ENTREPRENEURIAL SUCCESS: FILIPINO EXPERIENCES

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The dream of many people today is to have their own business and become a successful entrepreneur. Their goal is the success of their enterprise, whether it is small or medium-sized.

Today, making a business successful entails efforts doubled or tripled to those of the past decade because consumers are becoming more and more difficult to satisfy. Shoebridge (1991) said that "with disposable income squeezed, unemployment rising, and regular reports of big queues for a handful of available jobs, consumers are obsessed with finding value-for-money products and services."

Business success is one side of the same coin. From the viewpoint of those internally involved in the enterprise, the achievement of goals that were set relative to sales, profit, production, human resources, and organizational development, are some of the success indicators. Success itself, is an indicator of the actual effective factors or practices that the firm implements. This is related to Dunharm's and Marcus' (1993) assertion that "success is the reward for asking the right questions, while failure is the result of thinking you have all the answers."

According to Puangco, Valerio, Tupaz & Angodung (1997) the critical factors that contribute to the success of a business are quality product/services, right product positioning, effective human resource management, appropriate business policies, unique value strategy, adaptation to change, continuous training and education of organizational workforce, employment of the best people, individual development of people, motivation of employees, teams that work, sense of ownership of the business, preparedness, continuous improvement, and effective communication.

In another study, Baumback (1983) found out that in essence, a small business succeeds in direct proportion to its highly motivated owner's possession of certain essential talents in modern business operation. These include alertness to change, the ability to adjust or to create change in oneself, the ability to attract and hold competent workers, 180° vision with respect to operating details, and a knowledge of the market (one's customers and their needs).

Moreover, Baumback (1983) listed a number of very general set of modern operating rules in the successful management of a small business. These are 1) careful study of markets; 2) wise planning of activities; 3) vigilant control of investment, merchandise, personnel, equipment, and buildings to ensure maximum use for production; 4) adequate expense records; 5) thoughtful selection of goods; 6) strategic location with particular reference to the market, but also bearing in mind resources and transportation of goods; 7) sound policies, unalterable in general objective, but
flexible and adjustable to meet obvious business expediencies; 8) strong working relationships with suppliers; 9) judiciously controlled credit; 10) customer selection, and market concentration; 11) skillfully selected personnel; and, 12) a well planned sales promotion program.

Baumback emphasized that all these elements are present in a successful business, and always set in proper balance. He further noted that important in the effective management of a business are the personal factors such as the ability to direct, to lead, even to inspire others; the ability to accept and execute assignments of responsibility from another; and the ability to win and maintain confidence.

In a roundtable discussion centering on the keys to entrepreneurial success, Hamphill, Sawyer, Cisneros, and McCord (1980) expressed that a successful entrepreneur can be described as follows:

1. has boundless store of energy, drive, and determination;
2. works hard and shows results for it;
3. is a generalist capable of dabbling in all phases of his/her business;
4. is a good judge of character;
5. is able to define and solve problems efficiently by cutting through all the garbage;
6. knows how to work with other people;
7. is persevering;
8. is a self-starter who is internally motivated;
9. has plenty of insights and awareness;
10. have a sense of perspective and confidence;
11. makes decisions based on the total picture; and
12. is committed.

In-depth interviews with entrepreneurs conducted by Dyer Jr. (1992) revealed that the following characteristics were identified as important in starting and maintaining a successful entrepreneurial career: 1) ability to take risks; 2) desire to compete; 3) ability to handle stress; 4) ability to make work fun; 5) ability to creatively solve problems; 6) ability to recognize opportunities; 7) commitment to the business; 8) goal orientation; and 9) realistic optimism.

In addition, Dyer pointed out that external factors such as luck and timing play a role as well.

On the other hand, Keith Schilit (1994) identified these eight major characteristics of a successful enterprise:

1. nichemanship or the ability to create specific, focused, and differentiated markets;
2. sustainable competitive advantage;
3. superior product/service quality;
4. innovativeness, which involves creating new products or services, new markets, and/or new approaches to conducting business;
5. strong cultural foundation, or a set of shared values or beliefs that is tied up to the company’s purpose;
6. company’s goodwill, value and concern for customers as well as for its own employees.
7. quality management investment of an effective management team; and
8. venture capital, which support provides the necessary funds for a fast-growing business.
These factors can be manifested as success indicators considered by Schilit (1994) as qualitative: customer satisfaction, company recognition reputation, community & social responsiveness; and, quantitative: stability and growth of the company’s financial position, in terms of ROI, ROE, earnings per share, and decrease in debt-equity ratio. Tiglao (1995) examined the records of three successful entrepreneurs, namely, M. Villar, R. Sobrepéña, and A. Tan. He attributes their success in business to their company’s: 1) high liquidity and solvency; 2) increased market share through shrewd marketing strategies and better products; 3) expansion in terms of physical facilities and capital; 4) niche in the industry; and 5) diversification of products.

