

MEWEM

Mentoring

white

Paper

2020



La FELIN

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Credits

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Project presentation

BACKGROUND REMINDER

In France, in 2019, 14% of management positions (recorded music) are held by women (Baromètre des métiers de la musique conducted by IRMA).

Moreover, women produce with 40% fewer subsidies than men (Observatory of the Ministry of Culture).

There are 3 obstacles for women entrepreneurs: access to the network, access to funding, and the lack of female models of success.

It is on the basis of this observation that La FÉLIN (Fédération Nationale des Labels Indépendants) launched MEWEM, the first mentoring program for women entrepreneurs in the music industry in France. Launched at the end of 2018, the first session took place from February to June 2019.

MEWEM was inspired by Women in Music, a similar experiment conducted in Germany by VUT* (Verband unabhängiger Musikunternehmer*innen e. V.) since 2016.



« Supporting women in their entrepreneurial approach means increasing their numbers, helping to promote their independence and financial autonomy and enabling job creation while strengthening gender equality in entrepreneurship. »
— Little Big Women

* VUT is the German Association of Independent Musicians and Music Industries. It represents the interests of about 1200 artists, labels, publishers, distributors and producers.

FROM LA FELIN...

La Fédération Nationale des Labels Indépendants was created in 2009 and today represents more than 400 labels and distributors. With its three missions of support, representation and training for VSEs*, the FÉLIN works concretely for musical diversity and the general interest within the French landscape. Supported by music industry stakeholders and cooperating with all professionals in the sector, its role is pragmatic and rooted in the field reality.

Following a survey carried out among its members revealing that only 10% of the federation's member labels are managed by women, the FÉLIN decided to act for more parity in the sector, in line with its daily actions to get the lines moving.

...TO MEWEM

In 2017, FÉLIN team met its German counterparts from VUT where a mentoring program already existed. MEWEM is an adaptation of this project to the French context. The dimension of this first mentoring program for women entrepreneurs in music in France, supported and developed by La FÉLIN, is thus European in nature. The steering committee was also formed with Little Big Women, a pioneering association in Lille, which has been working for women's mentoring for 20 years.

MEWEM is based on two mainstays:

1. Individual meetings between a project leader (mentee) and an experienced entrepreneur/manager (mentor) for 5 months ;
2. Collective and participatory meetings built to measure and linked to entrepreneurship and soft skills, based on meetings and partnerships initiated by La FÉLIN.

*According to INSEE, in France this acronym names companies with fewer than 10 employees, whose annual turnover and balance sheet total are less than 2 million euros.

STEERING COMMITTEE

MEWEM is steered by a committee made up of women and men from institutions, professional partners and members of La FÉLIN. Its aim is to define the general strategy of the program and to ensure the governance of the program. Thus the steering committee is the driving force behind the constant and necessary evolutions of the music and culture industry ecosystem in the broadest sense. It identifies the mentors and sponsor for each edition and is responsible for selecting the mentees and defining the pairs.

Each year, MEWEM appoints a sponsor, whose role is to represent the program, embody its values and inspire the mentees. The program relied on Catherine Boissière, Director of Communications & External Relations at SACEM in 2019, and Axelle Tessandier, creator of the WondHer media and AXL Agency and author of La révolution silencieuse and Une marcheuse en campagne, in 2020.

COMMUNICATION, STRATEGY AND PARTNERSHIPS

Since the launch of MEWEM, La FÉLIN has been able to count on the financial support of the Ministry of Culture (DGMIC), the European Commission (Creative Europe, Music Moves Europe programme) and SACEM.

European project in essence, MEWEM benefited from a transfer of know-how from VUT (Germany). Le LABA, a centre of expertise specializing in European funding, is helping to develop the European dimension of the program, in particular with MEWEM EUROPA (2021).

Finally, MEWEM relies on a network of other partners such as Crétis, a residence for cultural and media entrepreneurs, which hosts the workshops.

In order for MEWEM to provide a strategic and decisive spotlight for the mentees and their projects, effective partnerships and communication must be defined that can make "MEWEM" a genuine label guaranteeing credibility, innovation, creativity and rigour. Moreover, MEWEM's ambition is to associate with essential and relevant partners in the sector, whether they come from the institutional, media, event or other sectors, in B to B and B to C.

WHY MENTORING?

The principle of mentoring is to put an active person (entrepreneur, manager, company director, employee, etc.) in contact with an experienced person whose project or career is still in development.

This relationship is of great value because it offers a confidential and stimulating space to be listened to and encouraged in one's role and professional choices. In this sense, mentoring is a powerful tool for developing and sustaining one's business or career.

Through the transfer of experience and knowledge related to interpersonal skills, it provides a concrete response to the drags encountered by women entrepreneurs:

- by developing new managerial skills;
- by creating or reinforcing a professional network;
- by promoting female models of success;

« You have to be able to take a step back from your own situation in order to extract something universal to pass on to the mentee. » – Emily Gonneau (mentor 2019)



KEY POINTS

Mentoring is a reciprocal, voluntary and caring relationship between an experienced executive and a business owner.

