



中加高等教育项目 (CCHPEP II)  
Canada-China High Education Program

# 成长中的 中国女企业家 和她们的追求

**Growing Women Entrepreneurs in China**

— Gaining Independence & Realizing Dreams

加拿大阿尔贝塔大学与西安交通大学合作项目组  
Xi'an Jiaotong University-University of Alberta Linkage

邱长溶 著

Changrong Qiu



西安交通大学出版社  
XI'AN JIAOTONG UNIVERSITY PRESS



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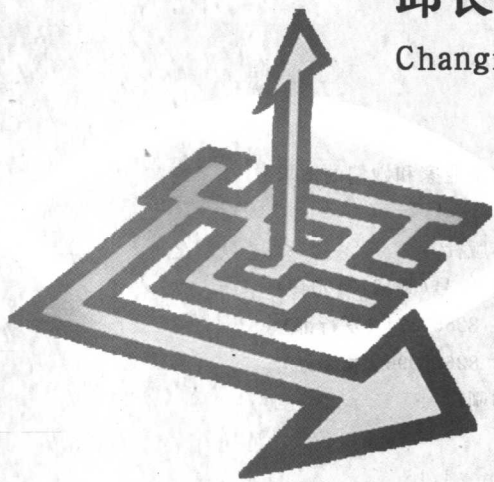
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# 前 言

随着中国经济改革的深入,女性创业成为一种时尚,一个女企业家群体正在崛起。

根据国际上关于女企业家(Women Entrepreneurs)一般的概念定义,凡是出于自我意愿创业、向社会提供新的产品或服务的创业女性都可以称之为女企业家。按照这一定义,本书所指的女企业家强调自我就业和从零开始创业的特征,不论规模大小和先来后到。因此,女企业家群体是由处于各阶层、不同文化和经历背景的创业女性所组成,既包括创办全国知名企业的女性董事长、总经理,也包含自创就业岗位的下岗女工、农村创业女性和许多辞去原有工作到市场经济的大海中去闯荡的创业女性。从社会分层的观点,成长中的女企业家群体按创业和企业发展的阶段可以分为上、中、下三个层次。

下岗女工通过创业实现再就业,从对原企业单位和政府的依赖、等待中解脱出来,在自主创业的过程中获得了独立并重新找回了自身的价值。许多农村女性为改变自己的生存状态,带着对新生活的美好追求走上了创业之路。这些奋斗在城乡社会基层的女性创业者们在为自己创造就业岗位的同时,也为社会 and 他人提供更多地就业机会,对社会的稳定和发展起到举足轻重的作用,她们构成了当今女企业家群体深厚的根基。

而那些作为女企业家群体中坚的为数众多的创业女性,通过创业找准了自己发展的位置,在把自己的企业做强、做大的不平凡征程中,她们的个人价值在创业和企业管理与发展中得到充分的体现。面对激烈的市场竞争,她们通过不断为社会提供更多的新产品、更新和周到的服务而站稳了脚跟,在感受到成功的喜悦的同时,也体验了自己做老板的艰辛。

处于女企业家群体最上层的是那些成功的知名女企业家,她们的目标已从实现个人价值向更高的物质和精神境界升华,创世界品牌、为国家和民族争光是她们所追逐的梦。她们艰苦创业、带领企业顽强拼搏的事迹为千千万万女性树立了创业的榜样,她们的创业精神和对事业的执著追求鼓舞着中国女企业家向更高的目标迈进。

崛起中的女企业家群体在成长,成长中的女企业家更美丽。

《成长中的中国女企业家和她们的追求》是中加高等教育项目(CCHEP)妇女企业家子项目的部分研究成果。项目研究采用了规范研究、基于调查样本的统计与实证分析以及案例研究相结合的方法,向读者展示了中国女企业家成长的历程和她们的追求。第一部分是女企业家成长概述,应用了与国际接轨的女企业家定义,对来自不同社会、经济阶层的创业女性的创业经历及发展历程进行了历史的回顾,在此基础上,研究和分析了女性创业的特征、优势,以及女性创业的社会经济环境。第二部分以个案的形式展现处于不同背景、经历的女企业家的创业案例与相关启示。案例包含上面所概括的女企业家群体高层、中间和基层的女性创业者,既有下岗女工也有知识女性,既来自城市,也来自农村。第三部分是基于本项目对陕西关中地区

