

WOMEN APPAREL SHOP OWNERS: DEFINITIVE PROFILES
AND SELECTED CHARACTERISTICS

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AND SELECTED CHARACTERISTICS

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CHAPTER I

INTRODUCTION

Small, independently owned businesses in the United States are a significant component of the economic structure of the United States. Approximately 95 percent of the businesses in the United States are considered small businesses and account for almost one-half of the gross national product (Christy and Jones, 1982).

Naisbitt (1982) noted that there was currently an entrepreneurial explosion in the United States. From 1980 to 1985 the number of entrepreneurial enterprises is expected to increase by 21 percent (Furtado and Haines, 1980).

Changing social, governmental and economic trends in the United States have led to an increase in the number of working women (Christy and Jones, 1982). Many women are looking to entrepreneurship as a preferred and viable career alternative. Women-owned enterprises are the smallest, but fastest growing segment of the American small business economy. The number of women entrepreneurs has more than doubled since 1972 (Charboneau, 1981). Naisbitt (1982) noted that the number of self-employed women was increasing five times faster than the increase for men. According to DeCarlo and Lyons (1979), 71 percent of all women-owned businesses are in the retail and service sectors. The U. S. Department of Commerce report in 1980 indicated that there were

16,716 women-owned apparel accessory stores in the United States. gross receipts for these stores was \$1,542,122,000.

Sexton, VanAuken, and Ireland (1981) indicated that research was needed on characteristics of entrepreneurs, entrepreneurial technology, entrepreneurship and social progress, and entrepreneurship in academia. In addition, the increasing number of female business owners provides another area for entrepreneurial research. Welsch and Young (1982) indicated that research was needed on the characteristics of women entrepreneurs. The need for research on the characteristics of women apparel retailers emerged from the increased entrepreneurial activity of women and from the increased involvement of women in small retail apparel businesses.

The Center for Apparel Marketing and Merchandising (CAMM) was established in May 1982 at Oklahoma State University. The major purpose of CAMM is to provide educational assistance to small retail apparel shop owners in Oklahoma and throughout the United States. The target clients of CAMM are apparel retailers with annual sales volumes of less than \$500,000 and with less than five years of retailing experience.

The Center conducts seminars and workshops before seasonal apparel marts. During the Center's first year, over 1,500 retailers attended CAMM workshops. Activities focus on planning and controlling inventory and purchases, projecting and promoting sales, and increasing profits. The Center also provides year-round consulting services to CAMM Retail Associates, a membership program for retailers who have attended a CAMM workshop. Additional information regarding content, purposes, and benefits of CAMM workshops was placed in Appendix A.

Purposes and Objectives

The major purposes of the study were to investigate selected characteristics of women owners of small retail apparel businesses and to examine the relationships among the involvement in control and operation of the stores and selected ownership characteristics. The specific objectives of the study were:

1. To identify characteristics of women apparel store owners, their stores, and their involvement in the control and operation of the stores.

2. To develop definitive profiles of the women apparel store owners in regard to selected characteristics.

3. To analyze the relationships among the involvement in the control and operation of the stores related to the four functional areas of retailing and the form of ownership, the size of store, and the length of ownership.

Hypotheses

The null hypotheses for the study were:

H₁: There are no significant differences ($p < .05$) in the summed scores for the level of involvement in extent of control and participation in operation, the functional areas of retailing, and:

- a. Size of store
- b. Form of ownership
- c. Length of ownership

H₂: There are no significant differences ($p < .05$) in the summed scores for the level of involvement in extent of control and participation in operation and:

- a. Functional areas of retailing
- b. Length of ownership

H₃: There are no significant differences ($p < .05$) in the summed scores for the level of involvement in each of the functional areas of retailing and:

- a. Form of ownership
- b. Length of ownership

The alternate hypotheses were a simple negation. In other words, they were the opposite of the null hypotheses.

Assumptions

The major assumptions of the study were:

1. There is a need for descriptive information on the ownership characteristics of female entrepreneurs.
2. Many small retail apparel stores are owned by women.
3. Women owners of small apparel stores have major responsibility in control and operation of the stores.

Limitations

Several factors limited the scope of the study. They were as follows:

1. Participants in the study were limited to women who had attended one or more of the Center for Apparel Marketing and Merchandising workshops from April 1982 to May 1983.
2. Participants in the study were restricted to women who owned a retail apparel shop with an annual sales volume of less than \$500,000.

Definitions

The following terms are defined as they were used in the study:

Accounting and Record Keeping - Activities involved in keeping financial records, keeping inventory and stock records, developing policies and procedures for controlling business expenses, establishing capital requirements, and analyzing strategies for improving sales and profits (Davidson, Doody and Sweeney, 1975; Duncan and Hollander, 1977; Schollhammer and Kuriloff, 1979).

Advertising and Promotion - Activities involved in determining advertising budgets, selecting advertising media, preparing advertisements, planning and maintaining displays, arranging merchandise on the sales floor, maintaining records of advertising, and evaluating sales response to advertising (Davidson, Doody, and Sweeney, 1975; Gillespie and Hecht, 1970; Greenwood and Murphy, 1978; Troxell and Stone, 1981).

Buying and Merchandising - Activities involved in determining open-to-buy budgets, purchasing merchandise, establishing retail prices and price changes, checking merchandise into stock, returning merchandise to vendors, stocking and filling in merchandise, supervising inventory counts, interpreting customer demand, and shopping competitive stores (Davidson, Doody and Sweeney, 1975; Duncan and Hollander, 1977; Gillespie and Hecht, 1970; Greenwood and Murphy, 1978).

Entrepreneur - "A person who organizes, operates, and assumes the risk for business ventures" (Morris, 1978, n.p.).

Extent of Control - The power to make policy decisions for the store (Small Business Administration, 1979).

Functional Area of Retailing - The four functional areas include accounting and record keeping, management and supervision, buying and

merchandising, and advertising and promotion (Gillespie and Hecht, 1970; Greenwood and Murphy, 1978; LeGrand, 1978; Mason and Mayer, 1981).

Management and Supervision - Activities involved in hiring and firing employees, training and scheduling salespersons, assigning duties and supervising employees, establishing procedures for selling, establishing policies to reduce theft, purchasing supplies and equipment, arranging for customer services, cleaning the store, working on the sales floor, and opening and closing the store (Bolen, 1978; Davidson, Doody, and Sweeney, 1975; Troxell and Stone, 1981).

Participation in Operation - The day-to-day management of the store (Small Business Administration, 1979).

Selected Characteristics - The demographic and personal characteristics of the women and the stores they own.

Small Apparel Retailer - Apparel retailer whose annual sales volume does not exceed \$500,000 (Mason and Mayer, 1981).

Women Apparel Store Owners - For the purposes of the study, women retailers who indicated that their title or position was that of an owner or owner-manager of the store.

Women-Owned Businesses -

A business which is, at least 51 percent owned, controlled and operated by a woman or women. Controlled is defined as exercising the power to make policy decisions. Operated is defined as actively involved in the day-to-day management (Small Business Administration, 1979, p. 4).

CHAPTER II

REVIEW OF LITERATURE

A well known futurist, Naisbitt (1982), noted that America was going through an entrepreneurial explosion. In 1980, new businesses were being created at a rate of 600,000 per year. In contrast, only 93,000 new businesses were created in 1950. Individual entrepreneurial businesses were constantly changing, as businesses were starting, closing or being acquired (Cooper, 1980).

According to Naisbitt (1982), women were starting new businesses at a phenomenal rate. The rate of increase in the number of self-employed women was greater than the rate of increase for men. In 1981, there were more than three million women business owners and sole proprietorships in the United States. Therefore, women-owned enterprises were the smallest, but fastest growing segment of the American small business community (Christy and Jones, 1982). Business Week predicted that the 1980's would be the decade of the woman entrepreneur (Women Rise, 1980).

The following review of literature was presented in seven sections. These sections included: entrepreneurship, apparel retailing, women in retailing, store ownership, functional areas of retailing, functions performed by store owners, and summary.

Entrepreneurship

The term entrepreneur was coined by the French economist Cantillon (Kourilsky, 1980). Entrepreneur, from *entreprendre*, meant to undertake. The entrepreneur was seen as an individual who obtained factors of production and combined them into products for the marketplace. Special emphasis has been placed on the concept of innovation in entrepreneurship. The American Heritage Dictionary defined entrepreneur as "a person who organizes, operates, and assumes the risk for business ventures" (Morris, 1979, n.p.).

Characteristics of Entrepreneurs

Entrepreneurs share common characteristics (Dickinson, 1981; Schollhammer and Kuriloff, 1979; Taetzsch, 1977; Timmons, 1978). Entrepreneurs have a high level of energy, a desire to become involved in innovative adventures, a willingness to assume personal responsibility, and a desire for achievement. They have a positive attitude, self-confidence, a goal-orientation, an action-orientation, curiosity, competitiveness and creativity. In addition, entrepreneurs have an internal locus of control, drive and energy, persistence, and self-reliance.

Clayton (1981) reported that business owners/managers should have the following characteristics: organizing abilities, decision-making abilities, human relations abilities, problem-solving abilities, communication abilities, technical knowledge, creative talents, and a high level of skill performance. Furtado and Haines (1980) felt that not all managers were entrepreneurs, but that all entrepreneurs were managers.

Petrof (1980) developed profiles of the characteristics of persons who had attended the Laval University entrepreneurship training program. A discriminant analysis of the characteristics indicated that those persons who had started a business tended to be first born children, to be members of professional organizations, to be older, and to have a higher level of education. Douglas (1977) studied the educational background of entrepreneurs and found that entrepreneurs had a higher level of education than the general population of the United States.

Research on small retailers in small towns by Tinsley and Arnold (1978), indicated that only 35 percent of the retailers had any formal training in retailing, and most of those for less than one year. However, approximately 70 percent had some experience in retailing before assuming ownership of the stores. Jacobowitz and Vidler (1982) reported that approximately 70 percent of the small business retailers came from homes where their parents or close relatives either owned a small business or were independent professionals.

Small Business

Pickle and Abrahamson (1981) indicated that small business contributed significantly to the American economy. Christy and Jones (1982) noted that over 95 percent of all businesses were considered small. Clayton (1981) indicated that a small business was one which was individually owned and operated and was not dominant in the field of operation. The National Federation of Independent Business Research and Education Foundation or NFIB (1981) indicated that there were 14 million small businesses in the United States, which accounted for 48 percent of the gross national product in the United States. Most of

the small businesses were located in the retail (29%) and service (28%) sectors. Wholesale trade and manufacturing were third and fourth, respectively (Clayton, 1981).

Retailing was a major contributor to the gross national product, with retail sales of over one trillion dollars in 1981 (Packard and Carron, 1982). The majority of the retail establishments were small single-unit stores. Retailing generated over 72 percent of the nation's total dollar volume in small business (Gillette, 1982). The growth in individual entrepreneurial enterprises is expected to increase by 21 percent from 1980 to 1985 (Furtado and Haines, 1980).

Apparel Retailing

Status of Apparel Retailing

According to the United States Department of Commerce (1981), apparel and accessory stores accounted for 5.9 percent of the one trillion dollars in total retail sales in the United States. The total annual retail sales for apparel and accessory stores was \$43,028,000,000. More than 110,000 retail organizations in the United States specialize in apparel and accessories (United States Department of Commerce, 1980). In 1981, annual sales for retail apparel stores was seven percent higher than 1980 (Dun and Bradstreet, 1981). There was an increase of nine percent for women's wear retailers. In 1981, the total expected annual sales for all apparel stores was \$49,263 million (United States Department of Commerce, 1981).

Dun and Bradstreet (1982) reported that new business starts in apparel retailing stepped up 7.5 percent in 1981. In 1980, there were

2,154 new apparel businesses and in 1981 there were 2,316. The largest increase (26%) was in children's and infant's wear shops. Increases were also noted for men's and boys' clothing and furnishings, women's and misses' ready-to-wear, women's and misses' accessories and family clothing.

Failure Rates

Eddy (1979) indicated that retail firms had one of the highest failure rates, 51 percent quit or failed within the first one and one-half years. It was more difficult to succeed in small business, as more than one-half of new small businesses closed within five years. According to Dun and Bradstreet (1982), the major causes of failure in apparel retailing were neglect due to incompetence (37.5%), lack of experience in the line (22.5%), unbalanced experience (19.7%), and lack of managerial experience (12.3%). These led to conditions which resulted in inadequate sales (62.7%), inventory difficulties (23.8%), heavy operating expenses (18.1%), competitive weakness (17.5%) and other difficulties (8.3%). Dickinson (1981) believed that better education and training would help lower the high failure rate. In a study of over 17,252 retail firms, Star and Massel (1981) reported that the survival rate for small businesses was greatest for the stores with larger sales volumes (over \$24,000) and for the stores located in rural areas. Corporations had the highest survival rates, followed by partnerships, and then proprietorships.

Women in Retailing

Changing societal, governmental and economic trends in the United

States were reasons leading to an increase in the number of working women (Christy and Jones, 1982). The Kiplinger Washington Letter (1982) reported that more women were entering the job market. Over one-half of all women 16 years of age and over were currently in the work force. It was estimated that by 1990, 75 percent of the women 25 to 54 years old would be employed outside of the home.

Duncan and Hollander (1977) noted that 47 percent of the employees in all types of retailing were women. However, the number of women in apparel retailing was substantially higher.

Pickle and Abrahamson (1981) noted that nearly all women-owned firms were small and that women owned 5.7 percent of all small businesses. The United States Department of Commerce (1980) indicated that there were 16,716 women-owned apparel and accessory stores in the United States. The gross receipts for these stores were \$1,542,122,000. Most of the stores were small, with average receipts of less than \$100,000.

The Small Business Administration (1979) identified a woman-owned business as:

A business which is, at least 51 percent owned, controlled and operated by a woman or women. Controlled is defined as exercising the power to make policy decisions. Operated is defined as actively involved in the day-to-day management (p. 4).

In research on owners of small businesses, Welsch and Young (1982) reported that there was a high rate of growth in the number of women entrepreneurs. In comparison to men, they found that women entrepreneurs were younger, had more education, had less business experience, and had lower sales volumes.

DeCarlo and Lyons (1979) studied personal characteristics of female entrepreneurs and noted that 71 percent of all women-owned firms were in the retail and service sectors of the economy. The women tended to be about 40 years old, to be married, to have limited previous retailing experience, and to have some education beyond high school.

Burr (1979), an assistant administrator for management assistance with the United States Small Business Administration, noted that the typical female business entrepreneur had fewer than five employees and grossed less than \$50,000. Most of the women-owned businesses were sole proprietorships and only 13 percent had paid employees. According to the United States Department of Commerce (1980) the women-owned retail apparel and accessory stores were distributed as follows: 6 percent for men's and boys', 51 percent for women's, 7 percent for children's, 14 percent for family, 7 percent for shoes, and 15 percent for miscellaneous.

According to Couch (1982), there were 40 million women in the United States labor force, representing 59 percent of all women 18 to 64 years old and 41 percent of all workers. The typical working woman was married, 35 years old, well educated, worked for economic necessity, and consistently earned less than men.

Charboneau (1981) noted that there were 702,000 women-owned businesses which represented seven percent of all businesses in the country (excluding large corporations). The businesses grossed almost seven percent of all small business receipts. Charboneau indicated that the typical woman entrepreneur was unmarried, white, a college graduate and about 52 years old. She was likely to be a first-time entrepreneur, with 10 years of business experience. Thirty percent of all women-owned businesses were in the retailing sector of the economy.

Store Ownership

According to Duncan and Hollander (1977), approximately 97 percent of all retail trade was handled through stores. Approximately 88 percent of the retail stores were small, independently owned stores, which accounted for one-third of the total retail sales (Packard, 1983). Two-thirds of the retail stores had less than four employees (Mason and Mayer, 1981). Stores with annual sales volumes of less than \$500,000 were considered small stores. Segal (1982) indicated that the number of small independently owned apparel businesses was growing.

Form of Ownership

The three forms of legal ownership for small businesses were the sole proprietorship, the partnership, and the corporation. The legal form of ownership affected taxes, the division of profits, risks, the amount of capital raised, and many types of managerial decisions (Klatt, 1973). According to the United States Department of Commerce (1981), the form of ownership for all apparel and accessory stores was individual proprietorships 36 percent, partnerships 8 percent, corporations 55 percent, and other 1 percent.

Droms, Miller and Lacerta (1979) developed a financial profile of small retailing firms with total assets of less than \$250,000. They found that for apparel retailers 67 percent were corporations, 22 percent were sole proprietorships, and 11 percent were partnerships.

A sole proprietorship was owned by one individual, who had title to all of the business' assets and who was subject to the claims of all creditors (Packard and Carron, 1982). Sole proprietorships are the most

common form of business ownership, constituting approximately 78 percent of all businesses (Boone and Kurtz, 1979).

Klatt (1973) noted that a partnership was an association of two or more individuals who entered business to share profits and losses. Each partner was legally bound and obligated to the other partner. Responsibilities and duties of the partners varied according to the type of partnership, whether it was a general or a limited partnership. The partnership type of ownership represented eight percent of the total for all businesses (Boone and Kurtz, 1979).

Segal (1982) indicated that the corporate form of ownership was the most structured form of ownership. Mason and Mayer (1981) defined a corporation as a legally chartered business wherein the owners' share was based on their amount of ownership and specific agreements. According to Boone and Kurtz (1979), approximately 14 percent of all businesses had a corporate form of ownership. Gumpert (1982) indicated that the number of incorporations had doubled since 1975 and the number of incorporations was expected to increase.