It is a disinterested, stimulating and constructive relationship based on active listening.

The mentor embodies a model of success and a source of inspiration.

He. She accompanies the mentee to improve his.her leadership position and encourage him.her to surpass himself/herself!

Mentoring is not coaching, a private lesson, a mothering relationship or therapy.

It is a true sharing of experience that benefits both parties.

The mentor is there to support and encourage the mentee, but he.she is not there to tell the mentee what to do.

02 Prior organisation

PRACTICAL ORGANISATION

One person is mobilized as a project manager under the authority of the delegated director of La FÉLIN in order to carry out the following tasks:

- ensure the coordination and monitoring of the implementation of the program;
- organize and disseminate the call for potential mentees;
- meet with and raise awareness among future mentors;
- prepare future mentees in advance of the program;
- selecte service providers for the implementation and organization of the various collective events;
- ensure the smooth running of the workshops: information sharing, facilitation, individual follow-up of participants, etc.;
- facilitate the network of mentors and mentees in the long run;
- communicate with the public, partners and institutions;
- throughout the program, ensure good interaction between the various mentor-mentee pairs: regular exchanges, good understanding and listening, etc.

MENTOR-MENTOREE RELATIONSHIP

Mentor MEWEM is an experienced entrepreneur or manager from the music industry who passes on her experience and professional background.

The relationship between the mentor and the mentee is essentially based on soft skills rather than on know-how: **the mentor is not there to teach the mentee her job, but to teach her how to become a business leader who takes on the position of a leader.**

The mentee thus finds a source of inspiration in the experience of her mentor, she can progress and perpetuate her activity.

Finally, the mentor-mentee relationship is in fact tripartite, since it involves La FÉLIN, which accompanies and monitors the pairs throughout the program.

RECRUITEMENT OF THE MENTORS

To join MEWEM, the mentor must have professional criteria (seniority, business development, job creation) but also relational and ethical criteria (listening, empathy, respect, solidarity). The mentor must therefore be particularly identified and remarkable in the sector in relation to her career and success in her companies (whether economic or of esteem), which make her a legitimate person.

La FÉLIN relies on its network and partners to identify mentors. When making contact, it is important to make sure that MEWEM's values are respected, that the profile is well suited, that the person's real motivation, the quality of her commitment and availability.

Once the mentors have been identified and selected, a questionnaire is sent to them in order to obtain more information and best prepare the match with the mentees.

It is also possible to repeat the experience over several years. Between 2019 and 2020, 75% of the mentors returned to their role. This makes it possible to continue the transmission of soft skills while being more comfortable in the role of mentor because of the experience.

« The lack of diverse models of women leaders contributes to reinforcing their doubts about their ability to dare to create or to dare to develop and inevitably leads to self-censoring behaviour.» – Little Big Women



CALL FOR MENTEES

The mentees are the business creators accompanied by MEWEM. Their recruitment therefore involves communicating about mentoring and encouraging profiles likely to benefit from it to apply.

Step 1 - inform about mentoring and the MEWEM program;

Step 2 - put the call for applications online on the dedicated website;

Step 3 - disseminate and relay the call for applications as widely as possible via the media, FÉLIN's communication tools (newsletter, website, social networks) and professional organisations in the sector.

The main criteria for selecting mentees are :

- the development potential of the company presented;
- the sector of activity: it is necessary to ensure the heterogeneity of the sectors of activity in order to have a promotion as diverse and as representative as possible of the music industry;
- the interest in mentoring, and the motivations expressed in the call for applications.

The following criteria will also be considered:

- existing network;
- experience in the music industry;
- progress of the business project;
- short-term and medium-term vision;
- expectations of the mentor and the program;
- availability on workshop dates.

Recruitment takes place in two stages: a first choice is made on the basis of answers to a detailed questionnaire; the steering committee reviews the different profiles to select around twenty (for around ten mentees). They then have a week to send a 2-minute presentation video, on which the final choice will be made.

« I feel very comfortable in my role as a mentor, especially since I believe in Celine's project »
— Juliette Metz (mentor 2019 & 2020)



03

Program launch

MATCHING METHODOLOGY

Following the reception of the videos, the day dedicated to the selection of the mentees and the future match must be organized. This day brings together the MEWEM steering committee, which ensures the right balance of ages, geographical origins, and repertoires represented in order to have a panel that is as diverse and balanced as possible, in line with market trends in terms of uses and innovations.

The steering committee must then arbitrate the final choice of candidates and validate proposals for mentors / mentees matching. The mentor must then validate the choice of the mentee (the project manager have sent her the questionnaire and video).

Once all the candidates have been validated by their mentors, the project manager must inform everyone individually of the results.

PRESENTATION OF PAIRS

As soon as the pairs have been set up and definitively validated, the project manager writes an email to each pair to put the mentor and mentee in touch with each other and to indicate the next steps.