下岗女工自我创业的调查,主要就下岗后的自主创业与实现人生重大转折的关系进行研究,从而揭示了下岗女工自主创业的经济学与社会学意义。第四部分也是基于对陕西关中地区下岗女工自我创业的调查,对那些创业已初见成效的女企业家的创业进行了描述统计与实证分析。附录给出了2000年项目调查的三类问卷:①企业下岗与再就业调查,②下岗女工自我创业及需求调查,③下岗创业初见成效女企业家调查。

本项目的研究是加拿大国际开发署(CIDA)资助的中加高等教育项目(CCHEP)的子项目,由加拿大阿尔贝塔大学工商学院和西安交通大学管理学院共同承担。在执行全过程中,自始至终都获得项目加方合作伙伴的大力支持和热情帮助,在本书出版之际,首先要感谢CIDA对中国妇女创业的关注和支持。

其次,特别要感谢加方项目主任Rolf Mirus教授。他对女企业家项目倾注了极大的热情并付出了大量的心血,对项目工作给予了他所能做到的最大支持,对执行中所遇到的困难的充分理解和有力的帮助,不仅使我非常感动,也鼓励和鞭策着我更加努力投入项目的工作。Mirus教授和项目经理Wegner Monica女士一起为1998年10月西安女企业家对加拿大的访问作了精心安排,提供了个性化的培训与服务,使访加的每一个成员受益匪浅。这里,还要感谢Monica女士对妇女项目的关心和大力支持,她不远万里为我们寄来自己收集的有关妇女与创业培训的书籍,并亲自提出本书的英文书名。所以,没有加方项目组的支持和鼎力相助,本书是不可能出版的。在项目执行中,还得到阿尔贝塔大学妇女研究专业主任Danas Cullen教授和继续教育学院妇女研究中心Reinhild Boehm副教授以及加拿大埃德蒙顿华人企业界人士Helen Cheung女士和许多加拿大女企业家的大力支持和帮助,在这里一并表示衷心的感谢。

此外,还要特别感谢陕西省总工会女工委刘书慧主席和女工部及被调查企业基层女工委的同志们,她们协助并参与了关中地区下岗职工自我创业的调查,才使我们有可能对创业的下岗女工群体作一些基于调查的统计研究和实证分析。最后,感谢接受采访并愿意将自己创业的经历和体会说出来与大家分享的女企业家们。

在本书出版之际,我十分感谢西安交大管理学院CCHEP项目领导特别是席西民、王刊良教授和女性人口中心朱楚珠教授对本项目的支持与帮助。

我的一些学生参与了项目的工作,包括调查、访问及部分案例撰写。秦亚峰,她参与了陕西关中地区下岗女工创业调查准备和预调查工作,建立了调查结果数据库和按问题分的基本统计汇总交叉表,完成三个调查问卷和本书第四部分研究论文的英文翻译工作。周晶晗参与了企业家个别访谈,撰写了企业家王晶、沈爱琴、魏瑞玲的案例中文初稿和本书第五部分研究论文的中、英文稿。另外,张立光、路冬青、汪云、张焕明也分别对女企业家进行了个别访谈并撰写了相应的案例中、英文初稿,杨彤对本书中文稿进行了全面的校对和通稿,在此,我对这些学生的参与和所完成的工作表示深深的谢意。

我还要十分感谢加拿大Edward Yang,交大外语部退休教师郝克琦教授、周光复教授,他们完成了部分企业家案例的汉译英工作。外语部教师曹浩焯翻译了本书的第二部分女企业家成长概述并对全书英文稿进行校对和修改,管理学院学生李倩参与了对西安女企业家魏瑞玲的访问并撰写案例初稿。在此,一并表示感谢。

特别幸运的是,欧盟和东欧合作组织的性别专家伊娃(Eva Eberhardt)成为本书的第一位

外国读者,她仔细地阅读了全部英文稿,并主动承担了英文审阅和修改工作,这对提高本书英文稿的质量、更好地实现国际交流有重要的作用。在此,我对伊娃的帮助和支持表示崇高的敬意和衷心的感谢。

当然,书中的错误和不足之处应该完全由本人负责。

邱长溶

2005.4

## Preface

With the deepening of economic reform, women enterprise is coming into vogue. A group of women entrepreneurs is rising in China.