Financial Investment

Store owners generally should provide at least half of the total opening investment (Tootelian and Galdeke, 1978). Cooper (1980) noted that personal savings were the most important source of funds for starting a business. Loans from relatives and friends were also common. In addition to these sources, loans were possible from banks, Small Business Administration, trade credit, Small Business Investment Corporation, issuance of stock, venture capitalists, and commercial finance companies (Klatt, 1973).

The National Federation of Independent Business Research and Education Foundation (1981) reported that the major source of capital for entrepreneurs was personal resources, followed by lending institutions, friends and relatives, investors, and the government. Traditionally, banks have been the major source of short-term loans for entrepreneurs, especially for the purchase of fixtures and inventory. However, long-term loans were generally needed to provide for start-ups, property purchases, expansion and acquisitions.

Wichman (1979) researched the reasons that small business owners obtained loans from commercial banks. The major purposes of business loans were to provide working capital (31%), to purchase equipment (26%), to purchase land and buildings (9%), to construct, expand or convert (14%), to purchase an ongoing business (5%), and to consolidate debt obligations (13%). The majority of business loans were to provide working capital, which included taking advantage of trade discounts and purchasing inventory. Fertuck (1982) surveyed lending practices of small businesses and noted that more business loans were needed at the inception and early growth stages of a business.

Functional Areas of Retailing

Markin (1977) indicated that typically small store owners used a functional approach to the division of labor and organization, which was derived from the functions or activities in retailing. Related job classifications were grouped into functions or divisions in a functional organizational plan. The Mazur Plan, developed in the 1920's, had four functional areas: merchandising, publicity, store management (operations), and finance and control (Markin, 1977). Merchandising included

buying, planning and controlling stocks, planning sales promotions, and selling. Publicity included window display, interior display, and media advertising. Store management (operations) included care of merchandise, customer services, personnel, store buildings and maintenance, and operating supplies and equipment. The fourth functional area, finance and control, included control and controllership, credit, and stock and store record keeping. Cash (1979) indicated that the most common form of organizational structure in retailing was based on functional lines.

Variations of the Mazur Plan have been suggested for larger retail organizations (Mason and Mayer, 1981). Some plans established a fifth function of personnel management, which was a subfunction of store operations in the four-function organization. Large retail organizations have refined the four basic functions into six, seven or eight functional areas. However, for small store operations, the four-function plan was typically used in describing the retailing functions.

Research on small apparel stores completed by Swan (1981) and LeGrand (1978) utilized the four-function approach to identify problems of retailers. The four areas used by both researchers were accounting and control, buying and merchandising, operations and management, and advertising and promotion.

Accounting and Record Keeping

LeGrand (1978, p. 5) defined accounting and control as the "activities involved in keeping adequate financial records and preparing the balance sheet and cash flow for a small apparel store." According to Davidson, Doody and Sweeney (1975), the retailing function of accounting

and record keeping or finance and control contained the major areas of maintaining accounting records and reports, control of merchandise stocks and operating expenses, and credit management. The principal duties were accounting and auditing, preparing financial statements, preparation of tax returns and governmental records, and general office work of the store. The owner-manager was involved in preparing operating expense budgets, controlling and authorizing purchases, and maintaining credit accounts. Devising and maintaining adequate accounting records and obtaining adequate working capital and long-term capital to meet the needs of the company were important aspects of the accounting and record keeping function (Duncan and Hollander, 1977).

Even though owners performed the majority of the functions in small stores, a bookkeeper or accountant was generally used for maintaining records (Troxell and Stone, 1981). Bookkeepers generally collected the daily receipts and kept the books (Cash, 1979).

Management and Supervision

Troxell and Stone (1981) indicated that the management and supervision or store management and operations functions included maintenance of all facilities, store and merchandise protection, customer services, and personnel. The management and operation function included care and maintenance of the store, purchasing supplies and equipment, and store security (Davidson, Doody, and Sweeney, 1975). All employees, including the owner, would probably work on the sales floor regardless of other duties (Bolen, 1978).

Gillespie and Hecht (1970) and Davidson, Doody, and Sweeney (1975) considered personnel a subfunction of the store operations and

management function. Supervision of salespeople was considered an important aspect of the personnel division and included selection, training, compensation, and scheduling. Generally, in small stores all employees reported directly to the store owner-manager. Good employee morale was an important goal of the personnel division (Bolen, 1978).

Buying and Merchandising

LeGrand (1978, p. 6) defined buying and merchandising as the "activities involved in the planning, procuring, and controlling of merchandise for the small apparel store." According to Troxell and Stone (1981), the buying and merchandising function included buying, selling, merchandise planning and control, and usually fashion coordination. Owners of small specialty shops generally bought merchandise in small quantities, provided personal services for the customers, and controlled the merchandise assortments, buying, pricing and selling practices (Greenwood and Murphy, 1978). Davidson, Doody, and Sweeney (1975) indicated that the merchandising function involved establishing buying plans, interpreting business trends and market conditions, and establishing stock and purchase plans. Other duties in the buying and merchandising function included returning merchandise to vendors, keeping stock on the sales floor, executing merchandise markdowns, and comparison shopping (Greenwood and Murphy, 1978). As a buyer, the store owner-manager determined vendors, selected merchandise to purchase, determined retail prices and traveled to market (Davidson, Doody, and Sweeney, 1975). Even though the sales and stock records were a part of the accounting and record keeping function, inventory management was a part of the merchandising function.

Cash (1979) indicated that buying offices performed duties that came under the merchandising function. Greenwood and Murphy (1978) noted that some small specialty stores utilized buying offices as purchasing agents. Buying offices provided comparative sales information, fashion trend information, new merchandise availability information, and discounts on merchandise. Some buying offices assisted store owners with retailing problems.

Advertising and Promotion

LeGrand (1978, p. 6) defined advertising and promotion as the "activities involved in the selection, presentation and promotion of ideas, goods, and/or services for small apparel shops." The publicity or sales promotion function included the planning and executing of all forms of paid advertising, window and interior displays, sales promotion events, and advertising research (Davidson, Doody, and Sweeney, 1975). In addition, all public relations such as news releases, fashion shows, and special events were handled within the sales promotion function. The proprietor or owner was responsible for determining the promotional budget, scheduling and coordinating advertising, supervising the preparation of advertisements, and evaluating sales response to advertisements (Greenwood and Murphy, 1978).

Functions Performed by Store Owners

Schollhammer and Kuriloff (1979) noted that small businesses served predominantly a local or regional market, had a very limited share of the given market, were relatively small in a given industry, and were generally owned by one person or at most very few. Small firms were

generally managed directly by their owner or owners. Managers of small businesses tended to know all employees personally and participated in all aspects of managing the business.

Participation in Operation

The Small Business Administration (1982) defined involvement in business ownership as the active involvement in the day-to-day management of the business. Duncan and Hollander (1977) indicated that day-to-day tasks included buying, selling, preparing advertisements, and designing displays. Certain aspects of supervising personnel were also a part of the day-to-day operation of a store (Greenwood and Murphy, 1978).

In small retail firms, an owner, part-time bookkeeper, and a salesperson or two usually handled all of the work necessary to keep the store operating successfully (Troxell and Stone, 1981). In single-unit specialty stores, owners were frequently required to function as manager, buyer, salesperson, stock person, janitor, and bookkeeper (Greenwood and Murphy, 1978). In a partnership these responsibilities were generally shared or organized according to the individual abilities of the partners. In a partnership, each person assumed responsibility for those functions they were most capable of performing, had experience in, or enjoyed doing the most.

In larger retail stores, owners generally were responsible for the sales promotion and merchandising activities (Troxell and Stone, 1981). Responsibility for financial and operational activities was generally handled by a partner or store manager. Generally, small firms maintained a very flexible organizational structure (Cash, 1979).

According to Davidson, Doody, and Sweeney (1975), all managerial functions were performed by owner-managers and the more routine functions were delegated to employees. In a small store organization, the owner-manager typically supervised buying, displays, advertising, selling, credits, and office procedures (Will and Hasty, 1977). In addition, the owner-manager checked records, controlled expenses, planned the business, and sold merchandise. Assistant managers or salespersons typically trained clerks, planned advertising, checked window and interior displays, sold merchandise, made price changes, arranged stock, checked invoices received, price-marked new merchandise, and cleaned the store. The store owner-manager maintained the responsibility for all functions performed by other employees (Davidson, Doody, and Sweeney, 1975).

Cuba and Milbourn (1982) examined management practices used by small business owners in five eastern states. The degree of delegation was determined to be a key factor which affected business survival and financial success. Small business owners should delegate part of the responsibilities and duties of being an owner-manager. The high priority items were developing long-range goals, plans for the business, and policy changes. Medium priority items with partial delegation, were hiring and training employees, handling customer complaints, and reviewing trade literature. Low priority items, with full delegation, included answering phones, checking records, selling to customers, ordering supplies and inventory, repairing and maintaining equipment, and completing government forms.

Extent of Control

The Small Business Administration (1982) defined control in business ownership as the power to make policy decisions. As executives or proprietors spent less and less time on day-to-day tasks, they increasingly concentrated on planning, coordination and control (Duncan and Hollander, 1977). The major obligations involved with control were formulating basic policies, exercising final authority over budgets, making decisions about growth and expansion. Small businesses should have policies for determining capital requirements, sources of funds, inventory investments, and operational budgets (Walker and Petty, 1978).

Effective, well-maintained policies were important to store profitability (Duncan and Hollander, 1977). Business policies were written or implied rules of conduct under which the firm operated. Individual proprietors, partners or board of directors played a major role in policy formation in small stores. Many retailers, however, were so busy with routine affairs that they failed to devote enough time to policy formation. Typical policy decisions of retailers regarded the kinds and quality of merchandise carried, forms of customer services rendered, types of sales promotion used, and personnel administration used. Effective proprietors needed to communicate policies to employees (Schollhammer and Kuriloff, 1979).

Summary

The review of literature included research regarding entrepreneurship, apparel retailing, women in retailing, store ownership, functional areas of retailing, and functions performed by store owners. It was

noted that entrepreneurship was increasing rapidly in the United States. The number of female entrepreneurs was increasing at a faster rate than for male entrepreneurs.

Small business contributed significantly to the American economy and a large portion of the small businesses were in the retailing sector. Nearly all of the women-owned firms were small. A large percentage of men's, women's and children's apparel shops were small and independently owned.

More women were working due in part to the changing economic, societal, and governmental trends in the United States. A high rate of growth was reported for women entrepreneurs, especially in small, independently owned sole proprietorships. Researchers noted that the major sources of financial backing for small businesses were personal savings, banks, and loans from friends and relatives. The major purpose of business loans was to provide working capital, which included purchasing inventory.

LeGrand (1978), Markin (1977), and Mason and Mayer (1981) indicated that a four-function approach was used frequently to describe the division of labor and organization in retail stores. The four functional areas were accounting and record keeping, management and supervision, buying and merchandising, and advertising and promotion. In small apparel businesses, owners frequently performed in all four functional areas. The Small Business Administration (1979) indicated that women business entrepreneurs, in addition to owning 51 percent of the business, were actively involved in the day-to-day management and exercised the power to make policy decisions for the business.

CHAPTER III

RESEARCH PROCEDURES

The major purposes of the study were to investigate selected characteristics of women owners of small retail apparel businesses and to examine the relationships among the involvement in the control and operation, the four functional areas of retailing, and selected ownership characteristics. The specific objectives of the study were: 1) to identify characteristics of women apparel store owners, their stores, and their involvement in the control and operation of the stores; 2) to develop definitive profiles of the women apparel store owners in regard to selected characteristics; and 3) to analyze the relationships among the involvement in the control and operation of the stores related to the four functional areas of retailing and the form of ownership, the size of store, and the length of ownership. The objectives of the study were achieved as indicated in the procedural model shown in Figure 1. The research procedures were discussed in the following sections: identifying characteristics, developing definitive profiles, and analyzing the data.

Identifying Characteristics

Procedures used to identify characteristics related to objective one were organized in the following categories: collecting information, developing the questionnaire, pre-testing and revising the questionnaire,

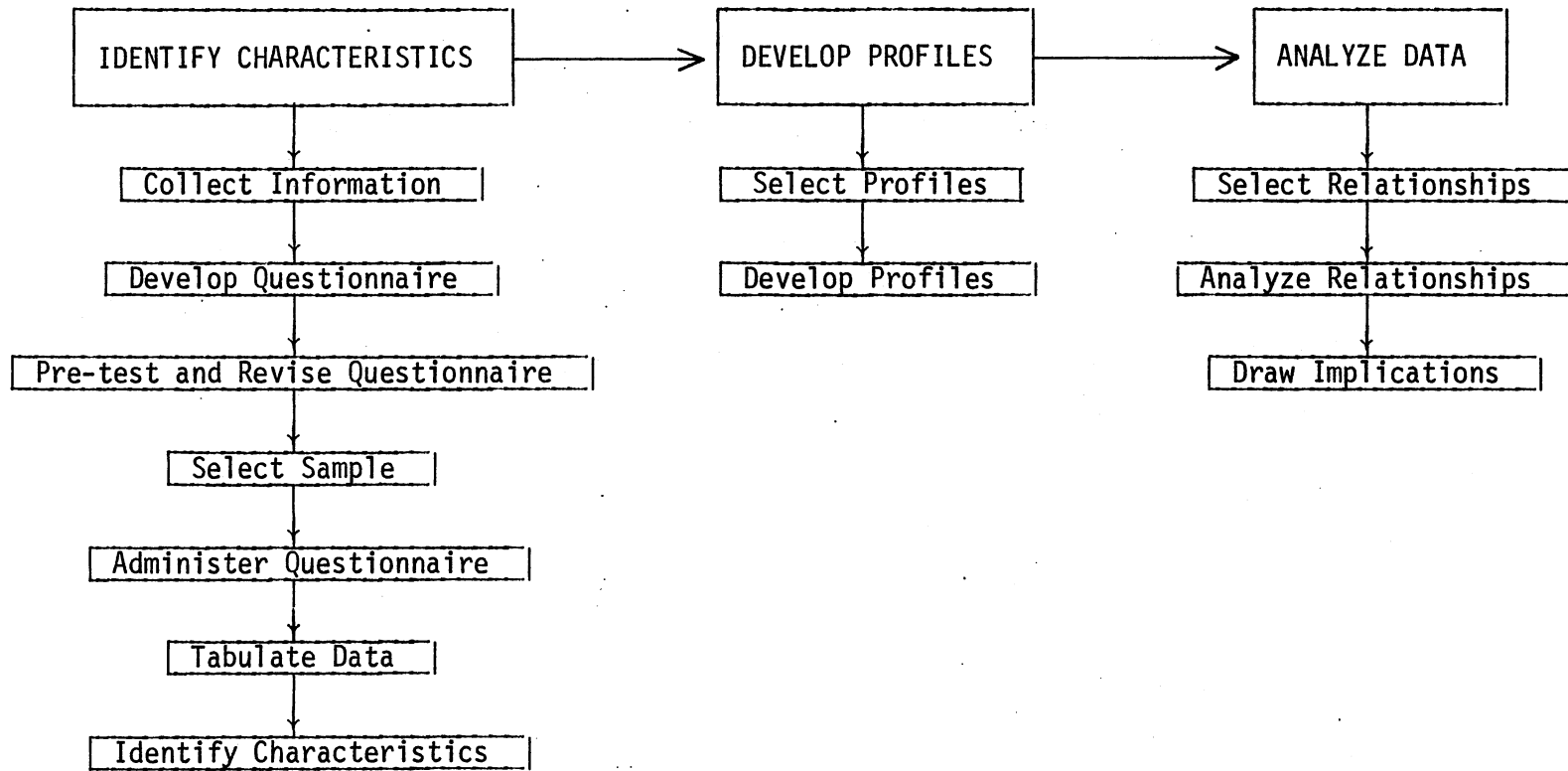


Figure 1. Flow Diagram of Procedural Model

selecting the sample, administering the questionnaire, tabulating the data, and identifying the characteristics.

Collecting Information

Definitive information about women owners of small retail apparel businesses was researched. Information was obtained on small retail apparel businesses, characteristics of women entrepreneurs, ownership characteristics, and control and operational involvement in the functional areas of retailing. The sources for the information included retailing and management books, journals and trade publications.

Initial direction and information was obtained from interviews with business professionals. Summaries of the interviews were placed in Appendix B. Preliminary interviews were conducted in Washington, D.C. with two representatives from the Small Business Administration, namely the research program coordinator from the Office of Economic Research-Advocacy and the coordinator of the Office of Women's Business Enterprises. Background information about the Small Business Administration assistance for women entrepreneurs was obtained.

In addition to these interviews, the project director of the National Small Business Training Network of the American Association of Community Colleges was interviewed in Washington, D.C. Information about the Small Business Training Network's programs offered by colleges and universities, Cooperative Extension Services, community and junior colleges, and community education services was acquired.

Preliminary interviews were conducted with Small Business Administration representatives in Oklahoma City and Stillwater, Oklahoma: first, with a management assistant and secondly, with a SCORE

representative. Information was obtained about programs and advice was offered on research design.

Additional direction for the research was obtained from preliminary interviews with four Stillwater, Oklahoma bankers, including two senior vice-presidents, an assistant vice-president, and an executive vice-president. All of the bankers had experience with small business commercial loans.

Women owners of small retail apparel businesses were interviewed. Women retailers were chosen based on their similarity to the women retail apparel shop owners in the sample.

Developing the Questionnaire

The questionnaire was developed based on the review of related literature, information obtained in the designated interviews and the specific requirements stipulated by the Small Business Administration definition of women business owners as follows:

A business which is, at least 51 percent owned, controlled and operated by a woman or women. Controlled is defined as exercising the power to make policy decisions. Operated is defined as actively involved in the day-to-day management (Small Business Administration, 1979, p. 4).

The questionnaire contained four major sections: background information about the stores, how the women owned the stores, the level of involvement in the control and operation of the stores related to the four functional areas of retailing, and background information about the women.

The first section contained questions about background information for the stores. Included were items such as store location, store size, type of merchandise, annual sales volume, and number of employees.

The second section contained information about ownership characteristics. The form of ownership, source of initial financial backing, and obtaining business loans were included.

The third section contained questions indicating the level of involvement of the women in the control and operation of their stores. The level of involvement was determined for the four functional areas of retailing: accounting and record keeping, management and supervision, buying and merchandising, and advertising and promotion. Within each of the four functional areas, there were two types of questions. One-half of the questions related to the extent of control over each functional area and one-half related to the participation in operations within each functional area. Responses were based on an involvement scale from 0 to 5 on a Likert type scale and were used to measure the degree of involvement.

The fourth section of the questionnaire contained questions about background information for the women. Included were items such as educational background, retailing experience, age, sex, marital status, and other personal characteristics.

In developing the questionnaire, the format and directions suggested by Dillman (1978) were followed. The booklet used contained the cover letter and questions printed in a photographically reproduced form, with no questions contained on the front or back covers. White paper was used with a printing method that provided quality similar to an original typed copy.

Pre-testing and Revising the Questionnaire

The following procedures were used to increase the content validity

of the questionnaire. The questionnaire was pre-tested with eight women owners of small retail apparel businesses who had characteristics similar to those owned by the women in the sample. The instrument was pre-tested during an interview with each woman. The interviews were for approximately one hour. In addition to completing the questionnaire, respondents were requested to make comments and suggestions which would be useful in revising the questionnaire. After completing the pre-testing of the questionnaire, revisions were made to clarify ambiguous questions, to delete repetitious questions, and to add suggested questions.

The revised questionnaire was reviewed by two women with extensive retailing experience and two university merchandising professors to determine the content validity of the questions related to the involvement in the control and operation of the stores. A list of the extent of control questions and the participation in operation questions in each of the four functional areas was compiled from the original questionnaire and from the comments of the eight women who pre-tested the questionnaire. Each woman was interviewed separately for approximately one hour. Using the lists provided, each was asked to compile a list of the most important aspects of control and operation within the four functional areas of retailing. Each woman interviewed was free to change the wording on the lists and substitute other items not included on the lists. From the compiled responses, minor changes were made in the wording of control and operation involvement questions, and only those statements which were deemed important by the majority were included in the final questionnaire.

Finally, a banker reviewed the questions which related to the financial ownership of the store. Minor revisions were made for the final questionnaire to clarify the questions and to make analysis easier. The revised questionnaire and letters of correspondence were included in Appendix C.

Selecting the Sample

A complete list was made of the retailers who attended one of the workshops sponsored by the Center for Apparel Marketing and Merchandising (CAMM) during the summer and fall of 1982 and the spring of 1983. Thirteen workshops were held in Charlotte, Dallas, Denver, Kansas City, Minneapolis, and Pittsburgh with a total of 880 participants as shown in Table I. From the complete list of participants (both male and female), a list of 580 names of women retailers was compiled. Only one person from each store was included on the list. This list was used by three researchers for individual CAMM research projects. Therefore, every third name on the list of women retailers was selected as the sample for this research project. The final sample included 180 women apparel retailers. No information was available as to whether or not the women were the owners of the stores.

Administering the Questionnaire

The questionnaire booklet was mailed to each of the 180 participants chosen in the sample drawn from the CAMM workshop participants. The booklet was mailed first class and contained first class postage for the return mailing.

TABLE I
DESCRIPTION OF POPULATION AND SAMPLE

| Location of Workshop | Date of Workshop | Number of Participants at Workshop | Number of Participants Eligible for Sample | Number of Participants Used in Sample |
|----------------------|------------------|------------------------------------|--|---------------------------------------|
| Minneapolis, MN | April 1982 | 101 | 66 | 17 |
| Dallas, TX | May 1982 | 60 | 39 | 14 |
| Pittsburgh, PA | September 1982 | 43 | 24 | 9 |
| Dallas, TX | October 1982 | 89 | 56 | 17 |
| Kansas City, MO | October 1982 | 59 | 43 | 15 |
| Denver, CO | November 1982 | 74 | 56 | 16 |
| Minneapolis, MN | November 1982 | 83 | 43 | 15 |
| Dallas, TX | January 1983 | 37 | 25 | 9 |
| Denver, CO | April 1983 | 37 | 23 | 4 |
| Kansas City, MO | April 1983 | 56 | 37 | 11 |
| Minneapolis, MN | April 1983 | 109 | 66 | 19 |
| Dallas, TX | April 1983 | 53 | 42 | 15 |
| Charlotte, NC | May 1983 | 79 | 60 | 19 |
| Totals | | 880 | 580 | 180 |

One week after the initial mailing, a follow-up letter was sent to each participant in the first mailing. The letter was written as a thank you for those who had returned their questionnaire booklets and as a reminder to those who had not returned their questionnaire booklets.

The second follow-up letter was mailed to nonrespondents three weeks after the original mail out. The follow-up letter informed the nonrespondent that their questionnaire had not been received and included a restatement of the basic appeals from the original cover letter. A replacement questionnaire with return postage was included with the follow-up letter.

Tabulating the Data

As responses were received, an acquisition number and date of receipt were noted on each questionnaire. Each questionnaire was reviewed to determine if the respondent's title or position was that of a store owner or owner-manager and therefore met the criteria for inclusion in the study. A codebook was developed to identify and locate variables on the data coding form. All data were numerically coded, keypunched, and checked for errors.

For each question on the questionnaire, a frequency count of the responses and percentages was determined. Mean scores were determined for the questions related to the level of involvement in the control and operation of the stores. Tabulations were completed using the BMDP Statistical Package (Dixon, 1981).

Identifying the Characteristics

Characteristics were developed from the responses on the

questionnaire for: 1) background characteristics of the women and the stores they own; 2) ownership characteristics; and 3) involvement in the control and operation of the stores. Related questions were grouped together and the responses were included in Chapter IV.

Developing Definitive Profiles

Definitive profiles for objective two were based on the characteristics identified in objective one and were detailed in the diagram in Figure 2. Procedures used to analyze the data related to objective two were organized in the following categories: selection of definitive characteristics and developing the profiles.

Selecting Definitive Characteristics

The selection of the profiles to be developed was based on the tabulations and percentages of the characteristics identified in objective one. The responses to the questions were grouped into four main categories, which included characteristics of the women owners and the stores, ownership characteristics, corporation and partnership characteristics, and involvement characteristics.

The characteristics of the women owners and the stores were included in the first profile. Characteristics of the women included educational background, retailing experience, hours worked, marital status, position in family, age, and mentor relationships. Characteristics of the stores included type of store, population of city, location of store, annual sales volume, number of employees, and use of accounting services.

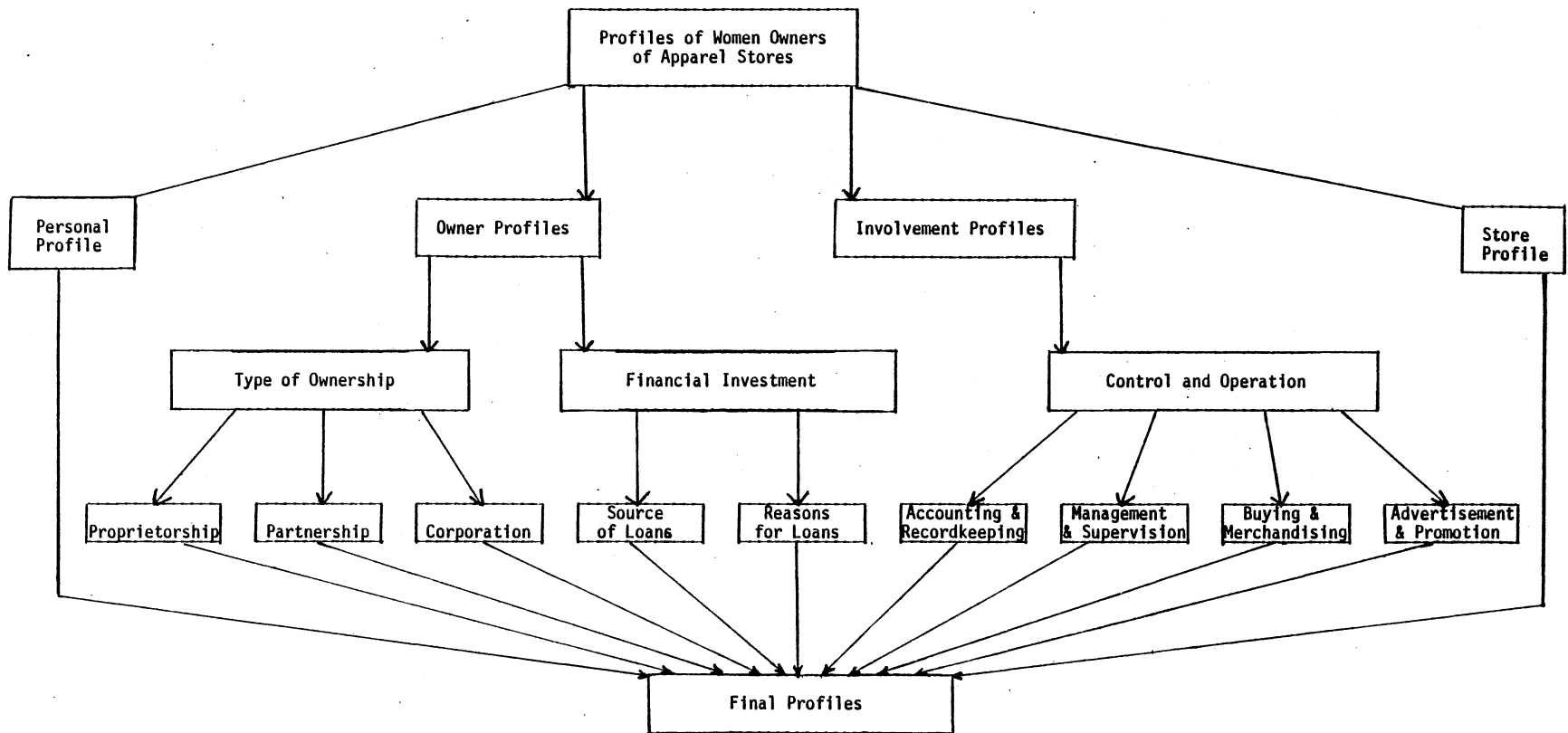


Figure 2. Diagram of Profiles of Women Owners of Apparel Stores

The second profile was for ownership characteristics which showed both store organization characteristics, and loan acquisition characteristics. The store organization characteristics included amount of financial investment, type of ownership, length of ownership, and position or title of owner. The loan acquisition characteristics contained source of initial financial backing, co-signers for loans, reasons for loans, and additional loans.

The corporation and partnership characteristics were placed in the third profile. The corporation characteristics included number of board members, type of corporation, financial investment by owner, and relationship to other members of the corporation. The partnership characteristics included number of partners, type of partnership, financial investment by owner, and relationship to other partners.

The fourth profile showed the involvement characteristics. The extent of control and the participation in operation was noted on the profile for the four functional areas of retailing. The women's indication of their overall involvement in their extent of power to make policy decisions and involvement in the day-to-day management of the apparel stores was included in the profile.

Developing the Profiles

The profiles were developed from the tabulations and percentages of the characteristics identified in objective one. The responses were summarized on bar graphs based on percentages totaling over 50 percent, combined to total over 50 percent, or the highest percentage. The four profiles included key data regarding characteristics of the

women owners and the stores, ownership characteristics, corporation and partnership characteristics, and involvement characteristics.

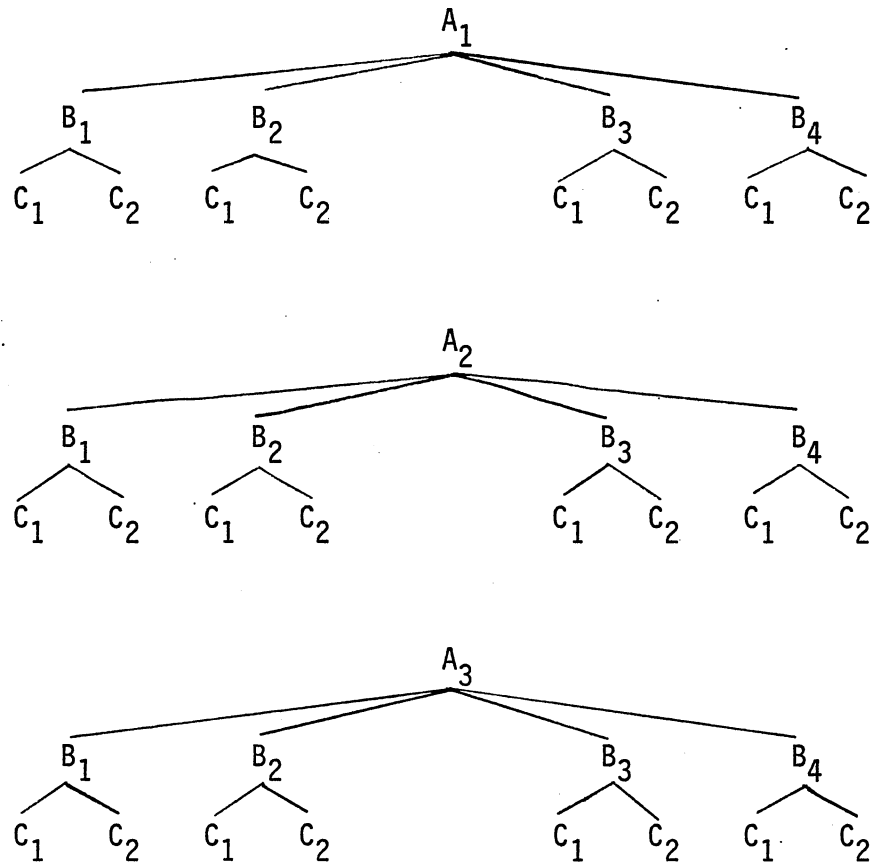
Analyzing the Data

Procedures used to analyze the data related to objective three were organized in the following categories: selecting relationships and analyzing the relationships.

Selecting Relationships

The selection of relationships to analyze was based on the tabulations and percentages from the definitive profiles and the review of related literature and research. Three major three-way relationships were chosen for further analysis in hypothesis one. Two variables were the same for all three analyses. However, a third variable was selected, which was different for each analysis. The similar variables were functional areas of retailing and extent of control or participation in operation. The three variables which were different for each analysis were form of ownership, size of store, and length of ownership. Figures 3, 4, and 5 illustrated the relationships of the variables that were analyzed for hypothesis one.

Variable A. Variable A was different for all three relationships analyzed in hypothesis one. One of the variables was legal form of ownership with three forms: sole proprietorship, partnership, or corporation. Although there was a national trend toward more businesses becoming corporations, in retailing there were more sole proprietorships than any other form of ownership in the literature (Burr, 1979; Gumpert, 1982; Khan and Rocha, 1982; USDC, 1980).



Variable A: Annual sales volume

A₁ = Less than \$100,000

A₂ = \$100,000 to \$200,000

A₃ = \$200,001 to \$500,000

Variable C: Type of involvement

C₁ = Control

C₂ = Operation

Variable B: Functional area

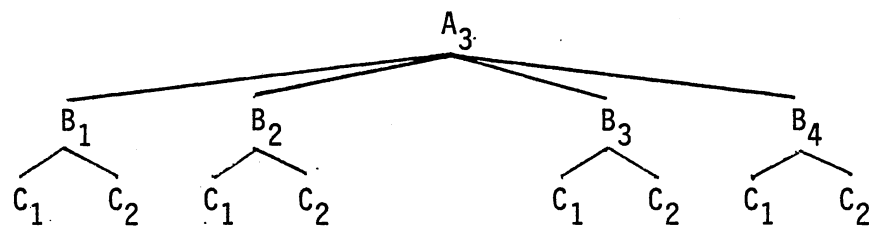
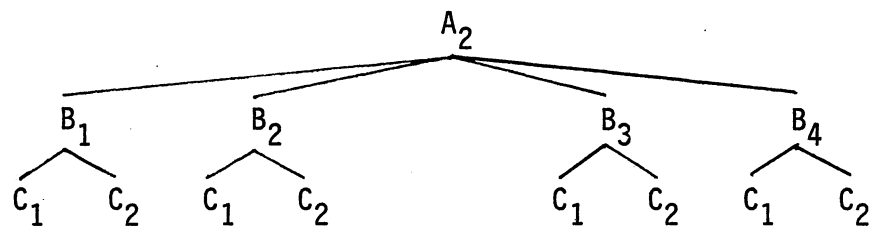
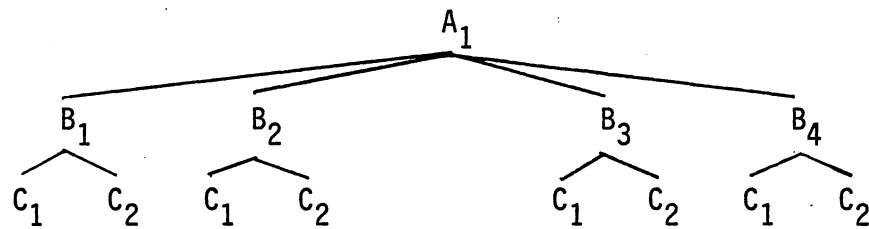
B₁ = Accounting and record keeping

B₂ = Management and supervision

B₃ = Buying and merchandising

B₄ = Advertising and promotion

Figure 3. Relationship of Variables Analyzed for Hypothesis One (a)



Variable A: Form of ownership

A₁ = Sole proprietorship

A₂ = Partnership

A₃ = Corporation

Variable C: Type of involvement

C₁ = Control

C₂ = Operation

Variable B: Functional area

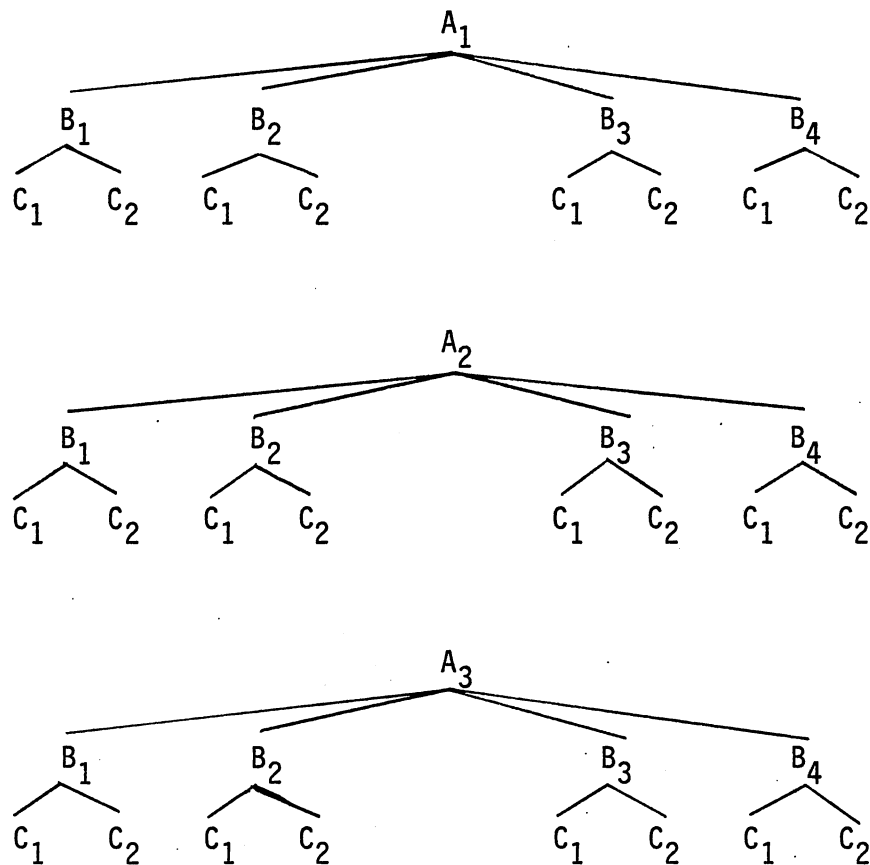
B₁ = Accounting and record keeping

B₂ = Management and supervision

B₃ = Buying and merchandising

B₄ = Advertising and promotion

Figure 4. Relationship of Variables Analyzed for Hypothesis One (b)



Variable A: Length of ownership

A₁ = 1 year or less

A₂ = 2 to 5 years

A₃ = Over 5 years

Variable C: Type of involvement

C₁ = Control

C₂ = Operation

Variable B: Functional area

B₁ = Accounting and record keeping

B₂ = Management and supervision

B₃ = Buying and merchandising

B₄ = Advertising and promotion

Figure 5. Relationship of Variables Analyzed for Hypothesis One (c)

Another variable was size of store as determined by the annual sales volume. A business with an annual sales volume of less than \$500,000 was considered a small business by Mason and Mayer (1981). The majority of all women-owned retail businesses had annual sales volumes of less than \$500,000 (USDC, 1980). The three levels of this variable were \$0 to \$100,000, \$100,001 to \$200,000, and \$200,001 to \$500,000.

The length of ownership for most retail stores was less than five years (DeCarlo and Lyons, 1979; Khan and Rocha, 1982; Welsch and Young, 1982). According to the literature, women were more apt to have owned their businesses for a relatively short period of time. The length of ownership was determined by ownership one year or less, ownership 2 to 5 years, and ownership over 5 years.

Variable B. Variable B for all three relationships analyzed for hypothesis one was functional area of retailing, which included accounting and record keeping, management and supervision, buying and merchandising, and advertising and promotion. Cuba and Milbourn (1982) indicated that business owners were more likely to be involved in specific duties and responsibilities related to the functional areas of retailing, with minor duties and responsibilities delegated to other employees.

Variable C. The last variable, which was similar for all relationships analyzed for hypothesis one was extent of control or participation in operation. Within each of the four functional areas, there were 12 questions. Six of the questions were related to extent of control and six of the questions were related to participation in operation. The 12 questions were randomly placed within the functional area on the

questionnaire. Involvement in the control and operation was analyzed because the Small Business Administration considered both control and operation a part of business ownership (SBA, 1979).

Therefore, three major three-way relationships were chosen for further analysis which related directly to the first hypothesis:

H₁: There are no significant differences ($p < .05$) in the summed scores for the level of involvement in extent of control and participation in operation, the functional areas of retailing, and:

- a. Size of store
- b. Form of ownership
- c. Length of ownership

Analyzing the Relationships

A three-way mixed model analysis of variance was used to analyze the relationships (Bartz, 1981; Joseph and Joseph, 1979; Linton and Gallo, 1975). The mixed model analysis of variance was used because there was a between subjects and a within subjects design for the study. The three categorical fixed independent variables were as follows:

1. The first variable (A) varied with each section of hypothesis one.
 - a. Size of store as determined by annual sales volume with three levels: less than \$100,000, \$100,001 to \$200,000, and \$200,001 to \$500,000 (H_{1a}).
 - b. Form of ownership with three levels: sole proprietorship, partnership, and corporation (H_{1b}).
 - c. Length of ownership in years with three levels: one year or less, 2 to 5 years, and 6 or more years (H_{1c}).

2. Functional area of retailing with four levels: accounting and record keeping, management and supervision, buying and merchandising, and advertising and promotion.

3. Involvement in extent of control and participation in operation with two levels: control and operation.

The first variable (size of store, form of ownership, and length of ownership) had independence between groups and was not repeated. The second (B) and third (C) independent variables (functional area and control or operation) had independence between groups and were repeated variables.

The assumptions for the mixed model analysis of variance were as follows (Linton and Gallo, 1975):

1. The samples were drawn at random from the population under consideration.
2. The variances in the population were homogeneous.
3. The scores were normally distributed in the population.
4. There was independence of the groups for the non-repeated factor.
5. There was independence of the levels for the repeated factors.

The statistical tests for the mixed model analysis of variance included the following (Linton and Gallo, 1975):

$$F_{nr} = \frac{MS_{nr}}{MS_{\text{within for nr}}}$$

$$F_{rf} = \frac{MS_{rf}}{MS_{\text{within for rf}}}$$

$$F_{\text{interaction}} = \frac{MS_{\text{interaction}}}{MS_{\text{within repeated}}}$$

The F_{nr} was for the non-repeated factors, form of ownership, annual sales volume, or length of ownership. The F_{rf} was for the repeated factors, functional area and control or operational involvement. The F interaction was for each of the three-way and two-way interactions. For power at approximately 80 percent, a cell size of 21 or larger was necessary (Cohen, 1969).

The appropriate strength of association measure for the three-way analysis of variance was the eta square (Linton and Gallo, 1975). The computational formula for eta square was as follows:

$$\eta^2 = \frac{SS_x}{SS_{Total}}$$

The SS_x of the eta square formula represented any treatment effect or interaction of any treatment effect. The eta square represented the proportion of variance in the dependent variable that was accounted for by the presence of the independent variable. In the mixed model analysis of variance, the eta square strength of association was appropriate because of the unequal number of subjects in each cell.

The three major three-way relationships for hypothesis one were analyzed. For the relationships that showed no significant differences among the three variables, the two-way relationships were analyzed. The four two-way relationships chosen for further study were related to hypothesis two and hypothesis three and were as follows:

H_2 : There are no significant differences ($p < .05$) in the summed scores for the level of involvement in extent of control and participation in operation and:

- a. Functional areas of retailing
- b. Length of ownership

H₃: There are no significant differences ($p < .05$) in the summed scores for the level of involvement in each of the functional areas of retailing and:

- a. Form of ownership
- b. Length of ownership

Drawing Implications

The majority of the data in the study was categorical and quantitative. Therefore, a descriptive analysis was used to compile data for the definitive profiles and the analysis of the relationships among selected variables. The three-way relationships in hypothesis one analyzed the relationships among 1) size of store or form of ownership or length of ownership; 2) functional areas of retailing; and 3) extent of control or participation in operation. A .05 probability level was arbitrarily established in order to reject or fail to reject the hypotheses. The interpretation of the data provided a basis for the discussion of characteristics of women retail apparel shop owners. Based on the findings of the study, implications were drawn about the entrepreneurship characteristics of women retail apparel shop owners. Suggestions were formulated concerning the educational assistance provided by the Center for Apparel Marketing and Merchandising for women apparel shop owners.

CHAPTER IV

FINDINGS AND DISCUSSION

The major purposes of the study were to investigate selected characteristics of women owners of small retail apparel businesses and to examine the relationships among the involvement in the control and operation, the four functional areas of retailing, and selected ownership characteristics. The specific objectives of the study were: 1) to identify characteristics of women apparel store owners, their stores, and their involvement in the control and operation of the stores; 2) to develop definitive profiles of the women apparel store owners in regard to selected characteristics; and 3) to analyze the relationships among the involvement in the control and operation of the stores related to the four functional areas of retailing and the form of ownership, the size of store, and the length of ownership. The findings and discussion were presented under the following headings: Description of Sample, Entrepreneurship Characteristics, Definitive Profiles, Analysis of Relationships, and Implications.

Description of Sample

Data regarding the sample of the respondents were included in Appendix D. Questionnaires were sent to 180 retailers who had attended one of the workshops sponsored by the Center for Apparel Marketing and Merchandising (CAMM) from April 1982 through May 1983. After the first

mailing and the second mailing (follow-up letter) 50 percent of the questionnaires had been returned. After the third mailing (reminder) 120 questionnaires (66.7%) had been returned.

Of the 120 returned questionnaires, a total of 108 questionnaires (60%) were usable for the study. Twelve questionnaires were not used for one of the following reasons: the respondent did not indicate that their title was a store owner or owner-manager, the store was not open yet, the respondent was a male, the sales volume was over \$500,000, or the questionnaire did not contain needed responses for inclusion in the study. The distribution of respondents by state showed that Minnesota (16.7%) and South Dakota (12.0%) were the states with the greatest number of respondents.

The distribution of respondents by workshop attended was included in Table II. The greatest percentage of participants had attended one of the three workshops in Minneapolis (32.4%), followed by Dallas (26.0%), Kansas City (17.6%), Denver (12.0%), Pittsburgh (6.5%), and Charlotte (5.6%). The single workshop with the highest percentage (12.0%) of participants in the study was for the April 1983 workshop in Minneapolis.

Entrepreneurship Characteristics

Frequencies and percentages calculated for each question were used to summarize entrepreneurship characteristics of the women apparel shop owners who responded to the survey. The characteristics were presented in three units: 1) background characteristics, 2) ownership characteristics, and 3) involvement characteristics.

TABLE II
 DISTRIBUTION OF RESPONDENTS BY WORKSHOP ATTENDED
 (N=108)

| Workshop Attended | Frequency | Percent | |
|-------------------|-----------|-------------|--------------------|
| Charlotte, NC | | | |
| November 1982 | 6 | 5.6 | 5.6 |
| Dallas, TX | | | |
| May 1982 | 4 | 3.7 | |
| October 1982 | 11 | 10.2 | |
| January 1983 | 6 | 5.6 | |
| April 1983 | 7 | <u>6.5</u> | 26.0 |
| Denver, CO | | | |
| November 1982 | 9 | 8.3 | |
| April 1983 | 4 | <u>3.7</u> | 12.0 |
| Kansas City, MO | | | |
| October 1982 | 12 | 11.1 | |
| April 1983 | 7 | <u>6.5</u> | 17.6 |
| Minneapolis, MN | | | |
| April 1982 | 10 | 9.3 | |
| November 1982 | 12 | 11.1 | |
| April 1983 | 13 | <u>12.0</u> | 32.4 |
| Pittsburgh, PA | | | |
| September 1982 | <u>7</u> | 6.5 | <u>6.5</u> |
| Total | 108 | | 100.1 ^a |

^aResponses total more than 100 percent due to rounding.

Background Characteristics

The background characteristics of the 108 women and the stores they owned were developed from the responses on the questionnaire and were summarized in the following discussion. The personal characteristics of the women owners included level of education, retailing experience, reason for opening store, position in family, marital status, age, and mentors. The store characteristics included type of store, population of city, location of store, types of merchandise, annual sales volume, number of full-time employees, and number of part-time employees.

Personal Characteristics. The level of education of the respondents was shown in Table III. Over three-fourths (75%) had some formal educational training beyond high school.

Almost one-half (46%) of the women surveyed had no previous retailing experience before opening their own apparel business as noted in Table IV. The retailing experience of the women was varied. Many (45%) of the respondents had experience in selling. However, very few had experience in apparel store management (6%) and store ownership (7%). Eleven percent of the respondents had 10 years or more of retailing experience and one-third (36%) had less than 5 years experience.

The support or aid of the women by role models or mentors was noted in Table V. Approximately one-third (30%) of the women indicated that a role model or mentor had helped them start their business or run their business. Role models and mentors included relatives, business associates and friends.

TABLE III
 DISTRIBUTION OF RESPONSES BY LEVEL OF EDUCATION
 (N=108)

| Highest Level of Education | Frequency | Percent |
|--|-----------|---------|
| Some high school | 3 | 2.8 |
| Completed high school | 13 | 12.0 |
| Vocational/technical | 10 | 9.3 |
| Some college | 35 | 32.4 |
| Completed college ^a | 23 | 21.3 |
| Some graduate work | 15 | 13.9 |
| Completed graduate school ^b | 8 | 7.4 |
| Other ^c | 1 | 0.9 |
| Total | 108 | 100.0 |

^aCollege majors included education (6), humanities (5), business or accounting (4), home economics (3), fashion merchandising (2), nursing (2), and other (1).

^bGraduate degrees included master's (6), Ph.D. (1) and MBA (1). Majors included education (5), humanities (2), and business (1).

^cOther education included real estate courses.

TABLE IV
 DISTRIBUTION OF RESPONSES BY RETAILING EXPERIENCES
 AND YEARS OF EXPERIENCES
 (N=108)

| Experiences | Frequency | Percent |
|------------------------------------|------------------|--------------------|
| Retailing experiences ^a | | |
| Salesperson | 57 | 44.9 |
| Department manager | 9 | 7.1 |
| Fashion buyer | 7 | 5.5 |
| Merchandise manager | 3 | 2.4 |
| Store manager | 8 | 6.3 |
| Store owner | 9 | 7.1 |
| Other ^b | <u>34</u> | <u>26.8</u> |
| Total | 127 ^c | 100.1 ^d |
| Years of experience | | |
| 0 | 50 | 46.3 |
| 1 | 11 | 10.2 |
| 2 | 10 | 9.3 |
| 3 | 7 | 6.5 |
| 4 | 4 | 3.7 |
| 5 | 7 | 6.5 |
| 6 | 1 | 0.9 |
| 7 | 2 | 1.9 |
| 8 | 3 | 2.8 |
| 9 | 1 | 0.9 |
| 10 | 7 | 6.5 |
| 12 | 2 | 1.9 |
| 15 | 1 | 0.9 |
| 20 | 1 | 0.9 |
| 21 | <u>1</u> | <u>0.9</u> |
| Total | 108 | 100.1 ^d |

^a82 (76%) of the respondents had some experience.

^bOther experiences included management and personnel (11), accounting and bookkeeping (8), business owner (8), teaching (5), and other (2).

^cResponses total more than 82 because owners indicated more than one type of experience.

^dResponses total more than 100 percent due to rounding.

TABLE V
DISTRIBUTION OF RESPONSES BY ROLE MODEL OR MENTOR
(N=108)

| Role Model or Mentor | Frequency | Percent |
|-----------------------------------|-----------|------------|
| No role model or mentor | 72 | 66.7 |
| Role model or mentor ^a | 32 | 29.6 |
| No response | <u>4</u> | <u>3.7</u> |
| Total | 108 | 100.0 |

^aRole models included relative (18), business associate (10), and friend (4).

The respondents' reasons for opening the stores were shown in Table VI. The women opened their stores to make money (28%), to achieve success (28%), to be their own boss (23%), and to express their creativity (15%).

Additional personal characteristics were noted in Table VII. One-half (50%) of the respondents were the oldest child in their family and over three-fourths (86%) were married. The majority (63%) of the women were between 30 to 49 years of age.

Store Characteristics. Characteristics about the stores were placed in Table VIII. The majority (88%) of the stores were specialty stores. Over one-third (42%) of the stores were located in cities with populations of less than 10,000. Approximately three-fourths (73%) were located in cities with a population of less than 50,000. Only 17 percent of stores were located in cities of over 100,000.

Over one-half (54%) of the women owned apparel businesses were located in a central business district. Only 10 percent of the stores were located in free standing locations, with the remaining stores located in malls or shopping centers (16%) and in strip centers (18%).

More (78%) of the respondents owned women's apparel/accessory stores than any other type of apparel/accessory store. Thirteen percent were children's apparel/accessory stores and three percent were men's apparel/accessory stores.

The size of the store based on annual sales volume was presented in Table IX. A major (44%) portion of the stores were concentrated in the \$100,000 to \$200,000 range for annual sales volume. Approximately one-fourth (24%) of the apparel stores had a sales volume between

TABLE VI
 DISTRIBUTION OF RESPONSES BY REASON FOR OPENING STORE
 (N=108)

| Question | Frequency ^a | Percent |
|--------------------------|------------------------|------------|
| Reason for opening | | |
| To make money | 69 | 27.9 |
| To express my creativity | 37 | 15.0 |
| To be my own boss | 56 | 22.7 |
| To achieve success | 68 | 27.5 |
| Other ^b | <u>17</u> | <u>6.9</u> |
| Total | 247 ^c | 100.0 |

^aResponses total more than 100 percent due to rounding.

^bResponses to other included enjoy working, investment, personal growth, need in area, enjoy people, lifelong dream, work close to home, and change occupation.

^cResponses to reasons for opening total more than 108 because some owners indicated more than one reason.

TABLE VII
 DISTRIBUTION OF RESPONSES BY POSITION IN FAMILY,
 MARITAL STATUS, AND PRESENT AGE
 (N=108)

| Question | Frequency | Percent |
|--------------------------------|-----------|-------------------|
| Position in family | | |
| Oldest child | 54 | 50.0 |
| Not the oldest child | 53 | 49.1 |
| No response | <u>1</u> | <u>0.9</u> |
| Total | 108 | 100.0 |
| Marital Status | | |
| Never married | 7 | 6.5 |
| Married | 93 | 86.1 |
| Divorced, separated or widowed | 7 | 6.5 |
| No response | <u>1</u> | <u>0.9</u> |
| Total | 108 | 100.0 |
| Age (years) | | |
| 20-29 | 12 | 11.1 |
| 30-39 | 36 | 33.3 |
| 40-49 | 32 | 29.6 |
| 50-59 | 21 | 19.4 |
| 60-69 | 6 | 5.6 |
| No response | <u>1</u> | <u>0.9</u> |
| Total | 108 | 99.9 ^a |

^aResponses total less than 100 percent due to rounding.

TABLE VIII

DISTRIBUTION OF RESPONSES BY TYPE OF STORE, POPULATION OF CITY,
LOCATION OF STORE, AND TYPE OF MERCHANDISE
(N=108)

| Question | Frequency | Percent |
|--------------------------------|------------|--------------------------|
| Type of Store | | |
| Department Store | 2 | 1.9 |
| Discount Store | 1 | 0.9 |
| Junior Department Store | 1 | 0.9 |
| Specialty Store | 95 | 88.0 |
| Family Clothing Store | 4 | 3.7 |
| Other | 4 | 3.7 |
| No response | 1 | 0.9 |
| Total | <u>108</u> | <u>100.0</u> |
| Population of City | | |
| Less than 10,000 | 45 | 41.7 |
| 10,000 to 25,000 | 20 | 18.5 |
| 25,001 to 50,000 | 14 | 13.0 |
| 50,001 to 75,000 | 4 | 3.7 |
| 75,001 to 100,000 | 7 | 6.5 |
| Over 100,000 | 18 | 16.7 |
| Total | <u>108</u> | <u>100.1^a</u> |
| Location of Store | | |
| Central Business District | 58 | 53.7 |
| Major Shopping Mall | 9 | 8.3 |
| Regional Shopping Center | 9 | 8.3 |
| Strip Center | 19 | 17.6 |
| Free Standing | 11 | 10.2 |
| Other | 2 | 1.9 |
| Total | <u>108</u> | <u>100.0</u> |
| Type of Merchandise | | |
| Women's Apparel/Accessories | 84 | 77.5 |
| Men's Apparel/Accessories | 4 | 3.4 |
| Children's Apparel/Accessories | 14 | 13.1 |
| Other | 5 | 5.1 |
| No response | 1 | 0.9 |
| Total | <u>108</u> | <u>100.0</u> |

^aResponses total more than 100 percent due to rounding.

TABLE IX
 DISTRIBUTION OF RESPONSES BY ANNUAL
 SALES VOLUME OF STORES
 (N=108)

| Question | Frequency | Percent |
|------------------------|-----------|--------------------|
| Annual sales volume | | |
| Less than \$100,000 | 29 | 26.9 |
| \$100,000 to \$200,000 | 47 | 43.5 |
| \$200,001 to \$300,000 | 14 | 13.0 |
| \$300,001 to \$400,000 | 7 | 6.5 |
| \$400,001 to \$500,000 | 5 | 4.6 |
| No response | <u>6</u> | <u>5.6</u> |
| Total | 108 | 100.1 ^a |

^aResponses total more than 100 percent due to rounding.

\$200,001 and \$500,000. Approximately one-fourth (27%) of the apparel stores had a sales volume of less than \$100,000.

The number of employees in the stores was shown on Table X. Almost one-half (44%) of the stores had no full-time employees, other than the owner. Only five percent had four or more full-time employees. The number of part-time employees varied with the majority of the stores having one employee (23%), two employees (22%), or three employees (23%).

Ownership Characteristics

The women respondents were asked to provide information about the ownership of their stores. The ownership characteristics included organizational, corporation and partnership, and loan characteristics.

Organizational Characteristics. The organizational characteristics contained in Table XI included kind of store, percent of ownership, legal form of ownership, and ownership changes. All (100%) of the apparel businesses owned by the women respondents were independently owned. None of the businesses were franchised or part of a chain of stores. Packard and Carron (1982) indicated that over 88 percent of retail stores were small and independently owned, which was supported by the current research.

The Small Business Administration (1979) defined a women-owned business as one that was 51 percent owned by a woman or women. A large majority (86%) of the women indicated that they owned over 51 percent of their businesses. More of the women were sole proprietors (45%) rather than a partner (17%). However, approximately one-third (37%) were corporations. The United States Department of Commerce (1980)

TABLE X
 DISTRIBUTION OF RESPONSES BY FULL-TIME AND
 PART-TIME EMPLOYEES
 (N=108)

| Employees | Frequency | Percent |
|---------------------|-----------|-------------------|
| Full-time employees | | |
| 0 | 48 | 44.4 |
| 1 | 28 | 25.9 |
| 2 | 19 | 17.6 |
| 3 | 8 | 7.4 |
| 4 | 2 | 1.9 |
| 5 | 1 | 0.9 |
| 6 | <u>2</u> | <u>1.9</u> |
| Total | 108 | 100.0 |
| Part-time employees | | |
| 0 | 8 | 7.4 |
| 1 | 25 | 23.1 |
| 2 | 24 | 22.2 |
| 3 | 25 | 23.1 |
| 4 | 15 | 13.9 |
| 5 | 3 | 2.8 |
| 6 | 4 | 3.7 |
| 7 | 3 | 2.8 |
| 8 | <u>1</u> | <u>0.9</u> |
| Total | 108 | 99.9 ^a |

^aResponses total less than 100 percent due to rounding.

TABLE XI
 DISTRIBUTION OF RESPONSES BY KIND OF STORE, PERCENT OF OWNERSHIP,
 LEGAL FORM OF OWNERSHIP, AND OWNERSHIP
 CHANGED FROM ORIGINAL
 (N=108)

| Question | Frequency ^a | Percent |
|------------------------------------|------------------------|--------------|
| Kind of Store | | |
| Independently owned | 108 | 100.0 |
| Chain store | 0 | 0.0 |
| Franchised store | 0 | 0.0 |
| Total | <u>108</u> | <u>100.0</u> |
| Percentage of Ownership | | |
| 51 percent or more | 93 | 86.1 |
| Less than 51 percent | 15 | 13.9 |
| Total | <u>108</u> | <u>100.0</u> |
| Legal Form of Ownership | | |
| Sole proprietorship | 49 | 45.4 |
| Partnership | 18 | 16.7 |
| Corporation | 40 | 37.0 |
| No response | 1 | 0.9 |
| Total | <u>108</u> | <u>100.0</u> |
| Ownership Changed from Original | | |
| No ownership change | 81 | 75.0 |
| Some ownership change ^a | 21 | 19.4 |
| No response | 6 | 5.6 |
| Total | <u>108</u> | <u>100.0</u> |

^aMajor reasons for changes in ownership were buying out partner (11), establishing a corporation (8), and other (2).

also indicated that the majority (66%) of the women-owned retail businesses were sole proprietorships. Three-fourths (75%) of the women had not changed the form of ownership from when the business was started. If the ownership had changed, the major reasons for the new form were buying out a partner or establishing a corporation.

Additional organizational characteristics were shown in Table XII. Approximately one-half (57%) of the women started a new apparel store, instead of purchasing an existing store. Thirty-two percent of the women had owned their store for one year or less and 16 percent for two years. Research on small retail businesses by DeCarlo and Lyons (1979), Khan and Rocha (1982), and Welsch and Young (1982) indicated that the majority of small businesses were relatively new businesses as were the apparel businesses in the current study.

Partnership Characteristics. The partnership characteristics of the 18 respondents who indicated that the legal form of ownership was a partnership were included in Table XIII. All (100%) of the partnerships were between two persons only. A large majority (83%) of the respondents reported that their title was owner-manager. The general partnership was more prevalent (83%) than the limited partnership and over two-thirds (72%) of the women indicated that there was no formal partnership agreement.

Sixty-one percent of the respondents had invested 50 percent of the initial financial backing into the business. Over three-fourths of the women had a partnership with their husband (44%) or with someone in their immediate family (33%).

TABLE XII
 DISTRIBUTION OF RESPONSES BY NEW OR EXISTING
 STORE AND LENGTH OF OWNERSHIP
 (N=108)

| Question | Frequency | Percent |
|-----------------------------------|-----------|--------------------|
| Purchase of new or existing store | | |
| New store | 62 | 57.4 |
| Existing store | 46 | 42.6 |
| Total | 108 | 100.0 |
| Length of ownership (years) | | |
| 1 | 34 | 31.5 |
| 2 | 17 | 15.7 |
| 3 | 9 | 8.3 |
| 4 | 11 | 10.2 |
| 5 | 12 | 11.1 |
| 6 | 6 | 5.6 |
| 7 | 5 | 4.6 |
| 8 | 3 | 2.8 |
| 9 | 2 | 1.9 |
| 10 | 2 | 1.9 |
| 12 | 1 | 0.9 |
| 13 | 2 | 1.9 |
| 14 | 1 | 0.9 |
| 27 | 1 | 0.9 |
| 37 | 2 | 1.9 |
| Total | 108 | 100.1 ^a |

^aResponse totals more than 100 percent due to rounding.

TABLE XIII
DISTRIBUTION OF RESPONSES FOR PARTNERSHIP CHARACTERISTICS
(N=18)

| Partnership Characteristic | Frequency | Percent |
|---|-----------|--------------|
| Number of Partners | | |
| 2 | 18 | 100.0 |
| Total | <u>18</u> | <u>100.0</u> |
| Position/Title | | |
| Owner-Manager | 15 | 83.3 |
| No response | 3 | 16.7 |
| Total | <u>18</u> | <u>100.0</u> |
| Type of Partnership | | |
| General Partnership | 15 | 83.3 |
| Limited Partnership | 2 | 11.1 |
| No response | 1 | 5.6 |
| Total | <u>18</u> | <u>100.0</u> |
| Partnership Agreement | | |
| No Agreement | 13 | 72.2 |
| Have Agreement | 5 | 27.8 |
| Total | <u>18</u> | <u>100.0</u> |
| Percent of Personal Investment | | |
| 25 | 2 | 11.1 |
| 50 | 11 | 61.1 |
| 75 | 2 | 11.1 |
| 100 | 3 | 16.7 |
| Total | <u>18</u> | <u>100.0</u> |
| Percent of Investment by Second Partner | | |
| 0 | 3 | 16.7 |
| 25 | 2 | 11.1 |
| 50 | 11 | 61.1 |
| 75 | 2 | 11.1 |
| Total | <u>18</u> | <u>100.0</u> |
| Relationship to Second Partner | | |
| Friend/Associate | 1 | 5.6 |
| Spouse | 8 | 44.4 |
| Immediate family ^a | 6 | 33.3 |
| Other relative | 3 | 16.7 |
| Total | <u>18</u> | <u>100.0</u> |

^aImmediate family includes mother/father, daughter/son or sister/brother.

Corporation Characteristics. Forty women respondents indicated that the legal form of ownership was a corporation and the characteristics were included in Table XIV. One-half (50%) of the corporations had two members on the Board of Directors and over one-half (55%) of the respondents indicated that they were the president of the corporation. Although most (88%) of the corporations were closed corporations, only one-half (50%) of the women indicated that they had a written corporation agreement specifying the responsibilities of each board member.

Many (44%) of the women had invested 50 percent of the initial capital for the retail stores. The other members of the corporation were typically a spouse or a part of the immediate family.

Loan Characteristics. The loan characteristics were shown in Table XV. For the initial financial backing for the apparel stores owned by the women, the three major sources of capital were bank loans (39%), personal savings (33%), and relatives (14%). Other small retail businesses also used these sources as the major source of capital, according to the National Federation of Independent Businesses (NFIB, 1981).

The major reasons for initial loans and co-signers needed were placed in Table XVI. The major reasons the women obtained the loans for the initial financial backing were store inventory (28%), store fixtures (22%), and working capital (18%). One-half (50%) of the women were not required to have a co-signer for the loan for the initial financial backing.

TABLE XIV
DISTRIBUTION OF RESPONSES FOR CORPORATION CHARACTERISTICS
(N=40)

| Corporation Characteristic | Frequency | Percent |
|---------------------------------------|-----------|--------------------------|
| Number on Board of Directors | | |
| 2 | 20 | 50.0 |
| 3 | 12 | 30.0 |
| 4 | 7 | 17.5 |
| No response | 1 | 2.5 |
| Total | <u>40</u> | <u>100.0</u> |
| Position/Title | | |
| President | 22 | 55.0 |
| Vice-President | 5 | 12.5 |
| Secretary/Treasurer | 8 | 20.0 |
| Owner-Manager | 2 | 5.0 |
| No response | 3 | 7.5 |
| Total | <u>40</u> | <u>100.0</u> |
| Type of Corporation | | |
| Closed Corporation | 35 | 87.5 |
| Public Corporation | 0 | 0.0 |
| No response | 5 | 12.5 |
| Total | <u>40</u> | <u>100.0</u> |
| Written Corporation Agreement | | |
| No Agreement | 18 | 45.0 |
| Have Agreement | 20 | 50.0 |
| No response | 2 | 5.0 |
| Total | <u>40</u> | <u>100.0</u> |
| Percent of Personal Investment | | |
| 0 | 5 | 12.8 |
| 1 | 1 | 2.6 |
| 10 | 3 | 7.7 |
| 20 | 1 | 2.6 |
| 25 | 1 | 2.6 |
| 34 | 1 | 2.6 |
| 40 | 1 | 2.6 |
| 50 | 17 | 43.6 |
| 51 | 2 | 5.1 |
| 80 | 2 | 5.1 |
| 100 | 5 | 12.8 |
| Total | <u>39</u> | <u>100.1^a</u> |

TABLE XIV (Continued)

| Corporation Characteristic | Frequency | Percent |
|--|-----------|--------------------------|
| Percent of Investment by Second Member | | |
| 0 | 7 | 17.9 |
| 1 | 1 | 2.6 |
| 10 | 2 | 5.3 |
| 20 | 1 | 2.6 |
| 25 | 2 | 5.3 |
| 33 | 1 | 2.6 |
| 40 | 2 | 5.3 |
| 49 | 2 | 5.3 |
| 50 | 17 | 44.7 |
| 90 | 2 | 5.3 |
| 100 | 1 | 2.6 |
| Total | <u>38</u> | <u>99.5^b</u> |
| Percent of Investment by Third Member | | |
| 0 | 10 | 52.6 |
| 10 | 3 | 15.8 |
| 25 | 2 | 10.5 |
| 33 | 1 | 5.3 |
| 40 | 1 | 5.3 |
| 50 | 1 | 5.3 |
| 98 | 1 | 5.3 |
| Total | <u>19</u> | <u>100.1^a</u> |
| Percent of Investment by Other Member | | |
| 0 | 1 | 20.0 |
| 10 | 1 | 20.0 |
| 25 | 1 | 20.0 |
| 70 | 1 | 20.0 |
| 100 | 1 | 20.0 |
| Total | <u>5</u> | <u>100.0</u> |
| Relationship to Second Member | | |
| Partner | 1 | 2.6 |
| Friend/Associate | 5 | 13.2 |
| Spouse | 21 | 55.3 |
| Immediate Family ^c | 10 | 26.3 |
| Other Relative | 1 | 2.6 |
| Total | <u>38</u> | <u>100.0</u> |

TABLE XIV (Continued)

| Corporation Characteristic | Frequency | Percent |
|-------------------------------|-----------|--------------------------|
| Relationship to Third Member | | |
| Partner | 2 | 10.5 |
| Friend/Associate | 4 | 21.1 |
| Spouse | 1 | 5.3 |
| Immediate Family | 12 | 63.2 |
| Other Relative | 0 | 0.0 |
| Total | <u>19</u> | <u>100.1^a</u> |
| Relationship to Other Members | | |
| Partner | 1 | 20.0 |
| Friend/Associate | 2 | 40.0 |
| Spouse | 0 | 0.0 |
| Immediate Family | 1 | 20.0 |
| Other Relative | <u>1</u> | <u>20.0</u> |
| Total | <u>5</u> | <u>100.0</u> |

^aResponses total more than 100 percent due to rounding.

^bResponses total less than 100 percent due to rounding.

^cImmediate family includes mother/father, daughter/son or sister/brother.

TABLE XV
 DISTRIBUTION OF RESPONSES BY MEAN PERCENT OF
 SOURCE OF INITIAL FINANCIAL BACKING
 (N=108)

| Source of Initial Financial Backing | Average Percent |
|--|--------------------|
| Personal Savings | 32.6 |
| Friends | 0.4 |
| Relatives | 14.2 |
| Bank Loans | 39.1 |
| Finance Company Loans | 0.0 |
| Small Business Administration | 3.6 |
| Stock Holders (corporations) | 6.2 |
| Other ^a | 4.1 |
| Total | 100.2 ^b |

^aOther responses included retirement money, loan against stock, loan from previous owner, and divorce settlement.

^bResponses totaled more than 100 percent due to rounding.

TABLE XVI
 DISTRIBUTION OF RESPONSES BY REASON FOR INITIAL LOANS
 AND CO-SIGNERS FOR LOAN
 (N=108)

| Question | Frequency ^a | Percent |
|------------------------------|------------------------|--------------------|
| Reasons for loans | | |
| Working capital | 40 | 18.1 |
| Store inventory | 61 | 27.6 |
| Store fixtures and equipment | 48 | 21.7 |
| Land and building | 5 | 2.3 |
| Expansion or remodeling | 15 | 6.8 |
| Purchase existing store | 23 | 10.4 |
| Consolidate debt obligations | 3 | 1.4 |
| Not applicable | <u>26</u> | <u>11.8</u> |
| Total | 221 ^a | 100.1 ^b |
| Co-Signer for loans | | |
| No co-signer for loan | 54 | 50.0 |
| Co-signer for loan | 36 | 33.3 |
| Not applicable | <u>18</u> | <u>16.7</u> |
| Total | 108 | 100.0 |

^aResponses total more than 108 because some owners had more than one reason for loan.

^bResponses total more than 100 percent due to rounding.

Characteristics about additional loans were noted in Table XVII. Over one-half (60%) of the women obtained additional business loans after receiving the capital for starting the businesses. The major reasons for obtaining these loans were to purchase store inventory (43%), to obtain working capital (24%), and to expand or remodel (11%).

Level of Involvement

The characteristics related to the level of involvement in the control and operation of the stores were developed from the responses on the questionnaire and were summarized in the following discussion. The involvement characteristics related to the four functional areas of retailing, extent of power, activity in day-to-day management, and selected involvement characteristics. The range for level of involvement was 0 to 5, with 5 representing the maximum level of involvement.

Accounting and Record Keeping. The mean level of involvement of the respondents in accounting and record keeping was shown in Table XVIII. The highest level of involvement was noted for developing policies and procedures for controlling business expenses (4.5) and developing and analyzing strategies for improving sales and profits (4.5). The women were the least (2.9) involved with maintaining tax records (quarterly reports).

Management and Supervision. The distribution of responses and mean level of involvement in the management and supervision function were placed in Table XIX. The women respondents indicated that they were most involved in establishing procedures for returns, holds, layaways, and check and credit card establishment (4.7) and purchasing supplies,

TABLE XVII
 DISTRIBUTION OF RESPONDENTS BY ADDITIONAL BUSINESS
 LOANS AND REASONS FOR LOANS
 (N=108)

| Question | Frequency | Percent |
|------------------------------|------------------|--------------------|
| Additional business loans | | |
| No loans obtained | 41 | 38.0 |
| Obtained a loan | 65 | 60.2 |
| No response | <u>2</u> | <u>1.8</u> |
| Total | 108 | 100.0 |
| Reason for loan | | |
| Working capital | 26 | 24.1 |
| Store inventory | 46 | 42.6 |
| Store fixtures and equipment | 7 | 6.5 |
| Land and building | 4 | 3.7 |
| Expansion or remodeling | 12 | 11.1 |
| Purchase existing store | 3 | 2.8 |
| Consolidate debt obligations | 8 | 7.4 |
| No response | <u>2</u> | <u>1.9</u> |
| Total | 108 ^a | 100.1 ^b |

^aN=65, responses total more than 65, because some owners had more than one reason.

^bResponses total more than 100 percent due to rounding.

TABLE XVIII

DISTRIBUTION OF RESPONSES BY LEVEL OF INVOLVEMENT IN ACCOUNTING AND RECORD KEEPING
(N=108)

| Question | Level of Involvement ^a | | | | | | Mean Involvement |
|--|-----------------------------------|----|----|---|---|----|------------------|
| | 5 | 4 | 3 | 2 | 1 | 0 | |
| <u>Extent of Control</u> | | | | | | | |
| Developing policies and procedures for controlling business expenses | 87 | 7 | 5 | 2 | 1 | 6 | 4.5 |
| Developing and analyzing strategies for improving sales and profits | 84 | 12 | 6 | 1 | 1 | 4 | 4.5 |
| Planning and forecasting cash flow | 79 | 10 | 7 | 3 | 2 | 7 | 4.3 |
| Preparing and planning an operational budget | 82 | 5 | 6 | 4 | 0 | 11 | 4.2 |
| Establishing procedures for maintaining adequate accounting records | 72 | 13 | 6 | 5 | 5 | 7 | 4.1 |
| Establishing long-term and short-term capital requirements | 74 | 8 | 8 | 4 | 3 | 11 | 4.0 |
| <u>Participation in Operation</u> | | | | | | | |
| Keeping records of sales, inventory levels and late orders | 79 | 11 | 7 | 5 | 5 | 1 | 4.4 |
| Maintaining records and paying employee wages and salaries | 78 | 6 | 8 | 4 | 3 | 9 | 4.2 |
| Paying bills for inventory, rent, utilities and taxes | 80 | 5 | 8 | 3 | 4 | 8 | 4.2 |
| Handling charge and layaway accounts | 67 | 10 | 13 | 6 | 4 | 8 | 4.0 |
| Keeping records of stock shortages and damages | 69 | 9 | 8 | 6 | 5 | 11 | 3.9 |
| Maintaining tax records (quarterly reports) | 45 | 6 | 16 | 6 | 9 | 26 | 2.9 |

^a5 indicates maximum level of involvement.

TABLE XIX
 DISTRIBUTION OF RESPONSES BY LEVEL OF INVOLVEMENT IN MANAGEMENT AND SUPERVISION
 (N=108)

| Question | Level of Involvement ^a | | | | | | Mean Involvement |
|--|-----------------------------------|----|----|---|---|---|------------------|
| | 5 | 4 | 3 | 2 | 1 | 0 | |
| <u>Extent of Control</u> | | | | | | | |
| Establishing procedures for returns, holds, layaways, and check and credit card acceptance | 91 | 7 | 7 | 0 | 3 | 0 | 4.7 |
| Hiring and firing employees | 91 | 5 | 4 | 1 | 3 | 4 | 4.6 |
| Assigning duties and responsibilities to employees | 86 | 11 | 2 | 1 | 3 | 5 | 4.5 |
| Supervising and evaluating employee performance | 88 | 7 | 5 | 0 | 2 | 6 | 4.5 |
| Establishing policies for reducing losses through internal and external theft | 81 | 11 | 4 | 3 | 4 | 5 | 4.4 |
| Establishing policies and procedures for dealing with shoplifters | 82 | 7 | 6 | 3 | 4 | 6 | 4.3 |
| <u>Participation in Operation</u> | | | | | | | |
| Purchasing supplies, fixtures and equipment | 92 | 8 | 5 | 1 | 1 | 1 | 4.7 |
| Training and scheduling sales personnel | 84 | 6 | 8 | 2 | 4 | 4 | 4.4 |
| Arranging for customer services, such as alterations and gift wrap | 73 | 13 | 11 | 2 | 4 | 5 | 4.2 |
| Working on the sales floor | 52 | 17 | 31 | 4 | 2 | 2 | 4.0 |
| Opening and closing the store | 53 | 19 | 23 | 5 | 4 | 4 | 3.9 |
| Keeping the store and stock areas cleaned and organized | 49 | 14 | 23 | 9 | 6 | 7 | 3.6 |

^a5 indicates maximum level of involvement.

fixtures and equipment (4.7). The respondents were least (3.6) involved with keeping the store and stock areas cleaned and organized.

Buying and Merchandising. The distribution of responses and mean level of involvement in buying and merchandising were shown in Table XX. The women were most involved with selecting vendors and suppliers (4.9) and with traveling to market to buy merchandise (4.9). The two areas with the lowest level of involvement were in stocking shelves and filling in merchandise (3.5) and in shopping competitive stores (3.5).

Advertising and Promotion. The distribution of responses and mean level of involvement in advertising and promotion were placed in Table XXI. The respondents were most (4.8) involved with deciding what merchandise and when to advertise and promote. The women indicated that they were least (3.1) involved with changing and maintaining the window displays.

Extent of Power and Day-to-Day Management. The extent of power and day-to-day management characteristics were placed in Table XXII. The women indicated that they had the greatest extent of power in two areas, management and supervision (4.7), and buying and merchandising (4.7). The extent of power was slightly less in advertising and promotion (4.6). The least (4.2) amount of power was noted for the accounting and record keeping functional area.

The respondents indicated their level of activity in the day-to-day management within each of the four functional areas. The women were most (4.7) active with the buying and merchandising function. They were least (4.0) active with the accounting and record keeping function.

TABLE XX
 DISTRIBUTION OF RESPONSES BY LEVEL OF INVOLVEMENT
 IN BUYING AND MERCHANDISING
 (N=108)

| Question | Level of Involvement ^a | | | | | | Mean Involvement |
|---|-----------------------------------|----|----|----|----|----|------------------|
| | 5 | 4 | 3 | 2 | 1 | 0 | |
| <u>Extent of Control</u> | | | | | | | |
| Selecting vendors and suppliers | 100 | 6 | 1 | 0 | 1 | 0 | 4.9 |
| Determining the type of merchandise and what services to offer | 97 | 7 | 3 | 0 | 1 | 0 | 4.8 |
| Determining what merchandise to purchase at market | 98 | 6 | 3 | 0 | 1 | 0 | 4.8 |
| Establishing the retail prices and initiating price changes and markdowns | 94 | 8 | 3 | 2 | 1 | 0 | 4.8 |
| Interpreting customer demand and anticipating new demands | 88 | 13 | 5 | 0 | 2 | 0 | 4.7 |
| Determining the amount of open-to-buy | 87 | 9 | 7 | 2 | 0 | 3 | 4.6 |
| <u>Participation in Operation</u> | | | | | | | |
| Traveling to market to buy merchandise | 101 | 5 | 1 | 0 | 1 | 0 | 4.9 |
| Supervising physical inventory counts | 73 | 19 | 9 | 3 | 2 | 2 | 4.4 |
| Returning damaged or inferior merchandise to vendors | 60 | 11 | 17 | 6 | 10 | 4 | 3.9 |
| Checking merchandise received into stock | 44 | 15 | 24 | 14 | 7 | 4 | 3.6 |
| Stocking shelves and filling in merchandise | 35 | 23 | 29 | 10 | 6 | 5 | 3.5 |
| Shopping competitive stores | 50 | 14 | 22 | 2 | 4 | 16 | 3.5 |

^a5 indicates maximum level of involvement.

TABLE XXI
 DISTRIBUTION OF RESPONSES BY LEVEL OF INVOLVEMENT IN ADVERTISING AND PROMOTION
 (N=108)

| Question | Level of Involvement ^a | | | | | | Mean Involvement |
|--|-----------------------------------|----|----|----|----|----|------------------|
| | 5 | 4 | 3 | 2 | 1 | 0 | |
| <u>Extent of Control</u> | | | | | | | |
| Deciding what merchandise and when to advertise and promote | 93 | 11 | 3 | 0 | 1 | 0 | 4.8 |
| Selecting the media to use for advertising and promotions | 91 | 7 | 8 | 0 | 1 | 1 | 4.7 |
| Determining the amount of money to spend on advertising and promotions | 89 | 8 | 7 | 2 | 1 | 1 | 4.6 |
| Evaluating the sales response to advertising and promotions | 80 | 11 | 11 | 1 | 1 | 4 | 4.4 |
| Determining the arrangement of merchandise on the sales floor | 60 | 22 | 19 | 2 | 1 | 4 | 4.2 |
| Planning and supervising interior and window displays | 52 | 11 | 26 | 7 | 6 | 6 | 3.7 |
| <u>Participation in Operation</u> | | | | | | | |
| Informing sales persons of sales promotion activities | 89 | 7 | 6 | 0 | 1 | 5 | 4.6 |
| Maintaining records of advertising and promotions | 81 | 12 | 10 | 0 | 1 | 4 | 4.5 |
| Preparing advertisements | 76 | 13 | 11 | 4 | 2 | 2 | 4.4 |
| Changing and maintaining merchandise arrangements on the sales floor | 44 | 28 | 26 | 5 | 2 | 3 | 3.9 |
| Changing and maintaining interior displays | 45 | 13 | 20 | 13 | 12 | 5 | 3.5 |
| Changing and maintaining window displays | 40 | 10 | 22 | 9 | 16 | 11 | 3.1 |

^a5 indicates maximum level of involvement.

TABLE XXII
 DISTRIBUTION OF RESPONSES BY EXTENT OF POWER AND INVOLVEMENT
 IN DAY-TO-DAY MANAGEMENT
 (N=108)

| Question | Level of Involvement ^a | | | | | | Mean Involvement |
|---|-----------------------------------|----|----|---|----|---|------------------|
| | 5 | 4 | 3 | 2 | 1 | 0 | |
| <u>Extent of Power</u> | | | | | | | |
| Accounting and record keeping | 69 | 17 | 12 | 2 | 4 | 4 | 4.2 |
| Management and supervision | 88 | 12 | 6 | 0 | 1 | 1 | 4.7 |
| Buying and merchandising | 90 | 10 | 6 | 0 | 1 | 1 | 4.7 |
| Advertising and promotion | 86 | 10 | 8 | 1 | 2 | 1 | 4.6 |
| <u>Involvement in day-to-day management</u> | | | | | | | |
| Accounting and record keeping | 64 | 20 | 5 | 3 | 10 | 6 | 4.0 |
| Management and supervision | 84 | 16 | 4 | 2 | 1 | 1 | 4.6 |
| Buying and merchandising | 91 | 12 | 2 | 0 | 1 | 2 | 4.7 |
| Advertising and promotion | 87 | 12 | 5 | 0 | 2 | 2 | 4.6 |

^a5 indicates maximum level of involvement.

Involvement Characteristics. The involvement characteristics included percent of time spent, delegation of responsibilities, hours worked, and use of services. The mean percent of time spent in each of the functional areas of retailing was noted in Table XXIII. The women owners spent 33 percent of their time performing the responsibilities, duties and activities related to management and supervision and 27 percent of their time in buying and merchandising. The functional area in which the women spent the least amount of time was advertising and promotion, with only 12 percent.

The women in the survey delegated or shared some of the responsibilities, duties and activities in the functional areas to subordinates as noted in Table XXIV. The women delegated or shared the most (62.0) in the accounting and record keeping area. However, approximately 60 percent of the women owners indicated that they did not delegate or share in the other three functional areas. Most of the responsibilities, duties, or activities were delegated to a partner, manager, or salesperson.

The amount of time actually spent at the store varied as shown in Table XXV. Approximately one-third (39%) of the women spent 40 to 49 hours per week at the store. Three percent spent less than 20 hours per week at the store and ten percent spent over 60 hours per week at the store. Approximately two-thirds (62%) of the women spent less than 10 hours per week at home performing store-related duties and responsibilities. Only five percent spent 20 to 29 hours at home doing store-related business.

TABLE XXIII

DISTRIBUTION OF RESPONSES BY MEAN PERCENT OF TIME SPENT
IN ACCOUNTING AND RECORD KEEPING, MANAGEMENT
AND SUPERVISION, BUYING AND MERCHANDISING,
AND ADVERTISING AND PROMOTION
(N=108)

| Functional Area | Average Percent |
|-------------------------------|-----------------|
| Accounting and Record Keeping | 21.6 |
| Management and Supervision | 32.7 |
| Buying and Merchandising | 26.8 |
| Advertising and Promotion | 12.3 |
| No response | <u>6.6</u> |
| Total | 100.0 |

TABLE XXIV
 DISTRIBUTION OF RESPONSES BY DELEGATION OR SHARING OF
 RESPONSIBILITIES, DUTIES AND ACTIVITIES
 (N=108)

| Functional Area | Frequency | Percent |
|--------------------------------------|------------|--------------------------|
| <u>Accounting and record keeping</u> | | |
| Do not delegate or share | 41 | 38.0 |
| Do delegate or share ^a | 67 | 62.0 |
| Total | <u>108</u> | <u>100.0</u> |
| <u>Management and supervision</u> | | |
| Do not delegate or share | 64 | 59.3 |
| Do delegate or share ^b | 42 | 38.9 |
| No response | 2 | 1.9 |
| Total | <u>108</u> | <u>100.1^c</u> |
| <u>Buying and merchandising</u> | | |
| Do not delegate or share | 64 | 59.3 |
| Do delegate or share ^d | 43 | 39.8 |
| No response | 1 | 0.9 |
| Total | <u>108</u> | <u>100.0</u> |
| <u>Advertising and promotion</u> | | |
| Do not delegate or share | 67 | 62.0 |
| Do delegate or share ^e | 39 | 36.1 |
| No response | 2 | 1.9 |
| Total | <u>108</u> | <u>100.0</u> |

^aRespondents delegated to an accountant (35), partner (17), spouse (5), and other (10).

^bRespondents delegated to a partner (19), manager (13), spouse (4), and other (6).

^cResponses total more than 100 percent due to rounding.

^dRespondents delegated to a partner (20), manager (8), spouse (4), salesperson (4), and other (7).

^eRespondents delegated to a partner (18), spouse (5), manager (4), salesperson (3), and other (9).

TABLE XXV
 DISTRIBUTION OF RESPONSES BY HOURS SPENT AT STORE
 AND HOURS SPENT AT HOME
 (N=108)

| Hours Per Week | Frequency | Percent |
|---------------------------|-----------|--------------------|
| <u>Spent at the store</u> | | |
| Less than 20 hours | 3 | 2.8 |
| 20 to 29 hours | 7 | 6.5 |
| 30 to 39 hours | 22 | 20.4 |
| 40 to 49 hours | 42 | 38.9 |
| 50 to 59 hours | 24 | 22.2 |
| 60 or more hours | <u>10</u> | <u>9.3</u> |
| Total | 108 | 100.1 ^a |
| <u>Spent at home</u> | | |
| Less than 10 hours | 67 | 62.1 |
| 10 to 19 hours | 36 | 33.3 |
| 20 to 29 hours | 5 | 4.6 |
| 30 or more hours | <u>0</u> | <u>0.0</u> |
| Total | 108 | 100.0 |

^aResponses total more than 100 percent due to rounding.

The distribution of responses by use of services was placed in Table XXVI. Sixty-six percent of the women employed an accounting or bookkeeping service. Therefore, much of the actual paperwork in the accounting and record keeping area was completed by someone other than the respondent. Only seven percent of the women indicated that they used a buying service.

The distribution of responses by job title was noted in Table XXVII. The majority (72%) of the women responded that they considered themselves an owner-manager. The other women (28%) indicated that they considered themselves as a store owner, rather than an owner-manager.

Definitive Profiles

The definitive profiles were based on the percentages and averages calculated for the various characteristics previously reported. As described in the procedures, percentages of 50 percent or more, or the highest percentage of responses, were used to establish the profile characteristics of the women apparel shop owners who participated in the study. The definitive profiles were presented in four sections: profile of the women owners and the stores, profile of ownership characteristics, profile of corporation and partnership characteristics, and profile of involvement characteristics.

Profile of Women Owners and Stores

The profile of the women owners and their stores was depicted in Figure 6. Three-fourths (75%) of the women had extended their education beyond high school. Over one-half (57%) of the women had one year or less of retailing experience before opening their own stores. Two-thirds

TABLE XXVI
 DISTRIBUTION OF RESPONSES BY USE OF ACCOUNTING AND
 BOOKKEEPING SERVICES AND BUYING SERVICES
 (N=108)

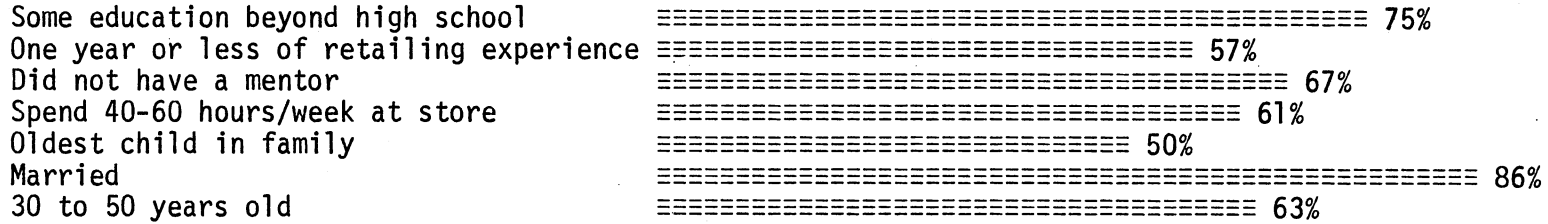
| Service | Frequency ^a | Percent |
|--|------------------------|-------------------|
| <u>Accounting or Bookkeeping Service</u> | | |
| Do not use service | 36 | 33.3 |
| Do use service | 71 | 65.7 |
| No response | <u>1</u> | <u>0.9</u> |
| Total | 108 | 99.9 ^a |
| <u>Buying Service</u> | | |
| Do not use service | 100 | 92.6 |
| Do use service | <u>8</u> | <u>7.4</u> |
| Total | 108 | 100.0 |

^aResponses total less than 100 percent due to rounding.

TABLE XXVII
DISTRIBUTION OF RESPONSES BY JOB TITLE

| Job Title | Frequency | Percent |
|---------------------|-----------|-------------|
| Store owner | 30 | 27.8 |
| Store owner/manager | <u>78</u> | <u>72.2</u> |
| Total | 108 | 100.0 |

Characteristics of Women



Characteristics of Stores

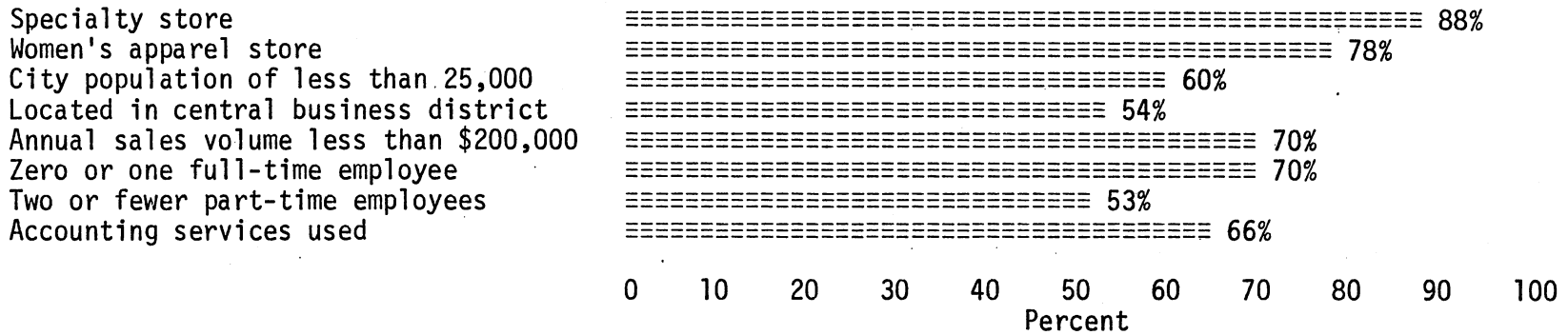


Figure 6. Profile of the Women Owners and the Stores

(67%) of the women did not have a mentor to help them get started in the business. Approximately two-thirds (61%) of the respondents spent 40 to 60 hours per week working at their stores. Over three-fourths (86%) of the women were married and one-half (50%) were the oldest child in their family. Sixty-three percent of the women were 30 to 50 years old.

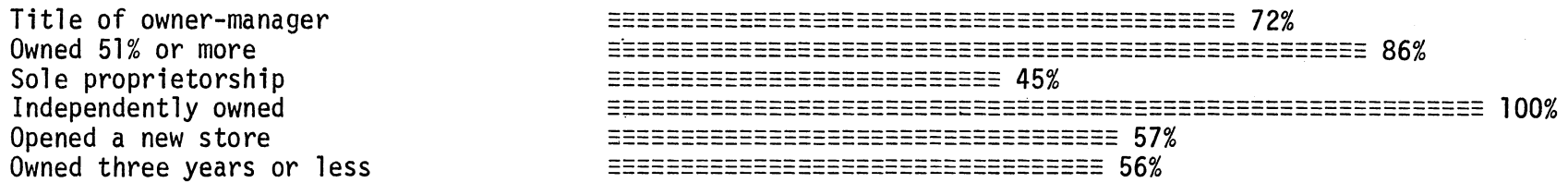
The major portion of the stores were specialty stores (88%) located in the central business district (54%) of a small town with a population of less than 25,000 (60%). Three-fourths (78%) of the women owned women's apparel/accessory stores and the annual sales volume was less than \$200,000 for 70 percent of the stores. Over two-thirds (70%) of the stores had no full-time employees or only one other than the owners. Over two-thirds (66%) of the stores used an accounting or a bookkeeping service.

Profile of Ownership Characteristics

The definitive profiles regarding ownership characteristics noted in Figure 7 included store organization characteristics and loan acquisition characteristics. A large portion (72%) of the women indicated that their position or title was that of owner-manager. A large majority (86%) of the women owned 51 percent or more of the apparel business. The most common legal form of ownership was a sole proprietorship (45%) and the form of ownership had not changed (75%) since the business was started.

All (100%) of the businesses were independently owned. About one-half (57%) of the women opened a new store, rather than purchasing an existing store. Three-fourths (77%) of the respondents had owned their stores three years or less.

Characteristics of Store Organization



Characteristics of Loan Acquisitions

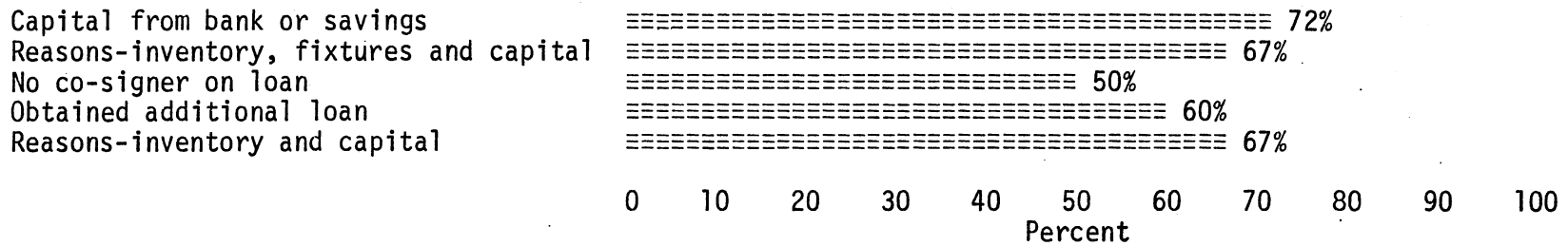


Figure 7. Profile of Ownership Characteristics

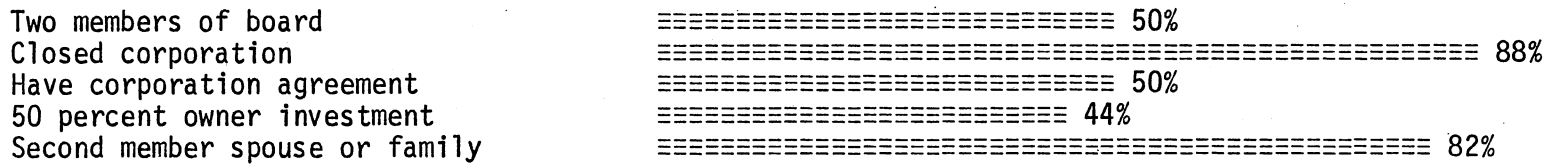
Over two-thirds (72%) of the women had obtained a loan for the initial capital from a bank or personal savings. Two-thirds (67%) of the women obtained the loans for store inventory, store fixtures, and capital. One-half (50%) of the women had obtained a co-signer for the loan. Over two-thirds (67%) of the women had obtained additional business loans for store inventory and working capital.

Profile of Corporation and Partnership Characteristics

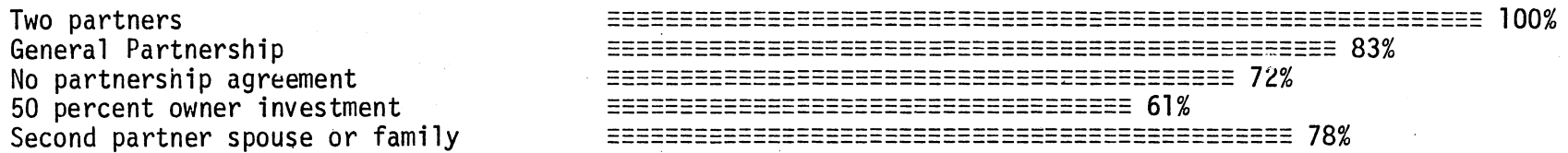
The profile of the corporation and partnership characteristics was placed in Figure 8. Forty women indicated that the legal form of ownership for their store was a corporation. One-half (51%) had two members on the corporation board. A large majority (88%) were a closed corporation and one-half (50%) had a written corporation agreement. Forty-four percent of the women had invested 50 percent of the initial capital to start the business. The second members of the corporation board were spouses or from the immediate family for 82 percent of the corporations.

Of the 18 women who indicated that they had a partnership, all (100%) of the partnerships involved only two persons. A majority (72%) of the women noted that there was no formal partnership agreement in the general partnership. Sixty-one percent of the women had invested 50 percent of the initial capital to start their business. The other investor was typically (78%) their husband or an immediate member of the family.

Characteristics of Corporations (N=40)



Characteristics of Partnerships (N=18)



0 10 20 30 40 50 60 70 80 90 100
Percent

Figure 8. Profile of Corporation and Partnership Characteristics

Profile of Involvement Characteristics

The profile of the involvement characteristics was included in Figure 9. In all four of the functional areas of retailing, the women indicated a high level of involvement. However, the women were more involved with the control aspects than with the operation aspects. The greatest (4.8) extent of power was noted for buying and merchandising. The lowest (3.9) level of participation in operation was noted for accounting and record keeping.

The two functional areas with the greatest extent of power to make policy decisions for the store were management and supervision (4.7) and buying and merchandising (4.7). The functional area with the least (4.2) extent of power to make policy decisions was accounting and record keeping.

The greatest (4.7) level of activity in day-to-day management was noted for buying and merchandising. The lowest (4.0) level of activity in day-to-day management was noted for accounting and record keeping. In the accounting and record keeping area, over two-thirds (66%) of the women used an accounting service, which may partially explain the low level of activity in that functional area.

Overall, the women had more power, and were more active in the day-to-day management in the buying and merchandising function. The least amount of power and the lowest activity in the day-to-day management was in the accounting and record keeping functional area.

Analysis of Relationships

The definitive profiles were based on the percentages as calculated for the responses on the questionnaires. The selection of relationships

Extent of Control

| | |
|-------------------------------|-----------|
| Accounting and record keeping | ===== 4.3 |
| Management and supervision | ===== 4.5 |
| Buying and merchandising | ===== 4.8 |
| Advertising and promotion | ===== 4.4 |

Participation in Operation

| | |
|-------------------------------|-----------|
| Accounting and record keeping | ===== 3.9 |
| Management and supervision | ===== 4.2 |
| Buying and merchandising | ===== 4.0 |
| Advertising and promotion | ===== 4.0 |

Extent of Power to Make Decisions

| | |
|-------------------------------|-----------|
| Accounting and record keeping | ===== 4.2 |
| Management and supervision | ===== 4.7 |
| Buying and merchandising | ===== 4.7 |
| Advertising and promotion | ===== 4.6 |

Activity in Day-to-Day Management

| | |
|-------------------------------|-----------|
| Accounting and record keeping | ===== 4.0 |
| Management and supervision | ===== 4.6 |
| Buying and merchandising | ===== 4.7 |
| Advertising and promotion | ===== 4.6 |

1 2 3 4 5
 Mean Level of Involvement^a

^a5 indicates maximum level of involvement.

