a business. The women's success in establishing their businesses was helped by a set of common success drivers:

- **Support from family** (husbands or parents) was crucial in the first stages of setting up a business. For example, some of the participating women could not produce collateral to access a bank loan as they did not have legal ownership of assets (car, an apartment or land), so male family members registered property in their names. When possible, the women tried to avoid bank loans and looked for private investors within extended family and friends networks.
- **Crossing gender boundaries to reconcile managing home and business** meant calling upon their female support system to manage the home, asking women relatives or friends to baby sit or run personal errands. They used their male friends and relatives to manage the business, exploring business leads, identifying suppliers, resolving business issues.
- **Emphasizing being a manager over being a woman**, was critically important to survive in the male-dominated textile sector, and included showing a good understanding of finance and monetary issues, besides projecting the image of a manager.

WHY DID THE WOMEN PARTICIPATE?

- To improve themselves and learn something new
- To increase social and business networks
- To get to know their client (the Boyner Group) better
- To meet other suppliers and get to know them
- Out of curiosity
- To be selected and to belong
- To take time off from daily work and do something for themselves



WHAT DO THE PARTICIPATING WOMEN HAVE IN COMMON?

Factors contributing to their success included:

- Support from family, particularly male family members
- Ability to cross gender boundaries to reconcile home and business duties and challenges
- Keenness to emphasize being a manager over being a woman



WHAT DID THE PROGRAM ACHIEVE?

- The first cohort of the “Good for Business” program provided a valuable education for the women participants, who were trained on financial management, cash flow management, market analysis and strategy.
- A peer network among the participating women entrepreneurs was established. In the first two months after the end of the training program, the women made eight new prospective customer or business contacts outside the peer group.
- Women were able to articulate their motivation and vision and to apply technical terminology and concepts when discussing future plans.
- A vendor fair organized by Boyner Group provided an opportunity for the women to market their products and services to potential buyers.
- The program helped foster business networks as well as relationships with banks and other companies.
- Boyner’s success with its first cohort of the program prompted the company to schedule a second cohort in 2016.

2.5. Project Outcomes and Benefits

Networking was by far the most important outcome for the women who participated. Some women managers started to engage in cross-selling activities within the Boyner Group through the contacts initiated during the program. Some business collaboration within the peer group was already taking place during the program, and in the first two months after its conclusion, eight new business connections were established outside the peer group and three production transactions within it.

Generally, the women framed the collaboration as “doing each other a favor”; providing preferential business terms, either in price or in faster production. Business referrals (recommending each other) seemed to be a common mode of business collaboration and was implied in almost all of the interviews, with one participant referencing referrals explicitly.

FEMALE SUPPLIER ON LEARNING ABOUT AND APPLYING PRODUCT DIVERSIFICATION:

“I have learned during the Program that market demand for men’s and children’s knitwear is bigger than for women’s knitwear. I did not know that. So I asked one of the buyers, AyMarka, and they confirmed. And so I talked to my producer to also produce some men’s knitwear. And the next season we will sell it. This information was important to diversify my product portfolio. If not for the “Good for Business” Program I would not know that.”

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3. LESSONS LEARNED

The pilot phase of the “Good for Business” program generated many valuable insights:

Content. The gender-sensitive content customization and adaptation left the participants with a positive perception and experience of the program. Soft skill learning was appreciated because of its activities, insights and personal development. Placing the soft skill module at the beginning of the program enabled the women to build rapport with their peers and develop collaborative behavioral

dynamics. “Accessible” (i.e. simplified) material in the local language, and minimal use of jargon and complex slides helped as well. Training in strategy and marketing built the skills the women needed to articulate their business motivation and vision, to define annual goals and to elaborate their growth strategy. It was also instrumental in influencing some of the women’s business strategies.

Guest Speakers. Guest speakers were most useful when their experiences were directly relevant to the women’s core business activities and represented realistic business opportunities. Talks by female business leaders promoted morale, psychological resilience and self-confidence. Sessions with Boyner Group’s internal guest speakers provided access to networking and cross-selling activities, as well as a better understanding of how the Boyner Group is structured and operates.

Networking within the peer-group of suppliers. Networking was critically important to the program. The peer-group network connecting the 23 participating women was highly appreciated and quickly put to use. Social media initiated by the Boyner Group to coordinate the training sessions and motivate the participants quickly turned into a resource for collaboration among the women and was used for sharing client and supplier contacts as well as orders.

Networking with prospective buyers. It is important to invite as guest speakers buyers that are relevant to the experience and capacity of the participating female suppliers, and to their business aspirations. Such buyers increase the possibility that the participating women will be able to forge business relationships with them. Ultimately, this is what the women are after.

FEMALE SUPPLIER ON DERIVING STRENGTH AND SUPPORT FROM THE PEER-GROUP:

“In the Whats App group, we are 18 people and we check on each other. I have seen the power of women and their support to each other. I have seen their strength. They have never-ending resources. It makes me happy and gives me comfort.”

WHAT LESSONS DID WE LEARN?

- Use interactive and engaging training methods and minimize theoretical content.
- Emphasize strengthening the relationship with the Boyner Group and providing information on business possibilities over “learning new things.”
- Plan to follow the training with real commitment and action.
- Create structures that facilitate collaboration among the “Good for Business” alumnae, so their companies can continue to benefit and cultivate new commercial networks well beyond the time spent in the program.
- Measure the program’s effectiveness through control groups.

Networking with the Boyner Group. In order to position the women better in Boyner Group’s supply chain, they were introduced to key decision makers and personnel in the finance department as well as the procurement departments of Boyner Group and its other brands and entities. Treating the participating female suppliers as strategic partners has enhanced the women’s close affiliation with the Boyner Group and increased supplier loyalty.

In conclusion, the “Good for Business” program has provided the Boyner Group with a win-win approach that has benefited Boyner Group, its supply chain as well as women-led businesses. This case study aims to inspire more corporates to develop similar programs and development institutions to support them.

WHAT ADVICE DO THE PARTICIPATING WOMEN HAVE FOR FUTURE “GOOD FOR BUSINESS” PROGRAMS?

- Use interactive and engaging training methods and minimize theoretical content.
- Organize site visits to the companies and factories of the participating women.
- Organize more vendor fairs, where women can showcase their products to each other, to Boyner Group brands, to other prospective buyers
- Link such programs to supplier financing solutions

WHAT ADVICE DO THE PARTICIPATING WOMEN HAVE FOR ASPIRING WOMEN ENTREPRENEURS IN TURKEY?


- Have the right expertise or the right, trustworthy team
- Have your husband’s and family’s support for your business idea
- Have enough financial back up to be able to maintain your current living standard for at least two years
- Love what you do!



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