According to the general notion in the world, women entrepreneurs are those women initiating their ventures on their own willingness and provide new products or services to the society. Based on this definition, we emphasize the character of scratching from zero and self-employment concerning the women entrepreneurs irrespective of the size of their enterprises and the time of their pioneer. Therefore, women entrepreneurs consist of not only those successful enterprises leaders, general managers or directors but also women initiators from laid-off workers or from rural area, and those women who quit their job in State Owned Enterprise. On the view of social class, the growing group of women entrepreneurs is made up from different social class, culture background and experience and can be divided into three levels: upper, middle and lower regarding the stage of enterprise development.

Through opening a small business many laid-off women workers realized reemployment and get rid of being dependent on working unit or government or waiting for giving a job. Simultaneity they got independence and found one's own value in their business creation. A lot of rural women create their enterprises with a goal of changing one's living status and pursuit a new life. The masses of women initiators from the bottom of society created not only their own job but also new employment opportunity for society and others, which plays a very important role to the stability and development of the society. So they constitute the foundation of growing women entrepreneurs group in contemporary China.

Those female venture creators in the middle part of group women entrepreneurs found their proper position for self-development in the society by starting their own enterprises. Accompanied by enterprise growth and strength, their personal value is embodied entirely in the unusual journey of venture creation and enterprise management and development. Facing keen competition, they get a firm foothold in market through offering more new products, new and circumspect services for society constantly. They enjoy the successful happiness while experience the hardness of being their own boss.

In upper level of the group, there is well-known successful woman entrepreneur. Their objectives have already raising to high material and mental goals from realizing personal value. Wining honors for the country and nationality and creating new brand of product worldwide are dreams they pursue in their lifetime. Their deeds of painstaking efforts on pioneer an enterprise and leading its development with an indomitable spirit has become a model for thousands of women entrepreneurs. At the same time, their entrepreneurship spirit and per-

sistent pursuit in the business career encourage Chinese women entrepreneurs to stride forward higher goals.

China's women entrepreneurs are growing up, and the growing women entrepreneurs are more beautiful.

The book of "*Growing Women Entrepreneurs in China—Gaining independence & realizing Dreams*" is a part of results from woman entrepreneurship, the sub-project of the China-Canada Higher Education Project (CCHPEP). CCHPEP was sponsored by Canada International Development Agency (CIDA) and collaborated by the Linkage of Management School of Xi'an Jiaotong University (XJTU) and Faculty of Business of University of Alberta. The project research results show readers the growing course of women entrepreneurs and their pursuits in China by adopting normal studies and empirical analysis based on statistical investigation, case-study as well. First part is a summary on growing progress of women entrepreneurs in China. In this part, international definition of woman entrepreneur is used, and brief stories on women enterprise initiation in all social and economic strata is retrospect historically, based on which the characteristics, advantages of women entrepreneurs and relevant social-economical environment are revealed. In second part, the stories of women's enterprises creation and its implication with different background and experience are narrated case by case. The Cases come from the three strata of women entrepreneurs' group, in the high, the middle and lower levels, not only knowledgeable or professional women but also laid-off female workers, from the city and countryside. The third part is research studies on laid-off female workers' business creation. The relationship between self-employment and realizing significant life transition and its socio-economical implications was explored based on a survey on business creation of laid-off women in Shaanxi Guanzhong area. The fourth part is the describe analyses and demonstration analyses of women entrepreneurs winning initial success already, which is also on the basis of creation investigation of laid-off women in Shaanxi Guanzhong area. The appendix provides three kinds of questionnaires that were used to investigate in the project of 2000: ① Questionnaire of Enterprises on Unemployed women worker Starting Business; ② Questionnaire on demand Starting and Developing Business for the laid-off women workers; ③ Questionnaire for women Entrepreneurs Winning Initial Success.

