

To our readers around the globe

More than a decade ago, when our team began publishing *Enterprising Women*, we had a dream that one-day the magazine could help inform, connect and inspire women entrepreneurs all over the world.

The more I traveled and met women business owners from around the globe, the more obvious it became that women who own businesses are the same no matter where they live. We all share the same hopes, dreams, and aspirations.

I knew that U.S. women entrepreneurs had the good fortune to benefit from legislation that helped open doors for them, research that documented their power and influence, and leadership from a number of excellent associations that catered to the needs of women—from small businesses to those who earn multi-millions. I felt strongly then and even more so today that U.S. women entrepreneurs had an obligation to share their best practices with women around the world—and to be open to the ideas and inspiration that women in other parts of the globe could share with us.

I met amazing women business owners wherever I went. My participation in the Global Summit of Women alone has allowed me to meet women leaders on four continents and I knew there were role models and mentors with compelling stories that U.S. women needed to hear about.

Adding the digital edition of *Enterprising Women* nearly three years ago made it easier than ever for us to connect with women around the globe without readers in other parts of the world having to wait for their print magazine to arrive in the mail. I am so proud to report that we now have readers in 48 countries—and growing every day.

This issue celebrates a global perspective on women's entrepreneurship. Our intent is to remind you that in the next decade, 80 percent of the world's customer base will be outside the U.S. Opportunities abound and there are easy steps you can take now to globalize your business—starting with simple changes you can make on your website.

We also want to celebrate the work that is being done to reach out to women around the world and give back to make a real difference. I am proud of the magazine's support of the Peace Through Business program and we've included an update in this issue (with details on how you can get involved). We are featuring Sarah Mukandutiye (pictured here) as an example of a Peace Through Business student from Rwanda who has grown her business exponentially since her involvement with the program.



Sarah Mukandutiye

Sarah is mentoring other women in farming in Rwanda, helping her sister grow a second business in the construction industry, and even serves on the Board of her bank now. Blessed with strong academic credentials (a Master's Degree in Management from the University of Manchester in the UK), Sarah honed her leadership skills in the Peace Through Business program and is 'paying it forward'—true to the mission of the program. (Note: the pregnant photo of Sarah you see here requires an update: since the photo was taken, Sarah has now delivered a beautiful baby boy.) I had an amazing opportunity to spend a week with Sarah and two other Rwandan Peace Through Business students in 2009 as a mentor in the program and I am so proud of Sarah's accomplishments.

We also share the wonderful story this issue of Jena Gardner's new e-commerce site, The Traveler's Collection, that benefits women artists and entrepreneurs from around the world, including Emeline Michel (shown on our front cover), a Haitian musician and leader who is making a real difference.

Mary Schnack's Up from the Dust is also featured in a four-page gift section that showcases products from women-owned microenterprises around the

world. This company is a labor of love for Mary and a way for her to give back to women everywhere. We're proud that both Mary and Jena serve on the *Enterprising Women* Advisory Board and are frequent contributors to the magazine's content.

Enterprising Women readers like to look at the 'big picture' and be challenged in many ways. That's why we have devoted 22 pages of this issue to explore *The Roadmap to 2020*, a comprehensive guide that charts the future of the women's business ecosystem. Spearheaded by *Enterprising Women* Advisory Board member and 2010 Hall of Fame inductee Virginia Littlejohn of Quantum Leaps, leaders of the women's business community collaborated on this important document and many of them have shared their insights by contributing articles in this issue. Take a moment to review this important section and join us at the *Enterprising Women* of the Year Awards event March 10-11 to learn more.

Happy holidays to all of our readers in the U.S. and around the globe, and best wishes for a safe and prosperous new year.

Monica S. Smiley
Editor & Publisher

Peace Through Business

BY TERRY NEESE, PhD

Women are relational and if given the chance, we will embrace our sisters and include them in our sphere of care, assistance, and knowledge. We're talking mentorship, and the willingness of one woman to reach out to another woman and generously give of her time, talent, and resources to assure success. One of the finest examples of women supporting women is the Institute for Economic Empowerment of Women's PEACE THROUGH BUSINESS student, Sarah Mukandutiye.

Having lived through the tragedy of the 1994 Rwandan genocide, Sarah exemplifies the perfect example of most Rwandan women who willingly embrace the notion that forgiveness is their heritage from God, and renewal is their gift to each other. Rwandan women live their life placing the tragedy of the past behind them and looking to the future with great anticipation.

Sarah Mukandutiye is energetic, highly educated, and beautiful inside and out. She owns a dairy farm about an hour outside of Kigali where she has approximately a hundred milk cows, three greenhouses of tomatoes, 1,500 chickens, and lush green land that grows a variety of fruits. This vibrant business happened because of Sarah's ability to convert her education into reality.

In her business, Sarah instills and

Peace Through Business graduate Sarah Mukandutiye is paying it forward at home in Rwanda and exemplifies the program's mission.



rewards the right kind of incentive. She waits to 'catch' someone doing something right instead of punishing for doing something wrong. For example, cleanliness is very important in the milk business and she has incentives for the care givers to keep the cow's stalls clean. Now, cleaning a stall isn't a terribly fun task; but each team approaches their task with a sense of honor and an optimistic mindset to ensure

excellent hygiene for the animal. This is an example of the right kind of leadership.