This is the time to remind them of how the program works, to insist again on their presence at the various workshops and to send them a few tools, in particular the ethics charter and the mentoring agreement for proofreading.

INFORMATION MEETING

This meeting is the first collective meeting of the program and brings together the mentors and mentees, FÉLIN team, the sponsor of the promotion and propose a moment of meeting and information on mentoring. It takes place over half a day.

Objectives of the meeting :

- welcome of the participants by FÉLIN team and signature of the ethical charters by the pairs;
- presentation of MEWEM: context of creation and challenges;
- presentation of the promotion ("ice breaking" animation - count 1H30): this part is particularly important in order to create a link between all the participants of the program and for them to identify the different profiles;
- intervention of an expert on women and the music industry: history, observations, figures with comments (awareness stage);
- convivial aperitif with previous promotions in order to create inter-promotional links and expand the MEWEM network.

TOOLBOX

La FÉLIN has several tools to support the MEWEM program:

- email template
- workshop agenda
- questionnaires for mentees
- questionnaire for mentors
- educational booklet
- ethical charters
- mentoring agreement
- log book



« *It's good to get closer to other entrepreneurs. We have a place where we can express ourselves clearly about our fears, our difficulties.* » — Amélie Martin
(mentee 2019)

04 MEWEM process

WORKSHOPS

The workshops are an opportunity to respond to concrete problems that concern women entrepreneurs by calling on experts, or to recall knowledge on more technical subjects.

Each workshop takes place over half a day (i.e. 4 hours of time), preferably on a systematic time / day slot and in a unique location. MEWEM offers 6 workshops per promotion.

The workshops are open to both mentees and mentors. However, the presence of mentees is mandatory (a condition of acceptance of their application) while the presence of mentors is strongly recommended. Since the mentors' agendas are full, it is difficult to impose 6 half days in addition to individual appointments.

Some workshops may also offer speed-meeting type sessions, so that each mentee can ask the expert a question individually, in a more confidential manner.

Examples of workshops proposed by MEWEM :

- identifying gender inequalities in the arts and culture sector, particularly in current music;
- learning how to pitch (story telling techniques and self-confidence);
- business management and accounting: the specificities of the music industry
- introduction to the principles of interest-based negotiation;
- business model (transforming a project into a profitable economic model).

The project manager is responsible for sending the roadmap beforehand and the report afterwards.

« The relationship with Geneviève goes further than I imagined, it's very long-lasting and positive » – Sevana Tchakerian (mentee 2019)

INDIVIDUAL APPOINTMENTS

MEWEM requires each pair to meet at least once a month as part of the program. These meetings must be scheduled as soon as the mentor and the mentee are put in contact: how often, where, for how long, etc.

Emails, sms or calls can also maintain the link outside of these appointments.

These meetings in pairs are an opportunity to define objectives, to verbalize the problems encountered by the mentee, to take stock of progress, actions in progress, to exchange ideas, etc.

It is at this time that the mentor can share her experience and pass on her experiences to the mentee so that she can progress both in her posture and in her business project.

While the face-to-face meeting is obviously essential, it is important not to neglect digital tools, which can be a good substitute in the event that meetings or workshops cannot be maintained. MEWEM has thus developed a know-how to maintain the inter-promotional link or individual interviews in large numbers by videoconference, as well as the experience of digital festivals.

CLOSING EVENT

At the end of the 6 workshops and 5 months of the program, a closing event is organised in order to make a restitution of assets.

The main objective is to highlight the profiles and projects of the mentees. This convivial event for participants, partners, institutions and the press is an opportunity to recall the objectives of MEWEM, to present the work accomplished, to thank all the people and institutions involved. Then, the mentees apply what they learned during the program, through 3-minute pitches in front of all the professionals in the music industry.

In 2019, a documentary on the mentor/mentee relationship (two pairs were followed and interviewed) was produced and screened at the closing event.

EVALUATIONS

An evaluation is conducted during the 5 months and at the end of the program:

- individual evaluation by interview: purely qualitative feedback and free format;
- individual evaluation "as you go along" with a questionnaire sent at the end of each workshop;
- individual evaluation by questionnaire covering the entire programme after the end of the programme (assessment and prospects).

These 3 types of evaluation complete each other and require a significant management time. MEWEM team spreads them out over time without starting them too early (to have enough material).

The results make possible to evaluate the impact of MEWEM and in particular to check whether the programme has fulfilled its objectives in terms of professionalization, network and know-how. The exchanges (qualitatives or quantitatives) with mentees thus serve as an anchor for improving MEWEM, in order to shape a concrete and pragmatic project that meets their needs.

« MEWEM values us and makes us ask the right questions. It gives us legitimacy. I have become aware of the path already accomplished, of all that I already know and I am very proud of it. » – Amélie Arcamone (mentee 2019)



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INSTITUTIONAL & FINANCIAL PARTNERS

MEWEM is a program carried by la FÉLIN (Fédération Nationale des Labels Indépendants) and supported in 2020 by:

