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FROM 'BREAK OUT' TO 'BREAKTHROUGH': SUCCESSFUL MARKET STRATEGIES OF IMMIGRANT ENTREPRENEURS IN THE UK

Anuradha Basu, San Jose State University

ABSTRACT

This paper explores the strategies that enable ethnic minority immigrant entrepreneurs to 'break out' of local ethnic markets and 'break through' into more promising markets with greater opportunities. It analyzes the contextual and personal characteristics of the entrepreneurs that implement those strategies, based on a primary survey of South Asian entrepreneurs in the UK.

The analysis suggests that breaking out of co-ethnic customer markets is neither necessary nor sufficient for entrepreneurial expansion. The critical factor is the entrepreneur's ability to break through into customer markets that are larger, by geographical reach or profit margins and-value added. Many successful immigrant entrepreneurs leverage market knowledge of their home countries. At the same time, the more successful entrepreneurs break out of ethnic labor markets by hiring non-ethnic employees. The capacity to 'break out' and 'break through' into larger, global markets, is strengthened by the entrepreneur's human capital and international networks.

SMALL BUSINESS RISK MANAGEMENT: AN AGENDA FOR RESEARCH AND EDUCATION

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ABSTRACT

The authors began a process to research and create risk management education materials for the Louisiana Small Business Development Center. After reviewing information gathered at Disaster Centers in south and central Louisiana, and reviewing the literature, and finding very little information that could be used for the intended purposes, the authors decided that there needed to a proposed agenda for research and educational development for ourselves and our colleagues. The purpose of this paper is to study information available and propose a research and educational development agenda. We have done that.

INTRODUCTION

The very nature of starting, growing and maintaining a new venture is risky. Risk is inherent in every business transaction whether the business is small or large. But as the business gets larger, the risk typically becomes more diversified. So an unexpected loss has much greater impact on the small business owner than on a shareholder of a larger organization. In fact, the unexpected loss to one or a few small business owners could force that person or persons into bankruptcy. Risk management and insurance should be important to the small business owner.

The purpose of this paper is to examine some of the issues involved in small business risk management related to pure risks and to suggest future research and educational tool development in this area.

What prompted this research?

One of the authors directs a Small Business Development Center in Louisiana and has been involved with small business for many years. Hurricane Katrina and subsequently Gustav and Ike created havoc among small business owners in the areas affected by those storms. Dealing with the aftermath of those storms for small business clients raised concerns about risk management and insurance among small business owners among Small Business Development Center personnel.

The second author was appointed by the Louisiana Small Business Development Center (LSBDC) to develop and deliver educational materials to aid Louisiana small businesses in managing their risks under a grant through the Small Business Administration known as the Disaster Recovery Grant. This author was already aware that most risk management educational material and research was focused on individuals and their families or large corporate entities. But in the initial

research conducted to prepare the educational materials for the LSBDC, she was surprised and dismayed at the void of practical material and research geared to small businesses.
While this is an initial call for future research, an intake survey of south Louisiana small businesses conducted by the LSBDC is a clear call. As businesses came to Disaster Centers established by the SBDCs for assistance after Hurricanes Gustav and Ike in the fall of 2008 LSBDC counselors collected information about the amount and type of insurance the business owners had prior to the storms. Since insurance is one primary means businesses use to manage risk, the results of the survey are shared here because they reveal important information about small businesses insurance coverage and understanding of insurance.

Results of the Intake Survey of Small Businesses Seeking Disaster Assistance after Hurricanes Ike and Gustav: A Case Study

Methodology

The intake survey was designed to assess the extent to which small businesses were hurt in the areas impacted by Hurricanes Gustav and Ike. While not designed as a questionnaire, the form was administered to 199 small business owners who sought financial and other assistance through various Federal agencies at five disaster centers in south, central, and southwestern Louisiana during the period immediately following the storms. The results of the intake form were surprising and revealing for Louisiana SBDC personnel assisting with the Centers.

The findings of the case study indicate that, in south Louisiana at least, there is a lack of planning and understanding about insurance. Additional research to benchmark the understanding of risk management as a whole and specifically contingency planning and insurance is needed.

While no other information is directly available to the researchers, they suspect that the result would have been the similar for Katrina, other hurricanes on the east and Gulf coast, flooding in Iowa and the Dakotas and Minnesota, 9-11, Kansas tornadoes, and any other major natural or manmade disaster. These results clearly indicate that insurance coverage for the losses sustained by small businesses as a result of Hurricanes Ike and Gustav were substantial, but the amount of coverage was not clearly understood or shared. Small business owners may not, in general, have a clear understanding of the insurance available to them for use in managing risks or even of the insurance they actually have. Since insurance is a common tool for managing pure risk, these findings indicate that small business owners need help in the area of risk management and possibly that risk management, contingency planning disaster planning, recovery planning and insurance are not understood by small businesses. Clearly, academics, the insurance industry, small business people, and small business advisory groups need to develop the research, educational programs, and risk management tools of the type advocated by this paper.

After considering the case study, the authors decided that the literature might provide some information of use to small business owners. Unfortunately the existing literature is very limited in its practical usefulness.

SMALL BUSINESS/ENTREPRENEURSHIP LITERATURE

A review of risk management and insurance in entrepreneurship and small business periodical literature led to very little. Next, we turned to entrepreneurship and small business management texts. A few of the texts had some information on risk management, but most of the discussion was on insurance. Focusing primarily on insurance as a treatment method could cause a small business to be over-insured in some areas and could leave those risks that are not insurable (or not easily insurable) left untreated.

Topics such as coinsurance, managing your insurance plan and working with your insurance agent can be very valuable to the small business owner. However, none of these textbooks alone or together provide complete information about risk management insurance. Limitations of the entrepreneurship/small business textbooks on the subject of risk management and insurance include overemphasis on insurable risks instead of the broader view of risk management, scarce information about other methods of treating risk, insufficient explanation of how and when listed insurance policies should be used, inadequate information on insurance policy and policy limitations and not enough information on selecting and working with insurance agent(s).

In addition to these areas, there is very little in the way of statistical representation and analysis of the problems small business owners face with risk management. While these texts could be very useful to the small business owner, they certainly are not comprehensive or specific enough to result in an effective risk management plan for the small business owner.

Other Literature

Both the Risk and Insurance Management Society (RIMS) in their magazine entitled "Risk Management" and in other published resources and the Public Entity Risk Institute (PERI) prepare extensive literature related to business risk management. However, this literature is focused primarily on large entities. Similarly, articles from the more practical risk management and insurance academic journals, "Risk Management and Insurance Review" focus more on large entity risk. Two other practical academic journals, the "Journal of Insurance Issues" and the "CPCU eJournal" focus primarily on insurable risks and other insurance issues. The International Risk Management Institute, Inc. has a website with several resources for business executives. One, Risk Management-Why and How, Head (2009) contains useful information about risk management and insurance written in a language that most business people could understand. In particular this is a valuable resource for small business counselors and advisors. It is, however unlikely too lengthy for many small business owners whose time tends to be very limited. This resource is free on the IRMI website www.irmi.com.

Much of the literature available, because of its length and complexity would be useful for a larger organization but less useful for a small business owner.

RESEARCH AND EDUCATIONAL RESOURCE DEVELOPMENT AGENDA

A comprehensive assessment of the current status of small business risk management, contingency/disaster/recovery planning and insurance should be conducted to aid in the development of effective small business risk management and insurance training programs.

There need to be benchmark studies of the small business community and other small organizations to determine their understanding and use of risk management concepts, use of contingency/disaster/recovery planning, differing small business management needs for educational program development, risk management needs that are common among small businesses, use of insurance to mitigate risks, ascertain how well small business owners know and understand their insurance programs, how they buy insurance, determine whether small business owners understand coverage limitations and eligibility requirements. Studies should be extended beyond business interruption, property, and flood insurance to the provision of group health insurance for employees and life insurance as a means of succession planning and the question of what opportunities small businesses have to recover after a NON-disaster must be answered for both property loss and business interruption.

The insurance distribution (agents and brokers) and carrier (companies) marketing should also be researched. Research insurance marketing to understand how insurance agents interact with small business owners, how insurance agents get small business clients, how much effort is expended by these entities in educating small businesses on risk management and insurance, and whether they are offering and delivering the most appropriate insurance at the most reasonable price?

Research should be conducted on insurance market conditions in every state and territory to determine whether the lack of insurance purchased by small businesses in some states is related to high pricing and lack of insurance availability because of an anti-competitive market for insurance, if there is an issue of an anti-competitive market in those states where one is identified by comparing their capital requirements and other potential barriers to entry, insurance premium taxes and other costs of doing business in each state, and the general regulatory environment (rate regulations, barriers to exit, reporting requirements, etc…) as well as loss exposure to states that do appear to have a competitive environment.

In addition to investigating the current status of small business risk management and the use of insurance to meet risk management needs as outlined above, educational programs should be developed, delivered and tested for their effectiveness, particularly in states where there appears to be underinsurance of small businesses and/or an anti-competitive market.

What we propose is that multiple levels of resources be developed, some that are generic and others that are specific, in other words tailored toward specific industries, specific employee sizes, specific levels of business sophistication (e.g. information technology, amount of capital), and location (e.g. hurricane, earthquake, freezing, wild-fire exposed?) Obviously there will always be a tradeoff between simplicity and usefulness. And given that most centers/agencies/etc. have limited resources, they will only be able to develop so many of the "specific" resources. The schemata one of the authors has begun to develop for the SBDC includes generic issues such as basic risk management principles, basic insurance principles, and basic risk control principles. In addition, some specific issues include risk assessment tools for small businesses and issues for state-specific small businesses.

Finally the program should include ways to incentivize businesses to develop a business continuity plan including insurance discount, cyber security training, government funding training (FEMA, Other federal assistance) and state or federal funding incentives.