### Acknowledgements

In whole implementing process of the project, great support and warmth help. from CIDA and Canada partner were very significant. So when this book is published, I owe CIDA thanks for its attentions and supports to Chinese women entrepreneurs firstly.

Secondly, I would especially thank professor Rolf Mirus, director of CCHPEP. He gave great enthusiasm and paid a large amount of energies to woman entrepreneur's component,



effective support as possible as he can. He understood the difficulties faced in my work and helped me actively, all what he do moved me deeply and encouraged me to work harder. Particularly, Professor Mirus and project manager Wegner Monica prepared elaborately for Xi'an women entrepreneurs visiting to Canada in October 1998, offered individualized training and services, make every member's visit to Canada benefit a great deal. Here, I thanks Monica for her care and support to woman project, she mailed her collects of books about entrepreneurship training and small business creation to me and put forward the English title of the book in person. If there is no support and aid from Canada partner, this book is impossible to be published. During my stay in Canada and work on the project, Professor Danas Cullen, director of the Center of Women's Studies, vice Professor and Dr. Reinhild Boehm, director of Women's Studies of Faculty of Extension at University of Alberta, and Madam Helen Cheung, active volunteer from Chinese woman entrepreneur society in Edmonton, and many Canada women entrepreneurs had shown their support and help, I would thank them heartily.

In addition, I would also thank Liu Shuhui, President of Female Worker Committee and her colleagues in the female workers section in Shaanxi branch of Trade Union, and in grass-roots unit of enterprises investigated as well. They assisted and participated the project survey on laid-off workers enterprise creation, if no their help, we can not have statistics research and demonstration analyses on laid-off women works. Finally, I owe all women entrepreneurs thanks for their accepting interviews and sharing their experience with us.

When this book is published, I would thank the project leaders in Management School at XJTU, especially Professor Xi Youmin, Wang Kanliang, and Professor Zhu Chuzhu, director of center of Women's Studies of XJTU for their support and help to the project.

Some of my students also participated in the project, including investigation, interview and writing some of cases. Qin Yafeng participated in survey preparation and pre-investigation on self-employed laid-off women workers in Shaanxi Guanzhong area, set up an investigation result database and statistical summery by crossing tables according to issue, and English translation of three questionnaires and one research thesis in the fourth part. Zhou Jinghan participated in interviews to 3 entrepreneurs, wrote entrepreneur Chinese draft of Wang Jing, Shen AiQin, Wei Ruiling and another research thesis draft in both Chinese and English. In addition, Zhang Liguang, Lu Dongqing, Wang Yun, Zhang Huanming separately interviewed woman entrepreneur and wrote the corresponding case first draft. In Chinese and English Yang Tong reviewed this book. Here, I show my deep gratitude to these students.

I also thank my friend Edward Yang from Canada, and retired Professor Hao Keqi and Zhou Guangfu, and associate professor Cao Haoxuan in the department of Foreign Language of XJTU. They have translated some of women entrepreneurs' cases. Mr. Cao also translated first part of this book: An Overview on women entrepreneurs in China, and reviewed and modified the English version of the book. Li Qian, a student in Management School, partici-

pated in interview to Wei RuiLing, Xi'an woman entrepreneur, and wrote first draft of her case. Here, I express my thanks to her.

Fortunately, Eva (Eva Eberhardt), sex experts of European Union and Eastern Europe Cooperative Association is the first foreign reader of my book, she has read research parts in English version carefully, and has undertaken English review and modification voluntarily, which will be helpful to raise the quality of English version, hence to exchange worldwide. Here, I show my highest respects and thank heartily to Eva for her help and support.

Certainly, all the mistakes and weak points in the book should be my responsibilities entirely.