Sarah has been given considerable opportunities in her life, and she graciously considers her position as a responsibility to 'pay forward' to others. "One of the key things I learned during the (PEACE THROUGH BUSINESS) Leadership Training is the concept 'to lead is to serve' and that 'I need to be the change that I want to see in others.'" Sarah is passionate about working with women to assist them on their path to economic stability and growth.

Earning a Master's Degree in Management and Development Administration from the University of Manchester (UK); as well as her 10 years of experience in various senior leadership positions in the government, civil society, and the United Nations Development Program, Sarah understands that by giving you receive so much in return.

There have been times when small farmers around her land find themselves in a bind and must sell their land. Sarah will go in and purchase that land, but only under the condition that the family that leaves has an equal or better place to go – and she makes that part of the contract. In addition, when one of her cows delivers a bull, she gives that bull to neighboring farmers/ranchers who are trying to build up their herd. Sarah understands that by being responsible to and for each other, a better society is created.

Rwanda in general is a wonderful exam-

'I need to be the change that I want to see in others'

—Sarah Mukandutiye

ple of self-reliance. Having just been elected to his second and final seven-year term as leader of his country, Rwandan President Kagame believes strongly in self-reliance and education as a path to economic stability. As the leader of this small African nation, President Kagame says his guiding philosophy is self-reliance, which means "aid must do things that wean people off aid—if not, aid is a failure." (Fareed Zakaria (2009-07-18). "Africa's New Path: Paul Kagame Charts A Way Forward." *Newsweek*. <http://www.newsweek.com/1d207403>.) This is a very bold attitude considering most of the country's almost 10 million citizens are living in poverty, and money pouring in from around the world is quite seductive.

The good news is that because of this attention to self-sufficiency, Rwanda is leading the way as the

cabinet positions, became the first in the world where women claimed a 56 percent majority in parliament, and led the world in business reform on the 2009 Doing Business Report published annually by the World Bank.


The Institute for Economic Empowerment of Women embraces economic stability as a paved road to lasting peace. A country that is economically sound has little care for outside influences designed to divide and dominate. Today, Sarah Mukandutiye is one woman on a mission to inspire and empower her fellow Rwandan sisters to achieve their dreams and become whatever their hearts desire.

This is the spirit of women across the world. We encourage all women entrepreneurs to reach out to their sisters and empower them to dream, to learn, to achieve, and to become all that they desire.



Peace Through Business student Sarah Mukandutiye on her farm in Rwanda.

top business reformer in the WORLD! This small country with an extremely high population of women is the shining crown not only of Africa, but an example to all countries. It is not by accident that as of September 2008, Rwandan women held a third of all

TERRY NEESE, PhD is the Founder/CEO of the Institute for Economic Empowerment of Women and a member of the *Enterprising Women* Advisory Board. She has been inducted into the *Enterprising Women* Hall of Fame. Contact her at tneese@ieew.org. 

PEACE THROUGH BUSINESS program

Hosted by the Institute for Economic Empowerment of Women (IEEW) The Institute's annual PEACE THROUGH BUSINESS program, in partnership with Northwood University, empowers women in war-torn countries to grow their businesses, pursue greater entrepreneurial ventures, and become more active public policy advocates. The Institute accomplishes its mission by focusing on education, as well as providing mentorship with American women business owners. For more information, contact IEEW at 405.943.4474, or visit www.ieew.org.

JULY 11-15: LEADERSHIP DEVELOPMENT •

Leadership Development is a weeklong, high-level business training combined with leadership skills for qualifying students from Afghanistan and Rwanda. The training builds upon itself, culminating in a written documentation of the goals the women want to address in their country, and the obstacles standing in their path to success.

JULY 16-23: MENTORSHIP • During Mentorship, Afghan and Rwandan students from Leadership Development live and work with an American woman business owners for a week to learn first-hand the art of work/personal life interaction; to see in practice the training they have learned; and to enjoy the cultural exchange between the students and their mentoring family. For more information regarding Mentorship and to apply to be a mentor, please visit www.ieew.org/programs/mentor-application.

JULY 25-26: INTERNATIONAL WOMEN'S ECONOMIC SUMMIT •

Held at Georgetown University in Washington, DC, the Summit is a two-day event that introduces worldwide exposure to the students through national and international speakers. The Summit focuses on the strengths and contributions of women entrepreneurs in Afghanistan and Rwanda, the obstacles they face, and the free economy solutions to peace. The Summit closes with a presentation to the Afghan and Rwanda Ambassadors by the PEACE THROUGH BUSINESS students outlining their economic and political commitments to their countries as a path to lasting prosperity and peace.

JULY 26: GRADUATION GALA • In celebration of the tremendous accomplishments that the PEACE THROUGH BUSINESS students have made, we conclude their trip to the U.S. with a spectacular Graduation Gala and ceremony in Washington, DC featuring a prominent keynote speaker. For more information on the graduation and to register for the event, please visit www.ieew.org.