CONCLUSION

This was an exploratory study of risk management, contingency/disaster/recovery planning and insurance. We have discovered that small businesses in south and central Louisiana were not prepared for Hurricanes Ike and Gustav. They lacked understanding of risk management, little contingency/disaster/recovery planning ability and most either did not have or did not understand their insurance. A review of the literature to assist in the preparation of educational materials identified very little information. As a result of this finding, we have proposed a research and educational development agenda that could be used to develop programs that could benefit small business owners throughout the country to face disasters of unknown timing and magnitude before these things occur. Natural and manmade disasters loom continuously on the horizon; small businesses need to be prepared. Those who would advise them need to be prepared. The materials can and should be developed out of the research and educational development agendas proposed.

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THE ENEMY WITHIN: A STUDY OF EMPLOYEE CRIMINAL ACTIVITY AND ITS IMPACT ON BUSINESS

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ABSTRACT

Crime against business, whether committed by employees or outsiders, may cause some businesses to fail. The U.S. Chamber of Commerce reports that as many as 30% of small business failures can be attributed to criminal activity and that small businesses are 35 times more likely to fall victim to criminal activity. The Association of Certified Fraud Examiners estimates that in 2008, crimes committed by fraud and employee misconduct cost businesses $994 billion. Based upon a survey of small business owners, this paper examines the various crimes committed against businesses and offers some measures to help prevent and reduce the impact of business crime.

GENERAL GUIDELINES FOR NEW PRODUCT DEVELOPMENT AND LAUNCH

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ABSTRACT

New product development is essential for all business organizations. In fact, firms must continuely develop and introduce new products to markets since products go through a life cycle and are ultimately replaced by better products. Entrepreneurs do more than just manage an organization - they take risks and create new opportunities through innovation. However, new product failure could be quite expensive for an organization. Therefore, successful new product development would call for a careful approach that would minimize the factors that would lead to a failure and maximize the factors that would lead to a success in new product development. Numerous books and articles have been published on the subject of new product development and launch. Utilizing the existing literature, we present essential guidelines for successful new product development by incorporating all aspects of new product development including R & D as well as marketing research. We illustrate each guideline with examples of new product successes and failures.

OWNER-MANAGER LOCUS OF CONTROL AND SMALL BUSINESS LOAN DEFAULT PROPENSITY

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ABSTRACT

The potential of small businesses to contribute to economic development has been reduced by a cocktail of problems of which inaccessibility to finance in the form of institutional loans is pre-eminent. This problem is linked to the lenders' loan default propensity estimation, often based on financial indicators which small businesses are not adept at using to signal their performance ability.

This study investigated the existence of a relationship between owner-manager locus of control and a small business' loan default propensity. The underlying motivation was that the psychological construct of locus of control possibly impacts on both the business' capacity and the owner-manager's willingness to repay a loan; two factors that predominantly account for loan default. Primary data was consequently collected cross-sectionally, from small businesses in the Durban metropolis of South Africa and these were empirically analysed for possible association between owner-manager locus of control and loan default propensity.

Some of the results of the study point to the existence of similarities in the absence of any significant association that the independent variable of locus of control has with the dependent variable of loan default propensity. This was the case when all small businesses are bundled together and when the categories of 'small' and 'very small' sized businesses are considered. Instructively, however, the result is different for the category of medium-sized businesses where the association between owner-manager locus of control and loan default propensity is significant. These results are instructive and indicative of some size-dependent differences in small businesses as it relates to the non-financial variable of locus of control. The implication of this is that the 'one-size-fits-all' approach of estimating small business loan default propensity may need to be revisited. On this premise, the suggestion is that peculiarities of size even among small businesses must be taken into consideration in the default risk estimation process of lenders.

THE ENTREPRENEURIAL USE OF TWITTER FOR MARKETING: IS THIS VENUE A GOOD USE OF THE ENTREPRENEUR'S TIME AND MONEY?

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ABSTRACT

Interactive, "social" online media has have become a part of today's mainstream culture, a far-cry from the days of fee-based online services of the 1980's like Prodigy and CompuServe. Today's social media is are a no-cost platforms for social networking, with more social sites popping up daily. Entrepreneurs are always on the lookout alert for opportunities to market their business, so it is no surprise that Twitter's real-time "tweeting" afforded both the opportunity and the audience. However, deciding to get involved in an Internet social phenomenon, which could be a passing fad, may or may not be a smart marketing move for small business owners. Furthermore, no-cost social networking can be a misnomer when it comes to marketing. The commercial viability in the use of Twitter and other social networks is difficult to measure. Many social network experts believe social media should develop specialist sites to enhance commercial marketing results by targeting specific audience needs or interests. Twitter recognizes that it has to, at some point, become profitable. As a result, many in the industry believe that a commercial fee-based Twitter model is necessary for the business user to better judge potential marketing outcomes. This study was conducted to provide empirical evidence regarding Twitter's usefulness to the small business user.

INCREASING FAIRNESS PERCEPTIONS OF GOVERNMENT GRANT APPLICANTS: AN INVESTIGATION OF JUSTICE THEORY IN SMALL BUSINESS IN POST-KATRINA NEW ORLEANS

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ABSTRACT

It is critical for government agencies to deploy necessary resources after a natural or manmade disaster for a smooth and speedy recovery of small businesses. However, dissatisfaction with grants and granting agencies discourage business owners' applications for necessary grants to continue operation of their small businesses. Based on justice theory research, this study assesses the impact of perceptions of fairness on small business owner satisfaction with government grants and granting agencies. To investigate the proposed relationships, data was collected from 200 small businesses in New Orleans post Hurricane Katrina. This study extends the work of a previous study by including the distributive justice dimension and by incorporating satisfaction levels with granting agencies in addition to satisfaction with the grants themselves. The findings show that interactional justice (interpersonal treatment) and distributive justice (distribution of outcomes), and not procedural justice (formal procedure), had significant positive effects on the level of small business owner satisfaction with government grants and granting agencies.

HOW A BETTER BUSINESS BUREAU (BBB) CAN HELP BBB ACCREDITED SMALL BUSINESS MEMBERS

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ABSTRACT

Better Business Bureaus (BBB) date back to 1912 when they were established to correct abuses in advertising. It was also the beginning of the concept of volunteer self regulation in the marketplace without the intervention of local, state, or federal government. The modern day BBB is recognized for services provided for consumers. This paper examines how the BBB can help BBB Accredited Business small business members. Ways of helping include reports on prospective vendors, arbitration with consumers, and help in complaint analysis to improve operations. Perhaps the most valuable help is identifying members as Accredited BBB members. Accreditation status provides a greater likelihood that consumers will buy from that business. A key to success is using the BBB logos to inform the public that one's business is a BBB Accredited business.

INTRODUCTION

The origin of the Better Business Bureau (BBB) dates back to 1912 when "Vigilance Committees" of Advertising Clubs were established to correct abuses in advertising. The BBB's original function has broadened to monitor other activities in the marketplace and business performance. Today there are 137 Better Business Bureaus in the United States. (Council of Better Business Bureaus, n.d.). BBB Accredited Businesses are companies that meet the standards for accreditation. Funding to support programs, activities, and staff is provided by member dues.

The BBB provides many services for the consumer. Yet, the Bureau provides useful services to its members. The purpose of this paper is to illustrate how a BBB Accredited member small business owner can use the services of the Bureau to benefit the firm and contribute to its profitability.

BBB SERVICES TO CONSUMERS

First let us consider some of the services the BBB provides for consumers. The BBB collects and reports information to help prospective buyers make informed buying decisions. Specifically, the BBB develops reports about companies. These are reports available to the public and are intended to provide an informative, accurate, and unbiased summary about the business. BBB reports are available to the public by telephone, in writing, and the BBB's website. The reports are neutral as the agency does not recommend businesses (BOC Bureau Operations, 2007).

Bureau websites offer online resources, educational tools for consumers, and video content. Each BBB offers a specific assortment of educational resources tailored to the needs of the area. For example, one BBB executive director speaks to business students at local colleges about the services of the BBB.

The BBB helps consumers indirectly by monitoring advertising and selling practices and seeking corrections and improvements where appropriate, providing consumer information to news media such as radio, television, and other print media, and alerting consumers about fraudulent and harmful practices in the local community and cooperating with appropriate law enforcement agencies. (Council of Better Business Bureaus, n.d.)

The BBB can help resolve buyer/seller complaints against businesses by means of conciliation, mediation, or arbitration. Conciliation is conducted by the BBB staff. Mediation occurs with a professionally trained mediator who works with both parties guides them to working out a mutually agreed solution. Arbitration is an informal process in which a neutral third party decides the dispute. (Council of Better Business Bureaus, 2003).

HOW THE SERVICES OF THE BBB CAN HELP THE SMALL BUSINESS OWNER (BBB ACCREDITED MEMBER).

Consumers can check with the BBB about prospective sellers. Small business owners can do the same. Young (1994) found that 81 percent of the BBB members surveyed used the BBB to check the reliability of unknown companies before doing business with them. Also, 80 percent of members called on the BBB to check out charitable organizations before they made a contribution or donation. Some 68 percent belonged to the BBB because the BBB warned members of scams (Young, 1994).

Arbitration is one way a marketplace dispute between a BBB member and a customer may be resolved. Young (1994) found that 28 percent of BBB members belonged to a BBB because of the opportunity for complaint resolution. The BBB provides at no charge to the Accredited member or consumer a professionally trained arbitrator who will listen to both sides, weigh the evidence and make a decision about the dispute. Most of the BBB arbitrators are attorneys who volunteer their time to do arbitrations.

The decision may order an action to be performed, money to be paid, or a combination of those remedies. The arbitrator may award all or part of what is sought or may decide to award no payment or performance at all. Decisions may be final or interim. If a final decision is given, the arbitrator has no further authority over the decision unless a valid request is made pursuant to certain rules. An interim decision may be written when the decision requires that some action be taken (Council of Better Business Bureaus, 2003). Arbitration offers several advantages to the BBB member who uses it. Legal actions by the customer may be eliminated. In addition, there are no court or attorney's fees. The entire process takes only thirty days or less.

Total Quality Management (TQM) is a philosophy of management which suggests that a business can improve its business operations and its relationship with its customers. Customer complaints, comments, and telephone calls suggest internal problems resulting in poor products and/or service (Young, 1994). The next step is to investigate the reasons for those complaints and then to correct the problems in the quality of product or service. For example, complaints about late deliveries may be due to new drivers who are not familiar with the area or poor scheduling of deliveries.

ACCREDITATION: A NEW BEGINNING

The Council of Better Business Bureaus has implemented a new BBB rating system, one which uses an A plus through F letter grade scale. Previously, the BBB awarded member businesses either a "satisfactory" or "unsatisfactory" grade which did not provide as much insight as a letter grade.

The rating system relies on a proprietary formula that takes into account 16 factors based on objective data and actual incidences of a business's behavior that has been verified and evaluated by BBB professionals. Factors include such items as the type of business and its business model, how long the business has been operating, total volume of complaints filed against the business, an overall complaint analysis, and government actions against the business. Businesses are awarded points based on the 16 factors which are weighted according to the BBB's assessment of the importance of each factor. The points are calculated using a formula and a letter grade is awarded on the point range the businesses fall into. Complaint history drives a business's letter grade score. A business must have and maintain a B or higher grade to remain a BBB accredited business. (Council of Better Business Bureaus, 2008).

Accreditation in the BBB is important to the small business owner. It means more business or sales. The findings of a survey conducted by Princeton Survey Research Associates International found that seven in ten consumers indicated that knowing a firm is a BBB Accredited business makes them more likely to do business with it. (Princeton Survey Research, 2007).

Today's consumers want confidence in their buying decisions. Evaluating trustworthiness of a business is one of the first steps in making a purchase. The BBB's Start with Trust promotion campaign points out to the consumer that there are measurable and accountable standards of trust. Those Standards of Trust are: Build Trust, advertise honestly, tell the truth, be transparent, honor promises, be responsive, safeguard privacy, and embody integrity.

BBB accredited members are provided with a new logo and tagline. Also, the BBB website has been redesigned. There is a consistent nationwide look and feel. Faster and more direct access to information is available through a new global site search process. Instant update features will push information to users when and where they want it, to help consumers find BBB accredited businesses quickly and easily (Council of Better Business Bureaus, BBB Brand, n.d.).

Accredited members may use the BBB Accredited Business Seal in promotion. They may advertise using the Accredited Business Seal in all media allowed under the program. The member is encouraged to use the seal in newspaper ads, on television, fliers, etc. A variation of the BBB seal is available for use in yellow page/directory advertising only. There is also a special seal and program for a business to advertised BBB Accreditation on their website.

The BBB Wise Give Alliance (www.give.org) helps business and consumers make informed decisions and advances high standards of conduct among organizations that solicit contributions from the public. There are 20 "Standards for Charity Accountability" that are applied when the Alliance reviews a charity.

The BBB Wise Giving Alliance produces reports on nationally soliciting charitable organizations. The Alliance does not rank charities but rather seeks to assist donors in making informed judgments about charities soliciting their support.

CONCLUSION

BBB services to Accredited member firms include the opportunity to evaluate prospective vendors. No-cost arbitration services and the opportunity to analyze complaints to determine weaknesses in internal operations are benefits.

Perhaps the most valuable aid to helping the BBB members is the Accreditation program. Today, consumers want trust in the businesses they are buying from. For over 100 years the consumer and businesses have recognized the BBB as the "go to" organization for marketplace trust issues. The Accreditation program is a new way of providing that trust. Some 70 percent of consumers say they will buy from a BBB Accredited company. Similarly, a study by the Shapiro Group (2007) found that when a small business is a member of a local chamber of commerce, some 63 percent of the respondents said they are more likely to purchase goods or services from that business in the future. The key here is for the BBB member to make customers and potential customers aware of his/her being an Accredited BBB member. A plaque in the front of the store or use of the logos provided by the BBB national office are ways to promote one's Accreditation.

To maintain its BBB Accreditation status small business management must maintain a high standard of quality product and service. Stress must be put upon the proper hiring, training, motivation, and evaluation of employees. Quality control must be emphasized in the production of goods and services.

Trust in the buyer-seller relationship is more important than ever in the marketplace. The BBB's Accredited Business Market seal is an indication of that trust, and potential sales for the BBB Accredited member.

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MARKETING ORDER OR DISORDER? OPPORTUNITIES AND CHALLENGES FOR VERMONT DAIRY ENTERPRISE

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ABSTRACT

This research was designed to build a foundation for a comprehensive framework to examine and analyze the viability of the Vermont dairy industry from production, processing, distribution and marketing perspectives (at local, regional and national levels) by utilizing an integrated qualitative-visual-quantitative approach. The results of this study will provide stakeholders in Dairy Industry a better understanding about how Vermont milk makes transitions between farms, processors and retailers at local, regional and national levels from both transportation and economics perspectives. Such results would assist dairy farmers, dairy processors, retailers, policy makers, and other service providers to formulate more integrated decisions/programs/policies on creating a more prosperous future for the Vermont Dairy Industry.

INTRODUCTION

The Dairy Industry in Vermont is one of the largest industries that support and secure ways of living for many Vermonters across generations. It serves a unique function for local communities, enterprises (for profit and non profit) and government agencies from cultural, social and economic aspects. This research will be the first attempt in Vermont to examine the vertical integration and distribution issues of Vermont milk by utilizing an innovative approach. A combination of market analysis (Strength, Weakness, Opportunities, Treats or SWOT) and GIS (Global Information System) mapping technology will provide a more comprehensive understanding of the milk flows by integrating layers of information provided by farmers, processors, government agencies and retailers.

HISTORICAL INFORMATION AND CURRENT SITUATIONS OF DAIRY INDUSTRY IN VERMONT AND OTHER AREAS

Based on the data released by the USDA, National Agricultural Statistic Services, Vermont Dairy Industry showed a declining trend in the total number of milk cows between 1980 and 2006. There were 186,000 cows in 1980, while the number dropped to 141,000 cows in 2006. This revealed a 24 percent decrease in the total number of milk cows. Productivity per cow was at 12,306 pounds in 1980, and it had increased to 18,383 pounds in 2006, which represented a 49 percent increase in the productivity per cow. The total milk production increased from 2,289 million pounds in 1980 to 2,592 million pounds in 2006, indicating a 13 percent increase in 27 years. Although the total milk production had increased over time, it was interesting to see how the scale of the dairy farm had changed between 1993 and 2006. The size of the farm had moved more toward over 200 cows between 1997 and 2006.

PREVIOUS STUDIES ON MILK MARKET

A comprehensive literature search discovered limited studies conducted in Vermont or other states that focused on milk distribution and marketing channel using an integrated approach to include mapping system, economic analysis and transportation estimates. Most of the market research stated factors that influenced milk prices at the farm level and/or at the retail level. Some studies offered a general understanding of the dairy industry at the regional level or national level. A lot of information on marketing channels and prices for producer milk at the national level was reported by various government agencies. Many researchers had discussed retail milk pricing strategies, production costs, oligopolistic/monopolistic powers in the pricing practices, public policies impact on farm-to-retail milk pricing strategies, and models that simulate/estimate differentiated pricing practices from retailers' perspective. Unfortunately none of these studies explored how milk flows from farms to retailers by creating a visual analysis to consider transportation issues, distribution issues and value added simultaneously.

FLUID MILK PRODUCTION DISTRIBUTION IN VERMONT (BASED ON ONE MONTH DATA, JUNE 2006)

The dairy farms are generally concentrated in Western or eastern side of the state, due to the existence of the Green Mountain range. The majority of the farms in eastern Vermont locate in many rural communities and small farmland plots, while western Vermont dairy farms exist mainly in the flat Champlain Valley (between the Green Mountains and Adirondack Mountains) and northwestern farm country near the Canadian border. Milk production in Vermont was broken down by the production volumes based on the data received from the Vermont Department of Agriculture and Marketing. Four maps generated by the GIS system revealed the different distributions of production scales.

How far does the milk travel between farms and co-ops? According to the analysis, the larger producers seem to travel the shortest distance to the processors. For the farms producing more than 1 million pounds of milk, the average traveling distance was 100.92 miles to different handlers. The longest distance for this larger amount of milk to travel was 309.16 miles. Farms that were producing between 100,000 pounds and 1 million pounds of milk, their milk traveled on average 85.70 miles to different handlers. Farms producing between 10,000 pounds and 100,000 pounds of milk, their milk traveled 79.89 miles on average to different handlers. Finally, farms producing less than 10,000 pounds in June 2006 had milk that had to travel 48.52 miles on average.

FROM FARMERS' PERSPECTIVES - MARKETING ADVANTAGES, DISADVANTAGES, AND WHERE THEY WOULD GO IN THE FUTURE

Several interviews were conducted among farmers and farm groups to get a better understanding on dairy enterprise issues. All interviews were conducted on farms or during the farm shows/events. Totally 14 interviews were completed. Nearly all participants believed that Vermont has a number of advantages assisting the dairy industry. Those mentioned include proximity to markets, soils, favorable climate for producing excellent forages, fine grazing weather, and a dairy farmer population that has very strong work ethic. Also mentioned was a sizable number of younger people that are interested in getting into dairy farming. Vermont's leadership in organic dairy farming was also cited by a number of organic farmers. Infrastructure was also mentioned as an advantage but many participants are concerned that the continuing loss of infrastructure remains a major concern for the future of the industry.

None of the dairy farmers participating in the focus groups expressed any favor for the current pricing system. (Please note that there was no question on farmers' understanding of the complex milk marketing system.) However, organic dairy farmers like their market and want the government to stay out of the organic markets. Their dislike and frustration with the milk marketing system was one primary reason for going organic. After the price cycles of the past 5 years, it seems few dairy farms have much faith in the integrity of the current pricing system. The farmers believe that the market is not fair and works against them.

A few farmers questioned the longevity and survival of regional marketing as the US moves toward world marketing. Most of the farmers realized that international markets was driving the milk powder markets although were not as sure as to why. Several farmers speculated that we will see greater emphasis on milk solids content as the only fair way to market milk and dairy products across international borders. But one farmer cautioned that whatever happens in the international markets, politics will continue to play a role.

Cooperatives Working Together (CWT) was mentioned by several farmers as a good example of dairy farmers finally getting united on one issue. Several farmers did not like the idea of CWT and questioned its success but believe it has been a success on Coops finally sitting and talking at one table. One farmer remarked that if they can sit at the same table to CWT, why can't they get together on marketing issues? Most farmers believed cooperating on marketing would have favorable results.

Some farmers have a refreshing view of the role of coops and the national marketing situation. One group had a discussion on competition by asking why Vermont has to compete with Pennsylvania and New York. One farmer expressed that "…it's a national market; milk can only go so far before the price of fuel makes it unpractical. Geographically we are in a great situation. New York and Pennsylvania are in the same situation and instead of competing we should be working with them. That is where I think our leaders and cooperatives are missing and dropping the ball."

Organic dairy farmers were almost 100% behind Organic Valley Cooperative. They believe it is farmer friendly, wants to protect farmers, and has been a leader in obtaining better milk prices. Even in a time of milk surplus, Organic Valley has taken steps to protect those farmers that are already shipping organic milk by not taking on new orders until demand has caught up with supply. Horizon was not considered to be as farmer friendly as Organic Valley but still received high marks.

FROM DAIRY INDUSTRY LEADERS' PERSPECTIVES - MARKETING ADVANTAGES, DISADVANTAGES, AND WHERE DAIRY WOULD GO IN THE FUTURE

Many leaders in Vermont Dairy Industry were interviewed to discuss advantages and disadvantages relate to marketing of milk and dairy products. In addition, study participants provided insights into specific policy options now in place or under consideration by industry and government officials at the state, regional and national levels. Further comments helped to inform a deeper understanding of issues involving the production and marketing of organic milk. Participants were also asked to provide their perspectives on the sufficiency of dairy processing capacity that currently exists in New England, and to identify barriers that prevent dairy processing capacity from growing or operating more efficiently. Results of this study provided interviewees' ideas and perspectives on these and other policy strategies, the current state of industry infrastructure and future development or technical assistance needs that could benefit the Vermont dairy industry.

Advantages of Vermont Dairy Industry

1. Premier Dairy State in New England and Proximity to Major Markets
2. Political and Policy Support from Government
3. Water, Soil and Forage Resources
4. Good Infrastructure Support
5. Community Support

Limitations of the Vermont Dairy Industry

1. Environmental Factors
2. Higher Costs of Production
3. Fragility of the Economic Infrastructure
4. Labor Issues

DISCUSSION AND CONCLUSIONS

This study informs the current state and future direction of the Vermont dairy industry by identifying marketing strengths and limitations, assessing current policy measures, and exploring future strategies to improve the dairy sectors sustainability. In addition, the study addresses issues related to the organic dairy segment in the state. Findings indicate that the State's proximity to major markets, its heritage as a dairy state and strong policy support among state and federal officials contribute to its viability. Findings also raise cautions that the industry cannot rest on these past accomplishments and take these strengths for granted indefinitely. While high quality and relatively abundant soil and water resources underpin the industry, these are maintained in part because of the industry's and the government's dual role in financing protective measures that are supported by the rest of Vermont's citizenry. Maintaining community support for agricultural practices is vital to maintaining policy and governmental funding support. Likewise, the economic infrastructure on which the dairy industry depends has been of great benefit to maintaining a strong rural economy. Yet, it suffers when milk prices decline and farms go out of business. The infrastructure is apparently as fragile as the industry itself.

The industry's limitations are mirror images of its strengths. Because dairy farming's dependence on soil and water is so complete, environmental factors limit the ability to grow the sector indefinitely. These factors also raise the cost of doing business in Vermont. The fragility of the economic infrastructure is a concern because when farms go out of business, so do the support services on which remaining farms depend. For the past decade or more, the organic sector has proven to be remarkably robust. Double digit annual growth has occurred in the number of farms transitioning to organic, in the demand for organic products by consumers, and in the capacity of processing facilities to manufacture organic dairy products. Findings from this study point toward a slowing in the future growth for the sector. While opportunities still exist and the sector remains healthy, a realistic prognosis is toward more moderate expectations from the marketplace in the subsequent decade. In the meantime, the industry's dependence on Midwestern grain may lead to opportunities for growing and processing organic feeds in the Northeast.

The study's findings regarding current and proposed policy options are mixed. Given the historic difficulties of dairy politics, and the tenuous condition of federal and state budgets, a self-help stance is recommended for the industry as a whole. On the other hand, there are several other policy measures on which even the dairy experts interviewed for this report either do not agree or lack sufficient understanding to offer informed judgments. While most participants believed that elimination of the Federal Milk Marketing Orders and Dairy Price Support Program would be detrimental, almost as many were unsure how these programs operate and were unable to offer constructive criticism about how they might be improved. It seems apparent that the entire industry would benefit from a better understanding about how these support systems function, especially given the political controversy they cause and the tenuous nature of their continuation from one Farm Bill to the next. As one more example, the Dairy Export Incentive Program is so misunderstood, that interviewees showed the least understanding and agreement about what it does and how much assistance it offers in terms of product movement or price enhancement. Numerous articles, seminars and discussions have explained dairy futures and options contracts, yet they remain poorly understood by the experts involved in this study. Presumably, the confusion about these programs is even greater on the part of the typical Vermont farm family. As pointed out in the Findings, revenue insurance contracts have been proposed by dairy processors and their trade association as a means to replace the Federal Milk Marketing Order system entirely. It would pay Vermont's dairy leaders, and all dairy farmers, to understand and debate these policy options and their affects on the state's dairy economy more completely than appears to have occurred to date.

Finally, the study provides a glimpse into the conditions and circumstances surrounding the processing side of the dairy industry. Most new plant construction mirrors dairy herd expansions in the Western and Southwestern regions of the country. Higher transportation, energy and other production costs in the Northeast caused many facilities to consolidate or close, and few new ones have opened. While opportunities will continue to be found for small scale farmstead and artesinal dairy products, these represent a relatively minor percentage of total milk production and processing requirements. Given the economics of milk supply and demand, competitive market conditions and the high costs of plant construction and operation, the marketplace is more likely to find answers to this dilemma than are policy efforts. To the extent that a large, relatively affluent population exists in close proximity to Vermont's dairy farms, innovative entrepreneurs will continue to create high quality products from efficient processing capacity. That many of these plants are now owned by proprietary handlers rather than farmer-owned cooperatives is further indication of the many risks and high investment costs associated with the processing side of the industry. These trends in processing capacity consolidation are likely to continue just as similar forces are affecting dairy farm numbers.

THE DIFFERENTIAL EFFECT OF GENDER ON THE WAY CONFLICT BETWEEN WORK AND FAMILY ROLES AFFECTS MANAGERS' RELIANCE ON INFORMATION SOURCES IN DEALING WITH SIGNIFICANT WORKPLACE EVENTS

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ABSTRACT

Prior studies have assessed the effects of work-family conflict on the individual. These studies have investigated how items such as emotions, job satisfaction and turnover are affected by this conflict. Few studies have investigated how this conflict may affect managerial behavior. This study investigates how this conflict may affect men and women who are managers differently in the way they utilize information in resolving significant workplace events. Hypotheses that managers that were women would exhibit less information seeking behavior in resolving these events were tested. These hypotheses were based on the premise that managers who were women would likely have a more demanding family role that would create more cognitive busyness and impede information search behavior. The study found that, contrary to expectations, most relationships between conflict and information search, measured by the perceived usefulness of various information sources, for both genders were positive and not negative. However, the perceived usefulness of these information sources was very different for men and women. Women had many more significant positive relationships between conflict and perceived usefulness of various information sources in resolving workplace events. The findings should be very useful for the entrepreneurial executive seeking optimal staffing for a wide range of growth initiatives under consideration by the organization. Many of these initiatives involve substantial commitments of time and effort by personnel particularly in the planning stages and initial operating periods. Entrepreneurial executives may be reluctant to assign management of these initiatives to men and women with significant family-related responsibilities. The data in this study that suggests a positive relationship between this conflict and collaboration with others in the organization does not support that reluctance. However, the entrepreneurial organization should also recognize that most individuals periodically encounter high demands of time and attention from their families. Therefore, entrepreneurial executives would be well advised to insist that the responsibilities for managing these entrepreneurial initiatives should be shared among more than one individual.

CREATING VALUE IN THE ENTREPRENEURIAL ENTERPRISE: A SYSTEMATIC APPROACH

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ABSTRACT

The engine that drives enterprise is not thrift, but profit. --John Maynard Keynes

This paper examines the process of creating value in an entrepreneurial enterprise and develops a systematic approach applying enterprise risk management (ERM) principles. Adding value starts with an understanding of just how value is measured. Next, break down the valuation approach into its component drivers-generally, some measure of income which is capitalized using some factor that reflects risk and opportunity. The process of maximizing opportunity and minimizing risk is then developed further using the principles of ERM developed by the Committee of Sponsoring Organizations (COSO) of the Treadway Commission. The result is a systematic approach to maximizing enterprise value.

The entrepreneurial life cycle proceeds through the steps of (1) generating ideas through creativity and innovation, (2) recognizing and evaluating opportunities, and selecting the right opportunity, (3) establishing the enterprise, (4) growing the enterprise and creating value, and (5) harvesting the value through an exit strategy

Many entrepreneurship curricula focus more on the first three of those stages than the last two. To do an intelligent job of creating and harvesting value requires first and understanding of just how value is measured. Just as a scoreboard helps us determine who is winning a football or baseball game, so an understanding of just how businesses are valued will help us determine how value is created. There are three basic approaches to valuing a business:

Asset-based Valuation

Book value (which may be modified or adjusted) means simply assets minus liabilities, or paid in equity plus retained earnings, with appropriate modifications or adjustments to the value of assets and liabilities.

Present Value of Future Net Cash Flows (Pvfncf)

This method considers the present value of future free cash flows, plus the residual terminal value of the firm, as follows (Bygrave & Zacharakis, 2010, p. 164):

$$PV = \sum_{t=1}^{N} \frac{(FCF_t)}{(1+K)^t} + \frac{RVN}{(1+K)^N}$$

Where
K = Cost of capital
FCF_t = Free cash flow in year t
N = Number of years
RVN = Residual value in year N

Free cash flow is equal to operating income, plus depreciation and other noncash charges, less interest, taxes on operating income, increase in net working capital, capital expenditures (replacement and growth), and principal repayments. The application of this method depends upon assumptions regarding future growth and profitability (which impacts the value of FCFt for each year) and risk (which impacts the cost of capital, K).

Market-comparable Valuation

This approach replaces the large number of small assumptions about growth and risk that are required to calculate PVFNCF, with a small number of large assumptions about the same variables (typically one judgmental factor). This can take several forms, as follows:

Earnings Capitalization

The basic formula for the earnings capitalization method is:

Enterprise value = Net income ÷ Capitalization rate

Under this method, the appropriate capitalization rate is essentially the target return on investment (ROI), considering risk and uncertainty. Higher risk means a higher the capitalization rate, and a lower resulting valuation.

Multiple of Net Income

Mathematically this approach is similar to the earnings capitalization valuation except that income is capitalized by multiplying it by price to earnings (P/E) ratio instead of dividing by a capitalization rate. The standard financial ratio is:

Stock price = Earnings per share (EPS) x P/E ratio

This can be extrapolated to the enterprise in total:

Enterprise value = Net income (NI) x P/E ratio

Multiple of EBITDA

Where cash flow is of greater significance, as is often the case with smaller companies, the basic formula typically used is:

Enterprise value = EBITDA x Multiplier

EBITDA (earnings before interest, taxes, depreciation, and amortization) is usually a better indicator of cash flow than net income. This multiplier will normally be smaller than the P/E ratio, because risks are higher in smaller ventures, and because EBITDA is usually larger than net income.

In each of these formulations, the divisor or multiplier is developed judgmentally based upon comparable values for the same or similar industries, adjusted up or down based upon evaluations of risk and future growth and profitability.

Note that the asset-based valuation process considers only physical capital (PC). The other approaches also assign a value to the enterprise's intellectual capital (IC). The relationship of the two can be shown formulaically as:

Enterprise Value = PC + IC

Since PC is generally least variable, it follows that increasing the IC component is the best way to increase enterprise value. The issue for the entrepreneur seeking to enhance enterprise value is how best to enhance the value of the IC included in the enterprise.
Selling a business for more than the value of its tangible assets generally requires the following characteristics (Stowe, 2008, pp. 177-178):

- Systems that enhance opportunities and minimize risks.
- Growth potential exceeding industry averages.
- Solid customer relationships not based not merely upon a personal tie between owner and customers but between customers and the "organization".
- The ability to replace those who leave and still progress forward.

The foregoing suggests that systems can be used effectively to enhance and take advantage of IC. One of the authors has postulated the following outline for wealth creation (Stowe, 2008, p. 11):

Wealth = IC + team building + marketing system + other systems + managing financial capital

In reality, the entire business must represent a system. Regardless of individual personalities, the business must have conventions, traditions, culture, a set of procedures and attitudes that transcend individual personalities. The system must be designed to insure that with employees of reasonable intelligence and skills will achieve consistent, predictable results. The system really contains many "sub-systems". To identify areas where such sub-systems can be most helpful, let us return to the generic market-comparable valuation formula for suggestions of where systems can help most:

Value = Some measure of income x Some multiplier

In this formulation, both the typical "mom and pop" small business owner/operator (SBO) and the classic entrepreneurial venturer (EV) will seek to increase the earnings stream. What separates the EV from the SBO is that the EV will also seek to increase the multiplier, which will normally not be a concern of the SBO. In fact, most SBO's will be loathe to spend money (reducing free cash flow) to develop things (e.g., a new computerized inventory management system) which might increase the multiplier, whereas the true EV will spend this money readily to add value to the enterprise as a whole.

Since much has been written about increasing the income stream, we will focus on the multiplier. The multiplier (or the growth and discount factors in the analogous DFNCF approach) is based largely upon risk and growth potential. Thus the entrepreneur should seek to implement systems which enhance growth and eliminate or mitigate risks. Given that, at least during the start-up phase, most entrepreneurs are inherently risk-takers, this represents something of a change in emphasis as the enterprise shifts from start-up to growth mode.

The integrated framework developed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO), as outlined in their publication, Enterprise Risk Management, is geared toward four objectives-strategic, operations, reporting, and compliance (COSO, 2004, p. 3). COSO standards are particularly applicable for the entrepreneur who anticipates an IPO or acquisition by a publicly-traded company as an exit strategy, since compliance with the Sarbanes-Oxley Act (SOX) will become a requirement upon going public, and most companies have relied upon a COSO framework (COSO, 1992) for their SOX compliance. The COSO objective areas can be related to the functional areas of the typical enterprise, as follows:

- Strategic - Strategy and planning
- Operations - Expenditure/purchasing/procurement, Payroll/personnel/human resources, Production/processing/conversion, Revenue/sales/marketing, Investing, and Financing
- Reporting - Information technology and Financial reporting
- Compliance - Monitoring/control

Within each of these functional areas, the risk control objectives are achieved through the operating of eight separate components (COSO, 2004, pp. 3-4):

- Internal Environment
- Objective Setting
- Event Identification
- Risk Assessment
- Risk Response
- Control Activities
- Information and Communication
- Monitoring

A comprehensive risk management system would address each of the eight components for each of the four objectives and ten functional areas. This resulting eight-by-ten matrix is perhaps a bit daunting for the entrepreneur seeking to enhance the value of his enterprise. Indeed, there is probably no company of any size that truly succeeds in every area identified. The most appropriate approach is to prioritize, addressing first those systems with the most cost-effective potential. As a starting point, we would suggest that the entrepreneur prioritize the following:

- Strategic - Strategy and planning
- A management system (informally called "corporate culture"), including a system of written procedures, strategies, training (both formal and informal), and quality control mechanisms to insure consistency and quality in all products or services.
- Unless the proper "tone at the top" is clearly established, the achievement of the remaining objectives may be impossible.
- Operations - Revenue/sales/marketing
- Documented procedures that can be used to train new sales representatives succeed in their job.
- Fully developed and tested sales/marketing aids such as pamphlets, letters, etc.
- A feedback system so that sales personnel obtain information on customer needs and wants so that the business can keep ahead of its competition.
- A system of marketing data, collection and interpretation that forces the marketing decision makers to stay current in identifying new potential customers and that helps those decision makers know what the competition is doing.
- An appraisal system so that not only sales personnel are rewarded by incentive plans but that they are rewarded for bringing valuable information to the company.
- Reporting - Financial reporting
- An effective financial reporting system is more than accounting or bookkeeping.
- An effective financial reporting system provides the right information on a timely basis so that managers have the ability to apply that information to decision-making.
- Substantial attention must always be paid to cash flow.
- Compliance/monitoring
- Management reviews and independent verification are necessary to ensure that the entity's goals and objectives are being properly addressed by everyone involved.

The enterprise which develops truly effective systems to achieve its risk management objectives in these areas should be ahead of the game with respect to value creation and growth. The remaining areas can be addressed as is most appropriate for the particular entity and industry.

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AN EMPIRICAL TEST OF HOFSTEDE'S MODEL: CULTURAL DIFFERENCES BETWEEN SMALL BUSINESS OWNERS BASED ON NATIONAL ORIGIN

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ABSTRACT

This paper will present the empirical results from a comparative study of Indian-born and American-born SME business owners based on Hofstede's cultural dimensions. The Hofstede model characterizes national cultures based on five independent dimensions: power distance, collectivism/individualism, femininity/masculinity, uncertainty avoidance and long-term/short-term orientation (Hofstede 1991, 1993, 1994). The sample consists of motel/hotel owners. Two hundred and twenty-eight motel/hotel owners responded to the survey; 114 were Indian-born and 114 were American-born. Their businesses were located in Illinois, Indiana, Wisconsin and Ohio. A three-part survey was administered. The first part of the survey includes items from Hofstede's Value Survey Module that measures power distance, individualism/collectivism, masculinity/femininity, uncertainty avoidance and long-term/short-term orientation (Hofstede, 1994). This paper/ presentation focuses on an analysis of the data from the first part of the survey, and explores the first major component of a larger theoretical framework proposed by Luczak, Mohan-Neill and Hills (2010). It compares Indian-born and American-born business owners based on Hofstede's cultural dimensions, and explores reasons for differences and similarities based on national origin and their entrepreneurial status.

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FIRST, SECOND, OR SIMULTANEOUSLY? THE INFLUENCE OF COURSE ORDERING ON STUDENT OUTCOMES IN ENTREPRENEURSHIP AND MANAGEMENT COURSES

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ABSTRACT

In this paper, we outline the results of a study at a small Midwestern university regarding learning outcomes in two introductory courses. The two introductory courses-one in general management, the other in entrepreneurship-are taught at the 100 level but have no prerequisites, nor is the order of courses prescribed. For the purposes of the study, we compare three different populations of students, all of whom took both courses (in other words, we were not concerned with students who had only taken one of the two courses): those who took the courses simultaneously, those who took the management course first, and those who took the entrepreneurship course first. In addition to the ordering of the two courses, Our findings have implications for curriculum design and academic advising of students. In addition to comparing learning outcomes in the class itself, we look at student performance in their programs as a whole.

INTRODUCTION

In designing program curricula, an important consideration is the ordering of courses, or course progression. To varying degrees, there is some amount of overlap across courses in the school of management due to the relatedness of subject matter. To the extent that this is true, we would expect students later in their program to perform better on introductory courses simply because they will have been exposed to related material in the other courses in their college program if they are management majors.

In many cases, introductory courses serve as prerequisites for upper level courses. In other words, they serve as the foundation for more in-depth and specialized studies that come later in college programs. Prior research has confirmed this conventional wisdom: that prerequisite courses help students to perform better in their later, more advanced coursework (Baard & Watts, 2008). But what of introductory courses themselves? The central purpose of this paper is to explore the issue of whether or not the order of introductory courses matters in student performance.

The remainder of this paper is divided into four sections. In Hypotheses, we develop a series of hypotheses that will be tested later in the paper. In Data and Methods, we detail the data collection and statistical methods used to test the hypothesis. In Results, we discuss the outcomes of our data analyses and results of our hypothesis testing. In Discussion, we explore the meaning of the results as well as their implications for both researchers and educators.

HYPOTHESES

In general, we expect students' performance to improve over time as they progress through their academic programs. One basic reason for this is simply a matter of selection, or attrition. Over time, weaker students will tend to be weeded out of their programs, either moving on to other majors outside of the school of management, or leaving college entirely. Thus, typically, the more dedicated and highly-performing students will remain in their programs until the end. In other words, there is a selection bias of sorts toward stronger and more capable students. For a required introductory course, students do not have the luxury of skipping the course, but they may delay taking it until later in the program. Thanks to the aforementioned overlap among courses in the school of management, we expect students who take Entrepreneurship 100 later in the program will perform better than those students who took it earlier in their program.

H1: The later in their programs that students take Entrepreneurship 100, the better they will perform in the course.

In addition to a course's placement within the program as a whole, there are certain closely-related courses that will have more overlap than others. In the case of the program of interest, there is considerable overlap between Entrepreneurship 100 and Management 101. Because of this overlap, we expect to find a performance boost for students who take the entrepreneurship course after taking the management course.

H2: Students who take Entrepreneurship 100 after taking Management 101 will perform better than their peers who took the courses simultaneously or who took Entrepreneurship first.

Examining the sequence and student performance is consistent with assessment processes to close the loop on program assessment. Determining correct course placement and sequence is necessary for student success and retention. The freshman year sequence is especially important to student retention. Both of these courses are in the freshman year course sequence.

DATA AND METHODS

Data was collected from a sample of 76 students who were enrolled in Entrepreneurship 100, an introductory entrepreneurship course. The second comparison course was Management 101, a general introduction to management theory. From these 76 students,14 took the entrepreneurship course first, 48 of the students took the entrepreneurship course second, and the remaining 14 students took both courses simultaneously. Management 101 is a required course for all students in the school of management, but the Entrepreneurship 100 course is required only for students pursuing a BA in Management (the school offers both BA and BS programs in Management). It is important to note that, education for entrepreneurship and education for small business management are not the same thing. Entrepreneurship consists of originating, or starting, a company, and management consists of operating an existing company (Zeithaml & Rice, 1987). Using that definition you would expect the Entrepreneurship course should be first in the sequence.

Our analyses required the creation of two dummy variables to indicate the order in which the two courses were taken. Took Entrepreneurship First was given a value of 1 if the student took Entrepreneurship 100 first, and was zero otherwise. Took Courses Simultaneously was assigned a value of 1 if a student had taken Entrepreneurship 100 and Management 101 simultaneously and had a value of zero otherwise. It should be noted that many students had not yet taken the management course. Since our data was collected exclusively from entrepreneurship rosters, there were, by construction, no students in the sample who had taken the management course but had not yet taken entrepreneurship.

We used two different methods to assess a student's stage of their program. Semester of Program was coded as a number from 1 to 8. This number took integer values and represents increments of fifteen hours' worth of courses that the students has completed (0-15 hours=1; 16-30 hours=2 and so on).

We tested the hypotheses developed above using least squares regression. The results of these analyses are presented in Table 1.

Table 1 - Least Squares Regression Results of Hypothesis Tests

	Model 1	Model 2	Model 3
Semester of Program	0.285***		0.229***
	(0.062)		(0.060)
Credit Hours Completed		0.019***	
		(0.004)	
Took Entrepreneurship Second			0.185
			(0.568)
Took Courses Simultaneously			-0.925*
			(0.403)
Intercept	1.366***	1.471***	1.665***
R-squared	0.240	0.271	0.349

RESULTS

Table 1 shows the results of our hypothesis testing. Hypothesis 1 received strong support in all three models: students who take entrepreneurship later in their program tend to perform better in the course. There a significant relationship between length of time in program and students' grade in the course, semester of program and course hours completed explained 24% and 27% of students' variation in their grades, respectively. The effect of program timing persisted even in Model 3 where we controlled for the order in which the two introductory courses were taken.

Our second hypothesis received mixed support in Model 3. Since our data only included one student who had completed Entrepreneurship 100 course before completing the Management 101 course, we do not have a reliable test of the hypothesis. That being said, we did have a significant number of students in the other two treatment groups, and the results from comparing these two groups were interesting. Taking the entrepreneurship course second (i.e., after Management 101) showed no significant impact on student performance in the course. Surprisingly, students who took both courses simultaneously performed significantly worse than the students in the other treatment groups. In fact, the simple act of taking both courses simultaneously was associated with grades that were lower on average by almost an entire letter grade (0.925 on a four point scale). The 0.925 figure comes from the parameter in Model 3. However, if we look at simple average grade between the two groups of students (i.e., those students who took Entrepreneurship after Management versus those who took the two courses simultaneously) the average grade among students taking entrepreneurship second was 2.93, far higher than the average grade of 1.46 for the students who were taking both courses together. Analyses done after the fact showed that the students who took both courses simultaneously also tended to do so much earlier in their programs, hinting at our first hypothesis. In other words, it is possible that the results from Hypothesis 2 were driven in part by the timing of the courses within the program rather than simply the order in which they were taken.

A significant limitation of this study became apparent only after our data analyses. Since we collected our data from recently-taught entrepreneurship courses, the method we used to collect the data made it unlikely that we would capture students who had taken and completed the management course after completing the entrepreneurship course. In fact, only one student of the 76 in our sample fell into this key comparison group. Future work on this study will require us not only to collect more data, but to collect it from management courses as well.

DISCUSSION

"As entrepreneurship and management scholars focus on what should be taught, then little knowledge is developed about how this content should be taught, or about how entrepreneurship students and practitioners effectively get to master this content. In turn, scholarly research on entrepreneurship education remains characterized by a noted emphasis on macro-pedagogical issues (e.g. a focus on what should be taught and on the social impact of entrepreneurship education), with little consideration of teaching and learning dynamics per se" (Bechard & Gregoire, 2005). This research even with its limitations indicates that the placement and sequence of introductory entrepreneurship courses should be examined and tracked. Clearly, there were implications for students trying to take both introductory courses at the same time.

Further research is required to determine why this was a problem for these students and what changes if any need to be made to the curriculum sequence. This study included students that were management majors and students from other programs outside the school of management. Entrepreneurship often involves cross disciplinary efforts outside of traditional management courses. There is still little uniformity in content and approach among courses and the research on entrepreneurship education remains sparse (Falk & Alberti, 2000).

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IMPROVING BUSINESS POLICY EFFECTIVENESS IN RURAL SMALL BUSINESSES

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INTRODUCTION

Small businesses play a vital role in our economy, creating most of the new net jobs and accounting for almost half of the non-farm private sector jobs. Further, small businesses produce 13 times as many patents per employee than do large businesses, and employ 40 percent of all high tech workers (SBA, 2009). Unfortunately, many of our small businesses are sometimes at a competitive disadvantage to larger businesses. One example of this competitive disadvantage is the lack of broadband Internet connection for rural populations, sometimes referred to as the "digital divide." In regards to our nation's rural small businesses, they appear to be trapped in the "digital divide," often without adequate access and unable to compete in one of the fastest growing segments of our economy: e-commerce (Snowe, 2007). The Internet is an increasingly important part of the U.S. economy. A lack of broadband accessibility to the Internet places firms at a disadvantage relative to other firms, as the Internet has become a necessary component of business activity. The Appalachian region, in particular, has been cited as one of four underserved target areas for broadband support (Federal Communications Commission, 2006). We argue that unless our rural small businesses acquire and use broadband technologies, they will be at a severe disadvantage in our new economy. To present our argument and findings, we point out the growing importance of e-commerce to small business owners and, more crucial, the growing need for broadband support. Of course, no technology is useful if it is not accepted. To that end, we surveyed Appalachian small business owners regarding their acceptance of this technology. Lastly, we discuss our conclusions and the implications of our findings.

Due to the many opportunities created through the Internet and e-commerce, many small business owners are integrating e-commerce activities into their operations. A 2007 poll conducted by the National Small Business Association found that 74 percent of small business owners are "highly reliant" on the Internet to conduct their operations. This includes Internet banking, financial exchanges, and e-commerce activities. Seventy-eight percent of the polled firms indicated that they had increased the amount of business they conducted via the Internet in the past year (National Small Business Association, 2007a). Similarly, over the past decade, the number of firms having their own website has doubled, to 60 percent (National Small Business Association, 2007b), with many small businesses becoming more reliant on and engaged in e-commerce. This leads to our first proposition: P1: E-Commerce, and its vehicle, the Internet, is becoming an integral tool for business success.

However, a slightly different type of story seems to be occurring in our rural areas. Our nation's rural areas tend to be less affluent and have faced a century of employment erosion due to technology and employment migration (Johnson, 2001; Rowe, 2003). Further, because of their location, rural areas tend to be more expensive to serve (Rowe, 2003). One implication of this added expense is a lack of investment in broadband connection capability for rural populations (Snowe, 2007). The consequence may be that rural areas may have a more difficult time supporting small businesses (Pociask, 2005).

Access to broadband Internet connections provides substantial benefits: economic productivity, output, increased market access, and jobs (Federal Communications Commission, 2006; Pociask, 2005). For small, rural firms to be more competitive, and thus maximize their power, they must have the tools to compete (Pfeffer, 1982). From a resource dependence perspective, power cannot be realized as these small businesses do not possess the same resources as their external counterparts. As e-commerce has become more engrained into our society, it has become an essential tool to conduct business. Further, by its very nature, e-commerce can tear down barriers between rural and urban areas and allow rural small business owners to compete more effectively against their larger counterparts (Grandon & Peterson, 2004, Pociask, 2005). By granting access and allowing rural small businesses to acquire these resources, they can become less dependent on local communities for support and make headway into markets located in distant geographic areas which were previously unreachable. In turn, better connectivity can provide an economic stimulus to poorer, underserved regions. Building on these points, we posit: P2: Affordable access to broadband technologies is crucial for rural economic well-being.

ACCEPTANCE OF BROADBAND TECHNOLOGY

Here, we begin to ask important questions about an underserved population: Appalachian small business owners. The intent is to predict the likelihood that this population would use and benefit from better broadband access initiatives. Even in small business research this is a very unique and often difficult group from which to identify and collect data. The most pertinent research question to attempt to answer at this point is, "Will rural small businesses owners accept broadband if it is available?" To answer this research question, we seek out a model to apply which, once tested, will help us better understand rural small business owners. We utilize an adaptation of the Technological Acceptance Model (TAM) for that task.

Researchers contend that in the TAM, behavioral intentions to use technology are primarily the result of a rational analysis of its desirable outcomes, namely perceived usefulness and perceived ease of use (Agarwal & Karahanna, 2000; Gefen & Straub, 1997; Gefen & Straub, 2000; Koufaris, 2002; and Wu & Farn, 1999).

While a centralized decision process ensures alignment of direction and command, it can sometimes come at a cost. In particular, due to bounded rationality (Simon, 1997), small business owners are sometimes overwhelmed by the many variables in need of attention. As a result, some areas of operations either get ignored or inadequate implementation. For the rural small business owner, this may mean that possible technological gains and the accompanying wealth of advantages will not be achieved if an owner feels that the use of the technology is too difficult or time consuming to pursue. Therefore, we posit that the business owner must perceive the technology to be easy to use. Stated formally in our first tested hypothesis, we predict: *H1: Perceived ease of use is positively related to intention to use.*

However, just because a technology is easy to use, does not mean that people will use it. Technology deployed by rural small business owners can be viewed as a combination of resource availability and the owner's ability to use it in a way that creates an advantage (Grant 1991). It appears that small business owners may need appropriate training and education to more fully engage broadband benefits. Hence, when small business owners perceive that e-commerce will be helpful to their firms' bottom lines, then one would expect an increase in the involvement between the user and the technology. So, while ease of use may be necessary for intended usage, it may not be sufficient without perceived benefits. This leads us to our second tested hypothesis: *H2: The perceived usefulness of technology intervenes, or mediates, the relationship between ease of use and intention to use.*

RESULTS

The independent variables used were Perceived Ease of Use and Perceived Usefulness of the Technology. The dependent variable for the study was Intention to Use the Technology. After a review of the literature, three control variables were utilized in this study, including type of business, business longevity, and annual revenues. To test our hypotheses, we used Ordinary Least Squares (OLS) regression analysis. To evaluate the marginal contribution above and beyond the predictive power of the control variables, we pursued a step-wise approach (Pedhazur & Schmelkin, 1991). Related to issues surrounding multicollinearity of both the control and independent variables along with the modest sample size, we chose to examine the effects of each predictor variable in a separate regression model. Consequently and as suggested by Pedhazur and Schmelkin (1991), we adopted a conservative approach to test our hypotheses. Therefore, any explanatory contribution of the independent variables was only after the first three control variables were entered into the regression equation.

Table 1 presents the results of these analyses. To test Hypotheses 1, *Perceived ease of use is positively related to intention to use*, we regressed Intention to Use onto our variable Perceived Ease of Use. Our results indicate that Ease of Use is a highly significant factor in determining the Intention to Use Technology. Therefore, we find support for our first hypothesis. The results are presented in Model 2 on Table 1.

To test our second hypothesis, *Perceived usefulness of a technology acts as a mediator in the relationship between perceived ease of use and intention to use a technology*, we followed Baron and Kenny's (1986) prescriptive account of mediation testing. For this mediation testing, we ran four independent regression analyses:

The independent variable should be significantly related to the dependent variable
The independent variable should be significantly related to the proposed mediating variable
The mediating variable should be significantly related to the dependent variable
The independently variable is not significantly different than 0 when the mediating variable is introduced as control in the relationship with the dependent variable

As a first step, and as performed in hypothesis 1, we determined if our independent variable, Ease of Use, was significantly related to our dependent variable, Intention to Use (Model 2 – Table 1). We did find a highly significant relationship.

Next, we determined that our proposed mediating variable, Perceived Usefulness of Technology, was significantly related to our independent variable Ease of Use (Model 5 – Table 1). For step three, we regressed the dependent variable, Intention to Use onto the proposed mediating variable, Perceived Usefulness of Technology and found a highly significant relationship (Model 3 – Table 1). For the final step, we regressed the dependent variable on both the independent variable and the proposed mediating variable (see Model 4 – Table 1). When this model was tested, our independent variable, Ease of Use, dropped out of the equation and only Usefulness was significant with Intention to Use. Having met the conditions set forth by Baron and Kenny (2006), we accept our second hypothesis and find that Perceived Usefulness of a Technology acts as a mediator in the relationship between Perceived Ease of Use and Intention to Use a technology.

DISCUSSION AND IMPLICATIONS

In this research, we examined the consequences of the lack of broadband support available to small business owners in rural Appalachia. We concluded that rural small business owners must be given the tools they need to effectively compete in today's information society. Further, government, through the creation of economic incentives that offset the added expense of serving rural areas, is the ideal driver of such change. Of course, broadband support will not matter much if small business owners will not use it. A survey of rural Appalachia small business owners found that they would indeed embrace such technology as moderated by the overall usefulness of the technology. In other words, perceptions of ease of use of a technology would indeed increase the probability that rural small business owners would use new technology, but only if they perceived the technology to be useful.

This study makes several important contributions to both research literature and to future policy decisions. For decades, the Appalachia region of the United States has been described as under-researched and under-served (Federal Communications Commission, 2006; Pociask, 2005; Snowe, 2007). Our research works against this trend by informing both academics and policy decision-makers about the unique business and economic context that surrounds Appalachia. Although our research is exploratory and emerging, it appears that resources, alone, do not drive technology usage. This is important since many of the more recent technology policy decisions regarding Appalachia focus on either access or infrastructure (c.f. Federal Communications Commission, 2006). In particular, conventional policy is often crafted in a manner which suggests that by increasing computers, tying into optical fiber, and providing computing workshops, it is enough to spark technology usage and economic development in many rural parts of this nation (Rasiej & Sifry, 2007).

However, our results indicate that selling the benefits of this technology to these small business owners maybe even more important than access and infrastructure. Specifically, small business owners and operators must be convinced and perceive that technology is easy to use and useful to create the best opportunity for actual usage and full business parity. Thus, significant government spending on optical fiber outlays may not garner the anticipated returns unless small business owners and operators see the ease and value associated with the technology.

Taken to its natural conclusion, this suggests the need for a marketing and public relations campaign to accompany hard investments such as the laying of optical fiber. Policy makers should understand the importance of shaping perceptions to reap the most out of agency and government technology spending. This enhances the effectiveness of tax leveraged dollars. NOTE: All proceedings references available upon request from authors.

Table 1 -- Models 1-4: DV= Intention to Use Technology; Model 5: DV= Usefulness of Technology

Variable	Model 1	Model 2	Model 3	Model 4	Model 5
Manufacturing Firm	0.38	0.33	0.46	0.47	-0.13
Retail Firm	0.10	0.06	0.17	0.18	-0.11
Wholesale Firm	0.17	-0.20	0.55	0.62	-0.73
Technology Firm	-1.76	-1.65	-0.41	-0.39	-1.13
Other Firm	0.04	0.10	0.08	0.07	0.03
Business Longevity	0.09	0.07	0.05	0.05	0.01
Revenues	-0.25**	-0.22**	-0.16**	-0.17**	-0.05
Ease of Use		0.49***		-0.08	0.51***
Usefulness of Technology			1.09***	1.11***	
Intention to Use Technology					

$^{***}p<0.001$; $^{**}p<0.01$; $^{*}p<.05$ (all two-tailed tests). Service Firm was used as our comparison group

WHAT IS THE MEANING OF "CROSS-CAMPUS" OR "CROSS-DISCIPLINARY" ENTREPRENEURSHIP PROGRAMS?

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ABSTRACT

This paper explores the meaning of terms such as "cross-campus" and "cross-disciplinary" as they apply to collegiate entrepreneurship programs. Since most entrepreneurship centers originate with schools of business (SOB), it is common that cross-disciplinary programs seek to "colonize" other schools or colleges, such as the college of arts & sciences (CAS) with courses originating in the SOB and taught by instructors from the SOB. The non-SOB player in the game, say, the CAS, ends up simply supplying its students to the SOB. The problem is obvious: The CAS faculty and administrators do not appreciate the colonizing efforts of the SOB and they end up walking away from entrepreneurship, which is what their students need and want!

The paper describes our process of developing and implementing a new Interdisciplinary Minor in Entrepreneurship (IME) that we believe exemplifies best practice for such programs. Our IME was developed by a team of faculty with members drawn from both the SOB and the CAS at our institution. The implementation of the IME involved the training of faculty from both SOB and CAS, followed by the launch of the program with courses staffed with faculty from both sides of the campus. The continuing administration of the program is carried out under the policy direction of an interdisciplinary faculty committee. The Deans of the SOB and the CAS approve our course offerings on a rotating basis, and overall supervision is carried out by the Associate Academic Vice President. We end with a discussion of some "lessons learned" that may be of significant value to those contemplating or actually planning the launch of such an interdisciplinary or cross-disciplinary program.

SUCCESSFUL FEMALE ENTREPRENEURS IN THAILAND

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ABSTRACT

The present survey study focuses on the relationships between entrepreneurial factors and the success of 1,759 female entrepreneurs in Thailand. Factors drawn from the trait approach were studied, including: achievement orientation, risk taking propensity, locus of control, hard working. In addition, a unique factor linked to the success of founders including opportunity recognition was examined. Success was measured in terms of growth rate, sales volume, business stability, customer acceptance, and overall satisfaction of the entrepreneurs.

This empirical study confirms that the entrepreneurial factors of achievement orientation, risk taking propensity, locus of control, hard working, and opportunity recognition are positively related to the success of Thai female entrepreneurs. The results also indicate that that opportunity recognition has the highest correlation with the success of female entrepreneurs, whereas the magnitudes of correlation between achievement, orientation risk taking propensity, locus of control, and hard working of female entrepreneurs and the success are moderate.

INTRODUCTION

The study of entrepreneurship has dramatically increased in recent years. This is due to recognition that entrepreneurship has significant benefits to the individual and to society. According to the Global Entrepreneurship Monitor (GEM) research (2004), it appears that there is continuing evidence that entrepreneurial activity generates income, reduces unemployment, and sustains economic growth and development. According to the annual GEM report, in 2003, the levels of entrepreneurial activity are high among developing countries in Asian. Among those 37 GEM countries, interestingly, Thailand scores at 18.5% which is the highest rate of women's participation in entrepreneurship activity. The achievement of the highest rate of entrepreneurial activity by Thai's comes from the encouragement and support of the Thai government. The support for new and growing firms is placed as a high priority at the national government level. Following the economic crisis of 1997, several businesses had closed or been downsized. As a result, unemployment had increased quickly. The government had realized the entrepreneurs as part of a solution to unemployment. Then, by creating a favorable policy and environment for business incubation, the government tried to facilitate those unemployed to start their own businesses and generate income and job creation.

Previous research on the entrepreneurial success has explored the association between the entrepreneur's characteristics and their business success in the U.S. and Western Europe (Thomas and Mueller, 2000). However, there are few empirical studies conducted on the success factors of female entrepreneurs in developing countries. Therefore, the main question for the study is: what are the entrepreneurial factors relating to the success of female entrepreneurs in Thailand? The overall aim of this study is to explore the links between the entrepreneurial factors and the success of women entrepreneurs in the context of Thailand.

LITERLATURE REVIEW

A growing body of evidence suggests that the more successful firms, over time, are those that engage in higher levels of entrepreneurial activity. In addition, research on entrepreneurial success focused on the behavioral approach which emphasizes what the entrepreneur does and the different functions he or she performs in the venture creation process has been receiving more attention (Ibrahim and Ellis, 1993). Personality theories emphasize the importance of entrepreneurs' personal characteristics that are extremely important for venture success (MacMilland, 1965). Entrepreneurial traits focus on identifying the general demographic and unique psychological characteristics of entrepreneurs, with particular emphasis on those characteristics that would indicate a propensity for success. According to Powell and Bimmerle (1980), entrepreneurial traits are regarded as distinguishing characteristics or qualities that predispose a person to initiate a venture. The study of personal traits assumes that entrepreneurs possess certain personality traits, motives, and values that drive them to the choice of an entrepreneurship career (Ibrahim and Ellis, 1993). For decades, founder or entrepreneurial characteristics and personality traits have been applied as the subject of many research studies (Korunka et al., 2003). The founders' personality characteristics significantly impact employees' attitudes, behaviors, and ultimately affect the organizational success (Ibrahim and Ellis 1993).

However, previous studies have suggested that opportunity recognition is an important aspect of the new venture formation process. The phenomenal of opportunity recognition is critical (Singh, Hills, and Lumpkin, 1999) as it is a major step in any entrepreneurial venture creation process. According to Bygrave (1997), an entrepreneur is defined as "someone who perceives an opportunity and crates and organization to pursue it", (p.14). Christensen, Madsen, and Peterson (1989) suggest that "opportunity recognition consists of either a) perceiving a possibility to create new businesses or b) significantly improving the position of an existing business, in both cases resulting in new profit potentials" (p.3). They also suggest that the recognition process may occur at such an early stage that it is hard to capture the essence of the phenomenon. However, opportunity recognition has been regarded as a unique factor of an individual entrepreneur.

Within the theoretical frameworks provided by McClelland (1961), Rotter (1966), and Brockhaus (1980), and , Singh et al. (1999) they hypothesized that those entrepreneurial factors including achievement orientation, risk-taking propensity, locus of control, hard working, and opportunity recognition are positively related to the success of Thai female entrepreneurs.

METHODOLOGY

The target population in the study was female founders or owners of businesses in Thailand. A questionnaire measuring the proposed constructs was developed based on the published scales. The questionnaires were validated through the pilot-test. The survey design employed in this study is a cross-sectional survey in which data was collected at one point in time from the designated sample. The total of 2,000 survey questionnaires were distributed to Thai female entrepreneurs and 1,759 of usable questionnaires were returned giving an overall response rate of 87 per cent. The response rate was high, mainly due to the fact that the questionnaires were collected right after the respondents completed the form.

In this study, Cronbach's alpha was used for checking a reliability and internal consistency of the composite variables. The alpha coefficients of the reliability analysis ranged from 0.726 to 0.815 indicating that all the scales were acceptable. Alpha values greater than 0.7 were suggested as being adequate for testing the reliability of factors (Nunnally, 1978). Therefore, this verified that the concepts of this study were consistent and reliable.

RESULTS

The demographic profile of the respondents is shown in Table 1. The results indicate that 1,759 respondents are female. Based on age, it appears that most of the respondents are in the early stages of their careers, with the largest group of 36% in the 26 to 35 years of age category and another 26% in the 36 to 45 category. They are well educated; 40% of them hold a bachelor's degree and 18% complete high school levels. Forty-five percent are married and another 38% are single. Nearly 30% of them own food and beverage restaurants and 22% run beauty service shops. Sample characteristics appear to be representative of the middle class in Thailand.

The results of the correlation analysis for the independent and dependent variables are shown in Table 2. Overall, the correlation is statistically significant with a p-value less than 0.01. The magnitude of the correlation is moderate, with the highest correlation of 0.527. The findings reveal that there are positive associations between the successes of female entrepreneurs and the five factors: a) achievement orientation (r = .454); b) risk taking propensity (r = .438); c) locus of control (r = .428); d) hard working (r = .478); and e) opportunity recognition (r = .527). Hence, H1, H2, H3, H4, and H5 which state that these factors are positively related to the success of Thai female entrepreneurs, are supported.

Table 1: Demographic Charteristics (n=1,759)

		Frequency	Valid Percent
Age	16-25 years	342	19.4
	26-35 years	634	36.0
	36-45 years	468	16.5
	46-55 years	183	10.4
	55 years up	132	7.5
	Total	1,759	100.0
Education	Primary school	197	11.2
	Junior high school	206	11.7
	High school	317	18.1
	Diploma	218	12.4
	Bachelor	710	40.4
	Master or higher	107	6.1
	Missing	3	3
	Total	1,756	100

Table 1: Demographic Charteristics (n=1,759)			
		Frequency	**Valid Percent**
Marital Status	Single	667	37.9
	Married	969	55.1
	Divorce	70	4.0
	Separate	45	2.6
	Missing	1	1
	Total	1,758	100
Business			
	Agriculture	110	6.3
	Food and beverages	488	27.7
	Electric appliances	73	4.2
	Car and auto parts	71	4.0
	Plastic products	57	3.2
	Rubber products	7	0.4
	Jewelry	73	4.2
	Cloth and textiles	34	1.9
	Leather products	64	3.6
	Toys	27	1.5
	Home decorations	54	3.1
	Cosmetics	159	9.0
	Medical appliances	8	0.5
	Pharmacy	35	2.0
	Publication	40	2.3
	Hotel and tourism	43	2.4
	Beauty services	390	22.2
	Health care	26	1.5
	Total	1,759	100

Table 2: Correlation Analysis			
Variables		**Pearson's Correlation**	
Dependent	**Independent**	***r***	***p*-value**
Success	H1: Achievement orientation	.454**	.000
	H2: Risk taking propensity	.438**	.000
	H3: Locus of control	.428**	.000
	H4: Hard working	.478**	.000
	H5: Opportunity recognition	.527**	.000
Note: ** Correlation is significant at the 0.01 level			

CONCLUSION

The study reveals that five entrepreneurial factors including achievement orientation, risk taking propensity, locus of control, hard working, and opportunity recognition are positively related to the success of women entrepreneurs in Thailand. The findings support all hypotheses and confirm previous studies that establishing a successful new venture, the factors of entrepreneurial characteristics and actions must be considered (Ibrahim and Ellis 1993). This study contributes to the scholarly research on women entrepreneurs. The results demonstrate that female entrepreneurs in Asian countries such as Thailand possess the same entrepreneurial attributes with entrepreneurs in Western countries. Future comparative studies of the entrepreneurial factors affecting the success of women entrepreneurs on a regional basis such as Thailand and others in Southeast Asia could be conducted to enhance the understanding of their impacts and also to increase the applicability of the findings to a wider geographical distributions of female entrepreneurs.

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