Tiglao noted further that these entrepreneurs are generally:

- hardworking;
- moderate risk taker;
- industrious and persevering;
- confident;
- have vision and foresight;
- opportunity seekers; and
- have technical knowledge of the business.

As managers of their firm they integrate the marketing, production, finance, and human resource functions of the business to achieve their business goals through proper planning, leadership, and control.

It is also interesting to know that in the Business Focus Philippines (1997) Maricar Pastrana & Randy Pingol were featured as successful entrepreneurs whose business success are attributed to these factos:

- low cost of production with high volume of output;
- professionalism;
- continuous product development and innovation;
- genuine camaraderie and friendship as business partners;
- confidence;
- feedback on performance;
- hard work;
- industriousness and perseverance;
- vision;
- networking;
- technical knowledge of the product;
- conduct of market research; and
- planning on a long- and short-term bases.

The two entrepreneurs also believe that the strong demand for their unique product, such as a novelty item, is a significant factor in the success of their venture.

The above studies show that while successful entrepreneurs and their firms seem to come in different shapes and sizes, they appear to share some common characteristics related to their personal qualities, integrated management of the firm, and in the context of a dynamic and competitive business environment.

FRAMEWORK OF ANALYSIS

Entrepreneurship is generally referred to as “the ability of individuals to perceive the kind of products or services that others need and to deliver these at the right time,
to the right place, to the right people and at the right price" (SERDEF & UPISSI, 1989). The person who takes the risk and puts this ability into action for optimum profit and personal satisfaction is an entrepreneur. It is estimated that 1.2 million people are employed in more than 91,000 small and medium enterprises (SMEs) in the various industries in the country. The Magna Carta for Small Enterprises (R.A. 6977) defines small enterprises as those having total assets of P500,001 - P5,000,000 and medium enterprises as those having total assets of P5,000,001 - P20,000,000 exclusive of the land on which the company office, plant and equipment are situated. Many of these SMEs manufacture food, wearing apparel, metal, wood, and cork products. Most are registered as sole proprietorships owned by Filipino families.

The following conceptual framework has been developed to provide some answers to questions concerning the success of SMEs.

This conceptual framework is divided into three dimensional levels, namely: 1) entrepreneur; 2) firm; and 3) environment (Refer to the diagram). It is assumed that the enterprise's success is a product of the entrepreneur's traits and skills and integration of the firm's management functions and components, within the context of the local and global environment.

Figure 1. Factors that Contribute to the Success of Enterprises
It is important to note that this framework emphasizes the need to integrate and balance the factors at the entrepreneur and firm levels based on the current and future situations at the environment level. It simply means that the success of the enterprise is very much dependent on how the entrepreneur will appropriately utilize one's personal and technical skills in the effective and efficient management of the business, considering its environment.

METHODOLOGY

Using a descriptive design, the data in this study were based on the survey interviews of 107 entrepreneurs and some selected case studies in Metro Manila from August 1995 to June 1997. A two-page interview schedule was developed for the survey, while focused interviews were done for the case studies to gather the data. A pre-test was conducted to validate the survey instrument.

One hundred and five (105) small and medium enterprises were covered in the survey. About 40% of the firms were from the community, social, and personal services sector; 14% from the finance, real estate, insurance and business services sector; and 2% from the construction industry.

A wide array of products/services was offered by the respondent firms. The firms are engaged in piggery, handicrafts, bags, parts, taxi, house and building construction, cosmetics and beauty products, salt manufacturing and dealership, medicine manufacturing, and restaurant.

They have been operating for an average of 14 years with some firms starting their operation from four to 64 years ago. According to type of ownership, more than half (57%) are single proprietorships, 21% are corporations, 17% are family-owned corporations, and 6% are owned by partnerships. The firms' approximate present range of capitalization is from P500,000 to P20,000,000 with an average of P4,667,031.

Their return on investment ranged from .06% to 92% with an average of 2.09% for the past five years.

RESULTS AND DISCUSSION

Success Indicators

The point of view of the internal stakeholder (owner-manager) of the enterprise has been considered to determine the indicators of success in their particular businesses. Sixteen (16) specific measures of success were identified, and the entrepreneurs from the various industries indicated which of these they considered as manifestations of their business success. An average of eight (X=8) success indicators were mentioned by the entrepreneurs regardless of industry type.

Majority of them considered “continued patronage of the customers” (92%); “satisfaction of customers” (90%); and “continued operation of the business” (74%) as the most important indicators of success. Another large percentage of the entrepreneurs perceived personal satisfaction “(70%) and “harmonious labor-management relations “(66%) as their other measures of business success. Other commonly stated success indicators were “expansion” (64%); generating employment (50%); and high productivity (48%). The less frequently considered success indicators by the entrepreneurs are optimum profit, high liquidity and solvency position, contributing income to the
government, diversification of product or service, having a niche in the industry, investment of extra cash in other income-generating activities, first to introduce or innovate products/service, and entry into a new type of business.

The analysis of variance (ANOVA) result disclosed that there is no significant difference in the number of success indicators identified by the entrepreneurs of small and medium firms based on the nature of their business, which implies that regardless of the type of industry, there is similarity in the perceived common success indicators of business such as continued patronage of the customers, satisfaction of customers, continued operation of the business, personal satisfaction, and harmonious labor-management relations, among others. These findings are consistent with Schilit's (1994) success indicators regardless of nature of business, which he categorized as qualitative indicators, namely: customer satisfaction, company recognition, reputation, and community and social responsiveness. Moreover, the survey results agree with Cannie's (1994) statement that "the longer your company keeps a customer, the higher the percentage of profit it makes. Loyal customers are gold mines." Woo-Choong (1992) said that "having a good reputation also helps your business succeed." It was also revealed in the study by Ly, Ngo, Le & Serapio (1987) that a sign that a private membership club was successful was the patronage and level of satisfaction of its club members. Finally, as also shown by Co, Lo, and Abad Santos (1997) there were no meaningful differences in the success indicators namely, stability and growth in earnings per share, company recognition, customer satisfaction, and competitive advantage based on the type of industries.

Enterprise Success Factors

Entrepreneur Dimension

The owner-manager of the company plays a critical role in the success of the business. The entrepreneur dimension refers to the entrepreneur who is the core, seed, and the beginning of the enterprise. It focuses on the entrepreneur's personal qualities/traits and some technical skills necessary in the management of the firm.

Personal Qualities/Traits. Fourteen personal qualities/traits were enumerated and from these traits, the entrepreneurs indicated all those they possess and which contributed significantly to the success of their business.

An average of eight (X = 8) personal qualities as success factors was registered by the owner-managers regardless of the type of industry. Per industry classification, the transportation, storage, and communication sector had the highest average (X = 10), while the construction group had the least (X = 6) of the qualities.

A large percentage of the entrepreneurs attributed their success to their being hardworking (92%); responsible (87%); self-confident (82%); and industrious (72%).

Firm Dimension

The firm dimension success factors refer to the enterprise's integration of the business functions (marketing, production, finance, and human resource) and effective application of the managerial functions (planning, organizing, leading, and controlling).

From the survey, the entrepreneurs were asked to check all the success factors which they utilized in the operation of their respective companies.
Marketing. Six significant marketing components were identified by the respondents. These factors, ranked according to percentage distribution, are as follows:

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<tbody>
<tr>
<td>1</td>
<td>Competitive pricing</td>
<td>79%</td>
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<tr>
<td>2</td>
<td>Good location</td>
<td>61%</td>
</tr>
<tr>
<td>3</td>
<td>Determination of product demand</td>
<td>58%</td>
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<tr>
<td>4</td>
<td>Identification of appropriate distribution channel</td>
<td>41%</td>
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<tr>
<td>5</td>
<td>Utilization of various promotional strategies</td>
<td>32%</td>
</tr>
<tr>
<td>6</td>
<td>Conduct of market research</td>
<td>18%</td>
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An average of three factors were pinpointed as success factors across industries. The manufacturing for export market sector had the highest average (X = 4), while the construction group had the least (X = 1.5). As confirmed by the ANOVA analysis, there is a significant difference in the number of marketing success factors utilized by the enterprises based on the type of their industry. The export market for manufactured products like handicrafts, garments, accessories and furniture is very competitive. Therefore, manufacturers, particularly the small and medium companies, will have to employ a combination of many marketing strategies, such as competitive pricing, appropriate channels of distribution where their products have high demand, and the use of various promotional strategies.

Production. Nine significant production factors were identified by the entrepreneurs. These factors are:

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<tr>
<td>1</td>
<td>Availability of needed skilled direct labor</td>
<td>61%</td>
</tr>
<tr>
<td>2</td>
<td>Good machinery/equipment</td>
<td>54%</td>
</tr>
<tr>
<td>3</td>
<td>Suppliers give good credit terms</td>
<td>44%</td>
</tr>
<tr>
<td>4</td>
<td>Availability of raw materials</td>
<td>43%</td>
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<tr>
<td>5</td>
<td>Product/service development/diversification</td>
<td>41%</td>
</tr>
<tr>
<td>6</td>
<td>Availability of technology to produce product</td>
<td>40%</td>
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<tr>
<td>7</td>
<td>Product/service innovation</td>
<td>36%</td>
</tr>
<tr>
<td>8</td>
<td>Effective production methods</td>
<td>35%</td>
</tr>
<tr>
<td>9</td>
<td>Effective plant layout, size and location</td>
<td>30%</td>
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An average of four (X = 4) production factors were chosen by the respondents regardless of industry type. When the entrepreneurs were grouped by industry, the manufacturing for both local and export markets had the highest average (X = 6), while the transportation, storage and communication had the least (X = 2.5). The ANOVA computation proved that there is a significant difference in the number of production success factors employed by the firms when classified per type of industry.

Quality is one of the major things that most people look for in a product (Schilit 1994). They want the best product for their money. Customers become very demanding and discriminating in their choice especially when there are many alternatives to choose from. Thus, the small and medium local and export manufacturers have to ensure that the quality, availability, design, variety, price and service that go with their products are the best in the market. These manufacturers are able to provide or even go beyond customer satisfaction because of production factors like the availability of needed skilled direct labor, good machinery/equipment, availability of raw materials, and product diversification.
Finance. Five significant finance factors were stated by the owner-managers of SMEs in Metro Manila, namely:

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<tbody>
<tr>
<td>1</td>
<td>Proper budgeting (78%)</td>
<td></td>
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<tr>
<td>2</td>
<td>Availability of funds (76%)</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Proper utilization of funds (73%)</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Effective financial control and management (67%)</td>
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<tr>
<td>5</td>
<td>Less capital to start the business (22%)</td>
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An average of three (X=3) finance success factors was selected by the entrepreneurs regardless of industry type. When classified according to type of industry, the agriculture, fishery and forestry sector had the highest average (X=4), while the construction group had the least (X=2.5). The ANOVA findings showed that there is no significant difference in the number of finance success factors considered by the firms across industries.

Daniel Kehrer (1994) wrote that businesses are not reinventing the cost-cutting wheel. They are managing costs, not just cutting them. They are bouncing back office overhead, improving productivity with high-tech equipment, managing leaner, and getting more for their money on everything. Good financial management, which includes sourcing of funds, budgeting, capital and cash flow supervision, capital restructuring, credit supervision, and cost control, is a very critical factor in ensuring the success of the business. It is also vital that there is access to available funds, and regardless of the amount, this capital must be efficiently managed.

Human Resource. Ten significant human resource practices were considered by the entrepreneurs as contributory to their business success. These are:

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<tr>
<td>1</td>
<td>Giving of adequate salaries (83%)</td>
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<tr>
<td>2</td>
<td>Constant communication (82%)</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Personal supervision of staff (70%)</td>
<td></td>
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<tr>
<td>4</td>
<td>Treating of personnel as family members (65%)</td>
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</tr>
<tr>
<td>5</td>
<td>Giving adequate benefits (64%)</td>
<td></td>
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<tr>
<td>6</td>
<td>Commitment of responsible personnel (59%)</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Absence of labor union (59%)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Conduct of training (29%)</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Hiring of relatives (29%)</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Abundant supply of workers (19%)</td>
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</table>

An average of six human resource success factors was identified regardless of the type of industry. When grouped according to industry classification, the agriculture, fishery and forestry and the manufacturing for export market sectors had the highest average (X= 5), while the wholesale and retail and the finance, real estate, insurance, and business services groups had the least (X= 5). The ANOVA analysis revealed that there is also no significant difference in the number of human resource success factors pinpointed by the firms across industries.

People are the key to organizational success (Chung, 1987). It is therefore imperative to employ the best people and ensure the quality of the workforce. Any
company can have the best equipment, the best raw materials, and all the needed capital, but if there are no adequate competent and committed employees who will produce and market its products/services, the firm cannot attain the best results. Employees are just as important as valued customers. Schilit (1994) opined that employees need to know that they are important to the company so that they will have self-confidence and become more effective in their jobs. Tsao (1995) believed that when you respect your employees, you make them feel valued. And as such, they can be expected to deliver quality goods and services.

These related views on the importance of the human resource aspect in the success of the enterprise are based on the experiences of the respondents. These Metro Manila entrepreneurs found that practices, such as giving adequate salaries, constant communication, personal supervision, treating personnel as family members, and giving adequate benefits are significant human resource success factors. The agriculture, fishing and forestry and manufacturing for export market sectors have used a little more combination of these human resource success factors compared to the other industries. One reason for this outcome is the use of labor-intensive method in the production of the products that the firms make available to the consumers.

**Environmental Dimension**

The enterprise's environmental success factors refer to the firm's external environment, such as the social, technological, economic, and political-legal systems vis-a-vis the local and global perspectives.

The owner-managers of the firms were asked to identify all the factors which they consider to have contributed significantly to their success.

**Socio-Cultural.** Six significant socio-cultural success factors were identified by the respondents. These factors are:

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<tr>
<td>1</td>
<td>Views work as duty and values honest productive labor (86%)</td>
</tr>
<tr>
<td>2</td>
<td>Serves as early training for family members (55%)</td>
</tr>
<tr>
<td>3</td>
<td>Fosters a culture of competition (31%)</td>
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<tr>
<td>4</td>
<td>Emphasizes future orientation (29%)</td>
</tr>
<tr>
<td>5</td>
<td>Encourages trading (26%)</td>
</tr>
<tr>
<td>6</td>
<td>Confers social ranks in terms of actual achievements (19%)</td>
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Based on the percentage distribution, viewing work as a duty, and honesty and productive labor ranked first, while conferring social ranks in terms of actual achievements was at the tail-end.

The average number of socio-cultural factors across industries was two \((X=2)\). On a per industry basis, transportation, storage, and communication had the highest average \((X=5)\), while the rest had an average of two \((X=2)\), except for the construction industry which had three. The ANOVA result showed that there is no significant difference in the number of socio-cultural factors perceived by the entrepreneurs to have contributed to their business success regardless of industry.

Gibb Dyer, Jr. (1992) explored in his study the five most common factors that encourage someone to be an entrepreneur. These factors are early childhood
experiences, the need to gain control over an uncertain world, frustrations with traditional careers, challenge and excitement, and role models. The socio-cultural success factors stated by the Metro Manila entrepreneurs can be traced to the early childhood experiences and role model factors noted by Dyer, Jr. (1992). Many previous studies of entrepreneurs often described the impact of their early childhood experiences and inspiration sparked by a businessman-parent, a local businessperson, or a famous entrepreneur. The great impact of the family which served as an early training ground and the values parents inculcated, such as looking at work as a duty, and an honest and productive labor became the impetus and inherent reason to become successful entrepreneurs in their community and industry.

Technology. Five significant technological success factors were declared by the entrepreneurs. These factors are:

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<tbody>
<tr>
<td>1</td>
<td>Modern machinery/equipment (60%)</td>
</tr>
<tr>
<td>2</td>
<td>Computer (53%)</td>
</tr>
<tr>
<td>3</td>
<td>Telecommunication (51%)</td>
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<td>4</td>
<td>Available technology (43%)</td>
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<td>5</td>
<td>Inventions (10%)</td>
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</table>

Computer technology was at the top of the list, while inventions ranked last in the technological success factors of the Metro Manila entrepreneurs.

The average number of the industry technology success factors regardless of industry was two (X=2). Per industry type, manufacturing for the export market sector garnered the highest average (X= 2). The ANOVA test revealed that there is no significant difference in the number of technology factors declared by the entrepreneurs as having helped in their business success across industries.

Technological change is one of the realities in the dynamic business environment which the SMEs have to face to continue their existence and competitiveness. The role of management is to invest in modern machinery/ equipment, utilize computers, apply new technology or even engage in research and development (R & D). As Dunham and Marcus (1993) asserted, the challenge in a changing environment is to sustain success for the longest possible time.

Since the Filipino entrepreneurs are affected by these global changes in technology, they have started investing in modern machinery/equipment/computer acquisition, and availing of new technology. These Filipino entrepreneurs have also used the facilities of modern telecommunication to be able to transact business and establish or widen their network locally and internationally. According to Dunham and Marcus (1993), new opportunities and competitive advantage to become successful is achieved by a company through information technology which result in more efficient manufacturing, distribution, and inventory management.

Economic. Four significant economic success factors were disclosed by the entrepreneurs. These factors were 1) abundance of resources (whether human or natural) (61%); 2) availability of credit facilities (60%); 3) increase in GNP (12%); and 4) stability in the world price of oil (12%).

The average number of economic success factors regardless of industry is two (X=2). According to industry grouping, four out of eight industries (manufacturing for export and domestic markets, transportation, and finance) have an average of two
(X=2), while the other four sectors have only an average of one (X=1) economic success factor. Thus, the ANOVA computation led to a no significant difference in the number of economic success factors considered by the entrepreneurs across industries.

The stress on the dynamic interaction and interdependence of the enterprise level operations and the economic external environment cannot be overlooked. Dyer, Jr. (1992) noted that getting financing is often the entrepreneur's most pressing problem. In virtually every study of entrepreneurial ventures, researches have shown that financing is one of the most important issues. The major source of capital for most entrepreneurs are personal resources and lending institutions, while funds from friends, family, other investors, the government, and venture capitalists constitute a much smaller portion of the funding.

Dyer, Jr (1992) further explained that entrepreneurs generally have difficulty in attracting people who are willing to accept the risk and uncertainty of an entrepreneurial firm. This proves that human resources is very important in the firm's operation. It is not only human resources' willingness but finding adequate and competent qualified people needed in the business. The Phillipine labor force population as of July 1995 (DOLE-BLES, 1996) is 29,657 million but labor force participation rate is only at 66.3%. It means that there is an abundance of labor supply from which the employers can source.

*Political-Legal.* Only two significant political-legal factors were identified. These are peace and order (70%) and legislation pertinent to their business (42%).

On the average, one (X=1) success factor was given by all the companies, except for the construction industry which had an average of two (X=2) factors of success. Therefore, the ANOVA result proved that there is no significant difference in the number of political-legal success factors in all the industries surveyed.

The government as an external environment is a factor which the firms have to deal with even before they start operation. The peace and order situation must be conducive to attract investors and customers. The legal requirements must be met to start and operate the business legally.

Recognizing the vital role of SMEs in national development and in achieving global competitiveness, the government has contributed substantially in promoting the growth of SMEs in the past years. Two laws were passed to support the SMEs: Republic Act 6810 (Kalakalan 20) in 1989 to “assist rural industries with less than 10 workers through simplified registration procedures and various exemptions from taxation and labor regulations,” and Republic Act 6977 (Magna Carta for Small Enterprises) in 1991 to “promote, develop, and assist small and medium enterprises through the creation of SMED council, and the rationalization of government assistance programs and agencies concerned with the development of small and medium enterprises.”

**CONCLUSION**

The most important indicators of business success are continued patronage of the customers, satisfaction of customers, and continuous operation of the business. The personal traits which contribute to the success of the company are hardwork, responsibility, self-confidence, and industriousness. The top success factors are competitive pricing and good location (marketing); availability of needed skilled direct labor and good machinery and equipment (production); proper budgeting and availability of funds (finance); and giving of adequate salaries and constant communication (human resource).
There is no significant difference in the number of success factors utilized by the enterprises in their business functions (except in marketing) based on the type of their industry. The major environmental success factors are view of work as duty and as an honest and productive labor (socio-cultural); modern machinery and equipment (technology); abundance of resources whether human or material (economic); and peace and order (political-legal).

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