Changrong Qiu

April. 4, 2005

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## An Overview on Women Entrepreneurs in the Present-day China

With the deepening of the economic reform in China, a new group of entrepreneurs is emerging in China. Among them, the sub-group of women entrepreneurs is attracting increasing attention. In terms of the Chinese tradition, women entrepreneurs refer to those in high-level management, enterprise initiators, owners, in other words, women leaders, managers or board directors of enterprises. They have become socially well-known, due to their efforts in strengthening and enhancing of enterprises and to their contribution to the local economy and social development.

According to the general perception of women entrepreneurs in the world, women who initiated and created their own ventures or businesses to provide new products and services to the society, can all be called women entrepreneurs. Their products and services are not only helping to meet the various needs of society, but their enterprise creation also help in achieving their self-employment, as well as providing more employment opportunities for others. According to this definition, the group of women entrepreneurs is far larger than it is traditionally thought of in Chinese society.

In line with international definitions, we emphasize and the main characteristics of women entrepreneurs of this survey as self-employment and ground-breaking enterprise set-ups or business creation. Therefore, our definition of women entrepreneurs does not only refers to those successful enterprise leaders, general managers or directors but also to women enterprise initiators from all walks of life, including laid-off women workers and women from rural areas. Due to the fact that re-employment of laid-off workers in the late 1990s has been very difficult, our project/survey has paid special attention to the business initiatives of laid-off women workers. Many of these laid-off workers have created employment and new employment opportunities through their pioneering vision and ground-breaking work. They have not only provided new products and services but also new employment opportunities for many laid-off workers. Thus, they have not only gained economic independence and self-awareness but also they have regained their self worth.

### **Historical overview of the growth of the women entrepreneurs**

Historically, the growth of Chinese women entrepreneurs is closely linked to the social and economic development and reforms in China.

After the foundation of the People's Republic of China, women enterprise initiators appeared already in collectively owned enterprises in the late 1950s and the rural enterprises

in the 1960s and 1970s. From the late 1970s and early 1980s, some rural and collective enterprises seized the opportunity of opening-up and reform and restructured their enterprises in line with rules of the market, thus developing their businesses into powerful, big and often famous mass-run enterprises. The chairwoman of the WanLi Group Ltd. Board, Ms. Sheng Aiqing, and Ms. Li Guilian were representatives of these type of rural enterprises. Another group of women entrepreneurs in this period, was operating in the provinces along the south-eastern sea-boarders. For example, the women from WenZhou, ZheJiang Province in the 1980s took advantage of the reform to start up businesses in all different parts of China. Their varied activities included trades such as making clothes, repairing shoes, hairdressing, selling buttons and opening restaurants, all of which the locals were unwilling to undertake. They shouldered the hardship they encountered and focused on earning the small cash. Their hard work in the past yielded remarkable results, as by now, all these women have well developed businesses and many of them are the bosses of modern enterprises. They have even convinced their husbands to participate in their undertakings.

Ms. Zu Aiwu, the initiator of the GaoBang Clothes Co. Ltd. the leading fashion enterprise in WenZhou, started her business with 300 Yuan (roughly 36US dollars). She bought 6 pieces of materials out of which she made 3 pieces of clothes. She sold them in the first day and made 60 Yuan net profit. In this way, she progressively accumulated her capital and started her own clothes factory. The initiator of the QiaoXin Electronics, Ms. Nan Caiping of Liu City in WenZhou, started her semi-conductor enterprise with 3-people, herself, her husband and an young woman employee. When production started, she lost two fingers in the workshop. However, she did not quit and stuck to her enterprise. She encountered difficulties and endured hardship, nevertheless, she developed her business into the only electronic enterprise in the Liu City; the Chinese Low-voltage Electrical Equipment City.

In the 1980s and 1990s, some women left the state-owned enterprises or institutions and started their own enterprises. Most of them had a good educational background and/or rich management experience. But they were not satisfied with their status. 50% of the participants of this ( it is the first time that the Canada project is mentioned. . . therefore, the text needs a paragraph about it. . to make the context clear) entrepreneur training project and 60% of the delegation to Canada were those middle-aged women who said good-bye to the "iron-bowl". For instance, Ms Xu Shuping and Ms. Jiang Wan left their enterprises and started in real-estate development and housing management. Ms. Zhen Xiangsha resigned from a civil service position and started her own restaurant and entertainment business. At the same time, some women faced great risks to contract the three-undertakings labour-service companies or collective enterprises in cities or rural enterprises and developed them into competent enterprises. These women entrepreneurs included, among others, Ms. Zhang Yuanqing, who left the XinJiang Oilfield and led the family members of the workers in



the three-undertakings labour-service company to create the XinJiang YongSheng Construction Company, and Ms. Li Fuxia, who contracted the Leather Processing Department of the YiNan Furniture Making Company of Shangdong Province, which was on the verge of bankruptcy.

After 1995, but especially at the end of 1990s and the beginning of 2000, as the social and economic reforms deepened in China, launching the restructuring process of SOEs and thus, improving the environment for business creation, the opportunities for women entrepreneurs has entered into a new age. Some educated, young women have abandoned their comfortable and well paid white-collar jobs and joined the band of women business initiators. The purpose of their pioneering was not for money but because of their vision of a better future. The director of the board of the New Land Group in FuJian Province, Ms. WangJing, has started twice her enterprise in order to realize her dream of "contributing to the nation's wealth by establishing an entity where the achievements of industry, science and technology can be turned into productivity and by originating a mechanism through which the intellectuals can enjoy the fruits of their own creations". Ms. Jia Jun, form the Beijing Oriental Baby Care Consulting Co. Ltd, was also not satisfied with her white-collar life and seized the opportunity in her area of interest, to fill the gap in Baby Education. Through her business initiative she opened a new horizon and created a new life for herself. In the hi-tech industry, especially in the IT industry, many areas have opened up and provided a new arena for these women entrepreneurs.

In the same period, but different from these well-educated and high achiever businesswomen, other women initiators, who started from zero, emerged in the thousands. They included laid-off women workers and rural women. Their main motivation rooted in the fact, that they had to solve their own employment or re-employment problems, in order to better their living conditions. The women who were trading all over the cities and in rural areas, or those who were engaging in the retail or wholesale of different kinds of products in markets, were the active participants in the lower strata of China's social and economic development.

This was also the period, when many of the "rural happiness gardens" appeared in tourist sites both in cities or in county suburban areas. These rural happiness gardens were tourist attractions/service, created by the farmers in their own homes. The women owners of these gardens played an important role in the process of small business creation and management. After several years of development, these "rural happiness gardens" became attractive spots combining leisure, entertainment and catering with distinct rural characteristics. For the urban consumers, enjoying their weekends in these rural inventions was a good choice because of their low-price but high-quality service and also it offered the chance to enjoy nature. The earliest of these gardens was in a florist's home, in the suburban area of Chengdu, in Sichuan Province. When the urbanities went there to buy some flowers, the landlady served them with tea, which was greatly appreciated by the customers. The

smart and sensitive landlady understood immediately what was needed: lunch, rest and entertainment. As a result, the concept of the “rural happiness gardens” evolved. Now, they can be found in many cities and rural areas and they became the number one choice as the venue for get-togethers of urbanities, friends or classmates. Thus, the initiative for these “rural happiness gardens” have not only broadened the horizons of the urbanities and greatly improved the living condition of the rural farmers, but have also provided an arena for the pioneering and for participation in the economy by many rural women.

At the beginning of 2000, these are the women business initiators in their millions who sown the seeds and thus rooted women’s entrepreneurship in China. Similar to men entrepreneurs, women entrepreneurs at different levels have also seized the opportunities brought about by the reforms, to educate and train themselves during the process of developing their enterprises and/or by providing services to society.

Generally speaking, the growth of women entrepreneurship passed through the following route: the operators (board directors, general managers) of SOEs became the leaders of modern enterprises after gaining stocks or privileges through the reform system. Some entrepreneurs of collective, individual or rural enterprises started their own small-scale enterprises, after accumulating some capital or through learning some know-how. Then, they developed their enterprises into big and strong ones through the “snow-balling” method. In some sectors, requiring more sophisticated know-how and higher quality skills, women succeeded creating their enterprises either after finishing university or after returning from a period spent abroad. Some women started their business after they had worked and thus acquired technical and/or management skills in foreign companies or in other enterprises. In addition, with the deepening of the reform process, women cadres or workers, laid-off and rural women actively, because they wanted to or sometimes passively, because they had no other choice started to create their own enterprises.

It is very difficult to give comprehensive description of the general situation of the Chinese women entrepreneurs. China still lacks basic statistics concerning the situation of entrepreneurs, especially missing lacking gender specific data concerning the situation of women SMEs, relating to both urban and rural enterprises.

Based on the report presented by Li Lan at the CPPCC, Chinese People’s Political Consultative Conference, member of the CPPCC and vice-director of the Talent Communication and Training Center of the Research and Development Center of the State Council and secretary-general of the Chinese Entrepreneurs Survey System, the situation can be summarized as follows: (the information is based on 6 questionnaires from the Chinese Entrepreneurs Survey System, over the 1996~2001 period)

By the end of 1999, the number of women entrepreneurs and legal people was 19.59 million. Many enterprises were quite satisfactory in their scale. Comparatively successful women entrepreneurs were mainly active in the processing and manufacturing industry and in the service industry, accounting for 8.9%. Viewed from the operation of the enterprises,

only 1.5% of the enterprises were recorded a loss, while all the others were making a profit. In addition to the above, the results obtained from the questionnaires sent out by the Women Entrepreneurs Research Center of the Chinese Women Entrepreneurs Association (more than 2000 questionnaires were distributed and 1132 were returned), the number of women entrepreneurs accounted for 20% of the total number of entrepreneurs in China. Among them, women entrepreneurs of individual or private businesses amounted to 41% of the total women entrepreneurs (Ms. Shi Qingqi: "Report on the Development of Chinese Women Entrepreneurs").

Obviously, a great number of women entrepreneurs and their SMEs, especially those women owners, who were still at the beginning stage of their enterprise development and/or small in scale, were not included in these statistics.

### Characteristics of the Pioneering by the Women Entrepreneurs

In order to understand fully the pioneering characteristics of the women entrepreneurs, this project has carried out research through questionnaires on the women initiators laid off from the state-owned enterprises and women entrepreneurs who have made some achievements from Xi'an, XianYang, Baoji, Tong Chuan and Wei Nan Cities of the Guan Zhong Area of Shaanxi Province. The research was intended as a supplement to the previous researches. In addition, various cases concerning the growth of women initiators from different levels were collected and comparative studies were carried out so as to generalize and analyze the collective characteristics of the Chinese women entrepreneurs with the slightest margin of error. Based on the above-mentioned survey and research, the pioneering characteristics of Chinese women entrepreneurs can be analyzed from the perspectives of educational background, pioneering motivation, source of pioneering fund, the performance of the enterprises and the behavior-oriented sexual comparison.

According to the questionnaires from the Women Entrepreneurs Consultative Center, the age distribution of women entrepreneurs was mainly between 30 and 50. Among them, those from 30 to 40 accounted for 28%; those from 40 to 50 accounted for 53%; those over 50 accounted for 16%; those under 30 accounted for 2 to 3%. According to the educational background, the number of women who received tertiary education was 45% of the total. This indicates that middle-aged women are the mainstream of the women entrepreneurs and the key to success is the possession of a certain amount of scientific and cultural knowledge.

According to the results obtained from the survey on the women initiators who were previously laid-off workers and of the women initiators who had made certain achievements, the above-mentioned results concerning the age distribution can be supported. However, as regards the level of education, the education level of the women initiators who were previously laid-off workers and of the women initiators who had made certain achievements was comparatively low. The average education span was 10.25 and 11.38 respectively, which were slightly higher than the 10 of men initiators and the 9 required by the state compulsory education. Among them, the percentage of women initiators and men initiators