Figure 9. Profile of Involvement Characteristics

to analyze was based in part on the percentages and means from the definitive profiles. The relationships chosen for further study were related directly to the following hypotheses:

H₁: There are no significant differences ($p < .05$) in the summed scores for the level of involvement in extent of control and participation in operation, the functional areas of retailing, and:

- a. size of store
- b. form of ownership
- c. length of ownership

H₂: There are no significant differences ($p < .05$) in the summed scores for the level of involvement in extent of control and participation in operation and:

- a. functional areas of retailing
- b. length of ownership

H₃: There are no significant differences ($p < .05$) in the summed scores for the level of involvement in each of the functional areas of retailing and:

- a. form of ownership
- b. length of ownership

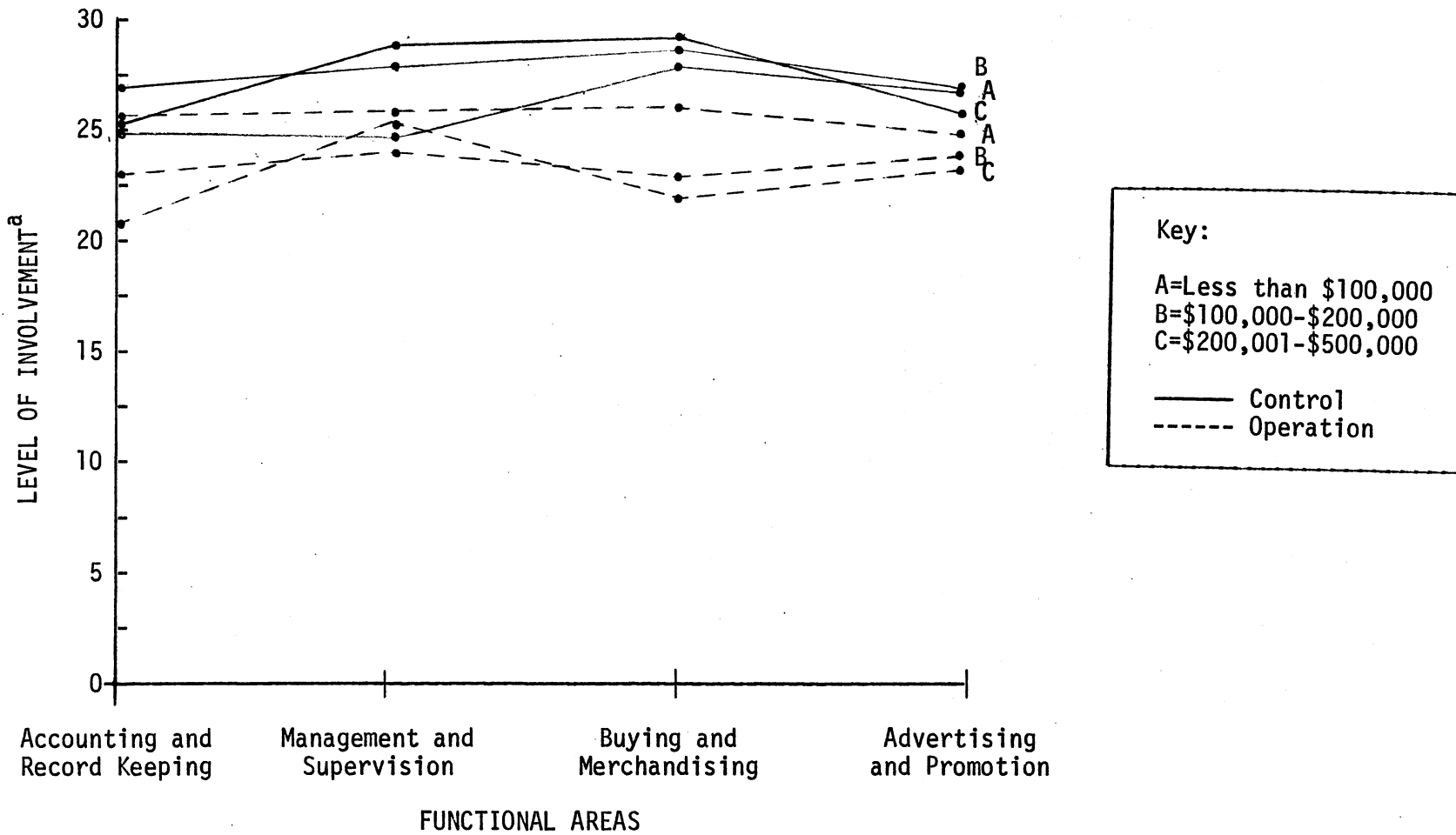
A three-way analysis of variance was used to analyze the relationships in hypothesis one. A two-way analysis of variance was used to analyze the relationships in hypothesis two and hypothesis three. The results and discussion related to the hypotheses and analysis were presented in three units: 1) size of store, 2) form of ownership, and 3) length of ownership.

Size of Store

The three variables for the three-way analysis of variance for hypothesis one (a) were size of store, functional area of retailing, and control or operation. The three levels of annual sales volume were \$0 to \$100,000, \$100,001 to \$200,000, and \$200,001 to \$500,000. The four functional areas of retailing were accounting and record keeping, management and supervision, buying and merchandising, and advertising and promotion. Within each of the four functional areas of retailing, there were two types of statements. Control statements referred to the extent of power that the owner had to make policy decisions in their stores. Operational statements referred to the activities related to the day-to-day management of the stores.

The means and standard deviations and the summary of the analysis of variance for hypothesis one (a) were reported in Appendix E. Null hypothesis one (a) stated that: There are no significant differences ($p < .05$) in the summed scores for the level of involvement in the extent of control and participation in operation, the functional areas of retailing, and size of store. The analysis of the data indicated that there was a significant ($p < .05$) relationship among the three variables control or operation, functional area, and size of store. Therefore, hypothesis one (a) was rejected. The relationships for control or operation to functional area and to size of store were depicted in Figure 10.

The women owners were highly involved in controlling and operating their stores. However, there was a higher level of involvement in the control aspects than in the operational aspects related to each of the functional areas.



^a30 indicates maximum level of involvement (sum of the involvement scores).

Figure 10. Relationship of Size of Store to Functional Area and to Control or Operation

For the control portions of the functional areas of retailing, there was greater similarity in the level of involvement in the advertising and promotion area, than for any other functional area. In general, the women who owned stores with a sales volume of less than \$100,000 were less involved with the control aspects within the four functional areas, than women with stores with a greater sales volume.

For the operational portions of the functional areas of retailing, there was a difference noted for the level of involvement by women who owned stores with sales volumes of less than \$100,000 to the women who owned stores with a larger sales volume. The women with the smaller stores were more involved in the operational responsibilities, duties, and activities of owning a store. The level of involvement was similar for women who owned stores with sales volumes from \$100,000 to \$200,000 and from \$200,001 to \$500,000.

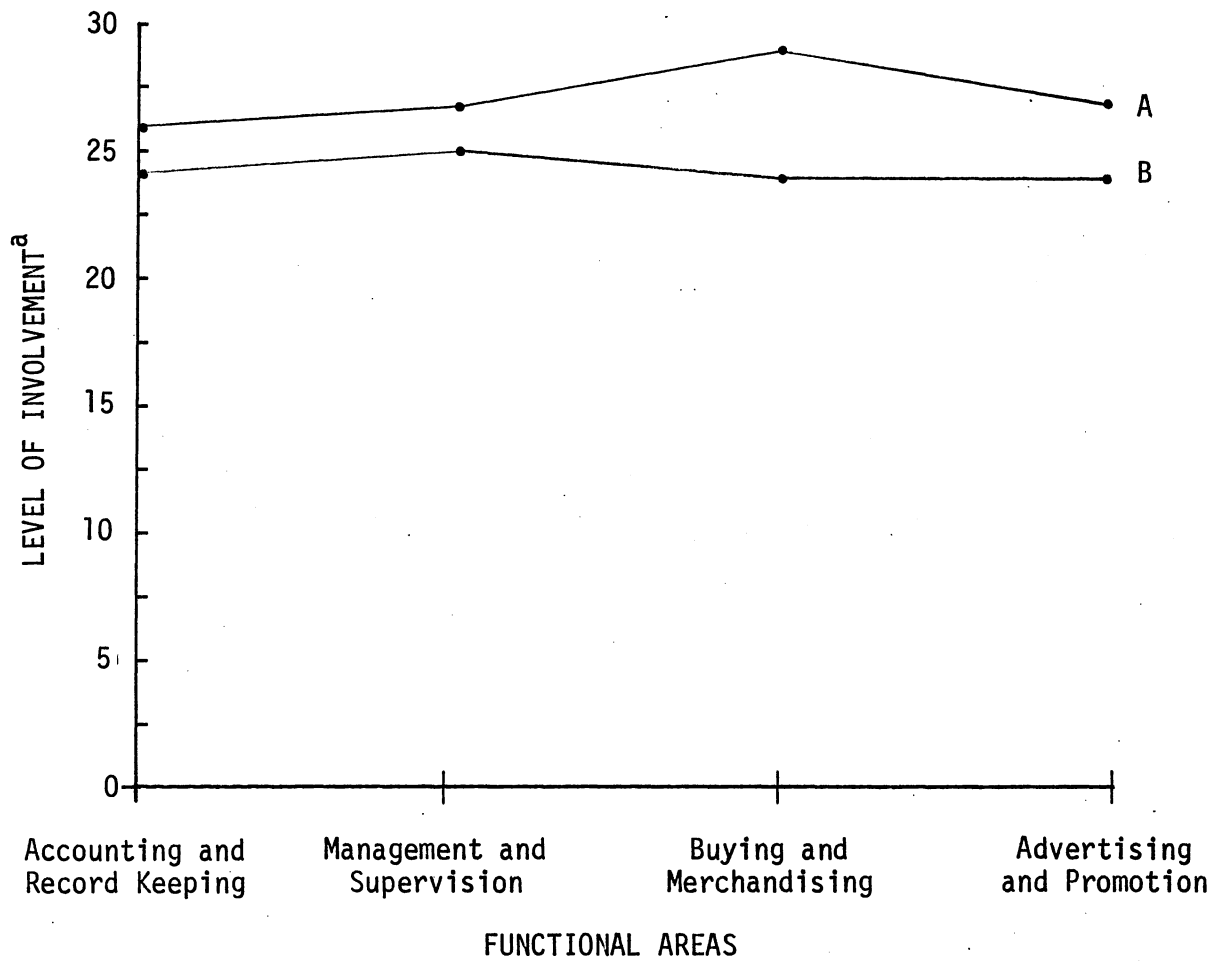
Form of Ownership

The three variables for the three-way analysis of variance for hypothesis one (b) were form of ownership, functional area of retailing, and control or operation. The three types of store ownership were sole proprietorship, partnership, and corporation. The four functional areas of retailing were accounting and record keeping, management and supervision, buying and merchandising, and advertising and promotion. Within each of the four functional areas of retailing, there were two types of statements. Control statements referred to the extent of power that the owner had to make policy decisions in their stores. Operational statements referred to the activities related to the day-to-day management of the stores.

The means and standard deviations and the summary of the analysis of variance for the analysis of hypothesis one (b) were placed in Appendix E. Null hypothesis one (b) stated that: There are no significant differences ($p < .05$) in the summed scores for the level of involvement in the extent of control and the participation in operation, the functional areas of retailing, and form of ownership. The analysis of the data indicated that there was no three-way relationship among the three variables of control or operation, functional area, and form of ownership. Therefore, the researcher failed to reject hypothesis one (b). However, two significant differences ($p < .05$) were noted and were discussed as follows: 1) functional area of retailing by control or operation; and 2) functional area of retailing by form of ownership.

Functional Area by Control or Operation. Hypothesis two (a) stated that: There are no significant differences ($p < .05$) in the summed scores for the level of involvement in extent of control and participation in operation and functional areas of retailing. A significant difference at the .05 probability level was noted between functional area and control or operation. Therefore, hypothesis two (a) was rejected. A graph of the relationship between each of the functional areas of retailing and control or operation was presented in Figure 11.

All of the women had a higher level of involvement in the control aspects of the four functional areas of retailing than in the operation aspects. The highest (28.7) level of involvement in the control aspects was noted in the buying and merchandising functional area. The lowest (23.6) level of involvement was noted for the operational aspects of the accounting and record keeping functional area. The level of



Key:
 A=Extent of control
 B=Participation in operation.

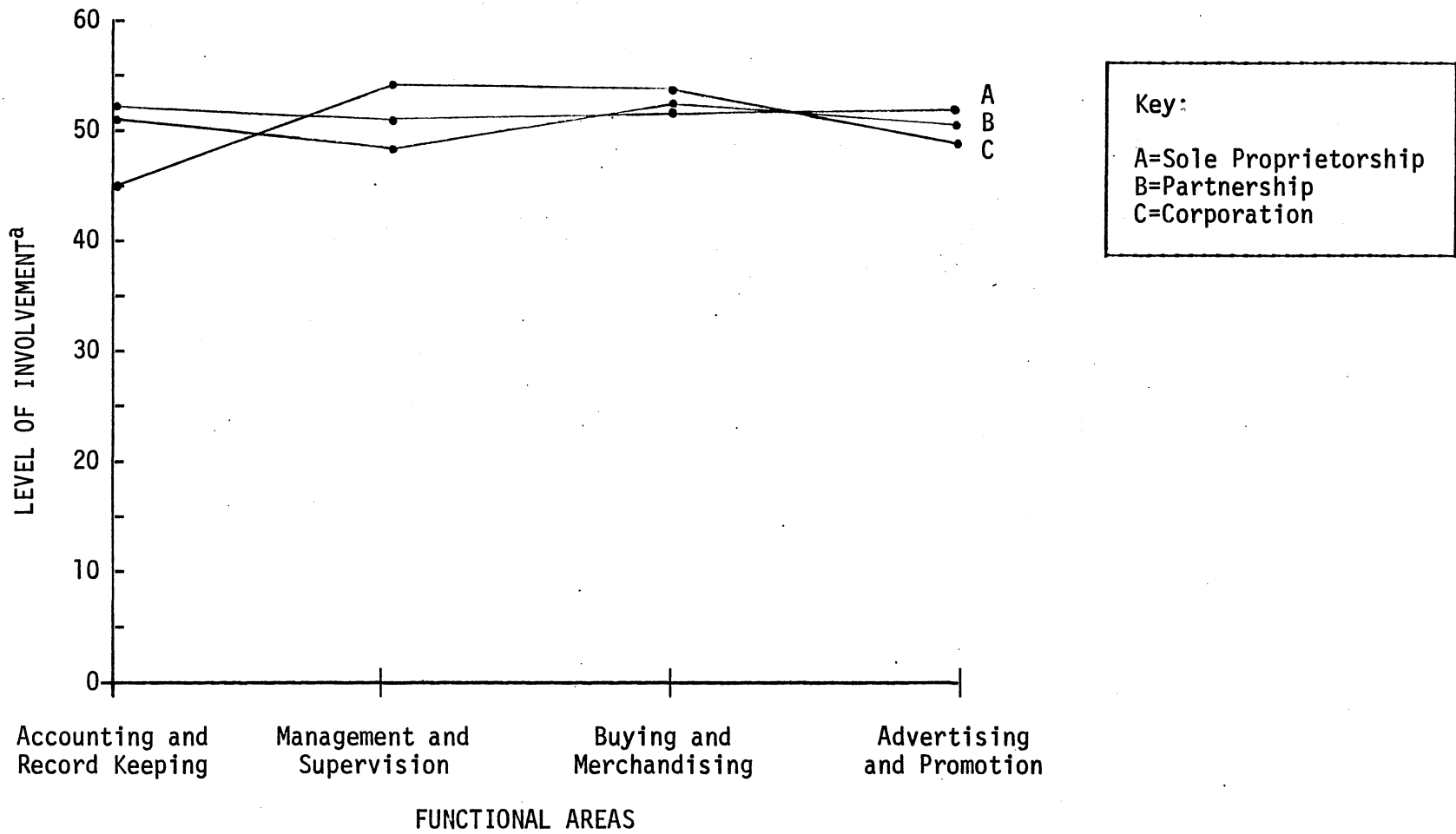
^a30 indicates maximum level of involvement (sum of the involvement scores).

Figure 11. Relationship of Control and Operation to Functional Area of Retailing

involvement in control aspects varied more than the level of involvement in operational aspects. The greatest difference between control and operational aspects was noted in the buying and merchandising functional area, with involvement scores of 28.7 for control and 23.8 for operation.

Overall, the women were more involved in the control aspects of running an apparel store. They were less involved with the operational aspects, which included some of the more routine responsibilities, duties and activities associated with store ownership. The women were more apt to be involved with policy making for the stores and consequently delegated some of the more routine responsibilities, duties, and activities. The previous conclusion was supported by research conducted by Cuba and Milbourn (1982) on delegation of responsibility by store owners. In addition, they noted that store owners were likely to delegate tasks, such as preparing income tax statements, to individuals with expertise in that area. The women in the present study may have delegated some of the responsibilities, duties and activities in the accounting and record keeping function, hence the lower level of involvement in that area.

Functional Area by Form of Ownership. Hypothesis three (a) stated that: There are no significant differences ($p < .05$) in the summed scores for the level of involvement in each of the functional areas of retailing and form of ownership. A significant difference at the .05 probability level was noted between functional area and form of ownership. Therefore, hypothesis three (a) was rejected. A graph of the relationship between each of the functional areas of retailing and form of ownership was presented in Figure 12.



^a60 indicates maximum level of involvement (sum of the involvement scores).

Figure 12. Relationship of Form of Ownership to Functional Area of Retailing

Overall, the women were highly involved in each of the four functional areas of retailing. The women who had stores with a corporate form of ownership, had involvement scores that varied more than involvement scores for sole proprietorships and partnerships. Women with corporations had the lowest (45.4) level of involvement in accounting and record keeping and the highest (52.9) level of involvement in buying and merchandising. In the accounting and record keeping functional area, the involvement scores for the women with sole proprietorships, partnerships and corporations were more varied than the involvement scores for the other functional areas of retailing. Women with corporations had the lowest (45.4) level of involvement and women with sole proprietorships had the greatest (52.2) level of involvement. Therefore, women who had stores with a corporate form of ownership were more likely to delegate responsibilities, duties and activities in the accounting and record keeping area, while maintaining a high level of involvement in management and supervision.

Length of Ownership

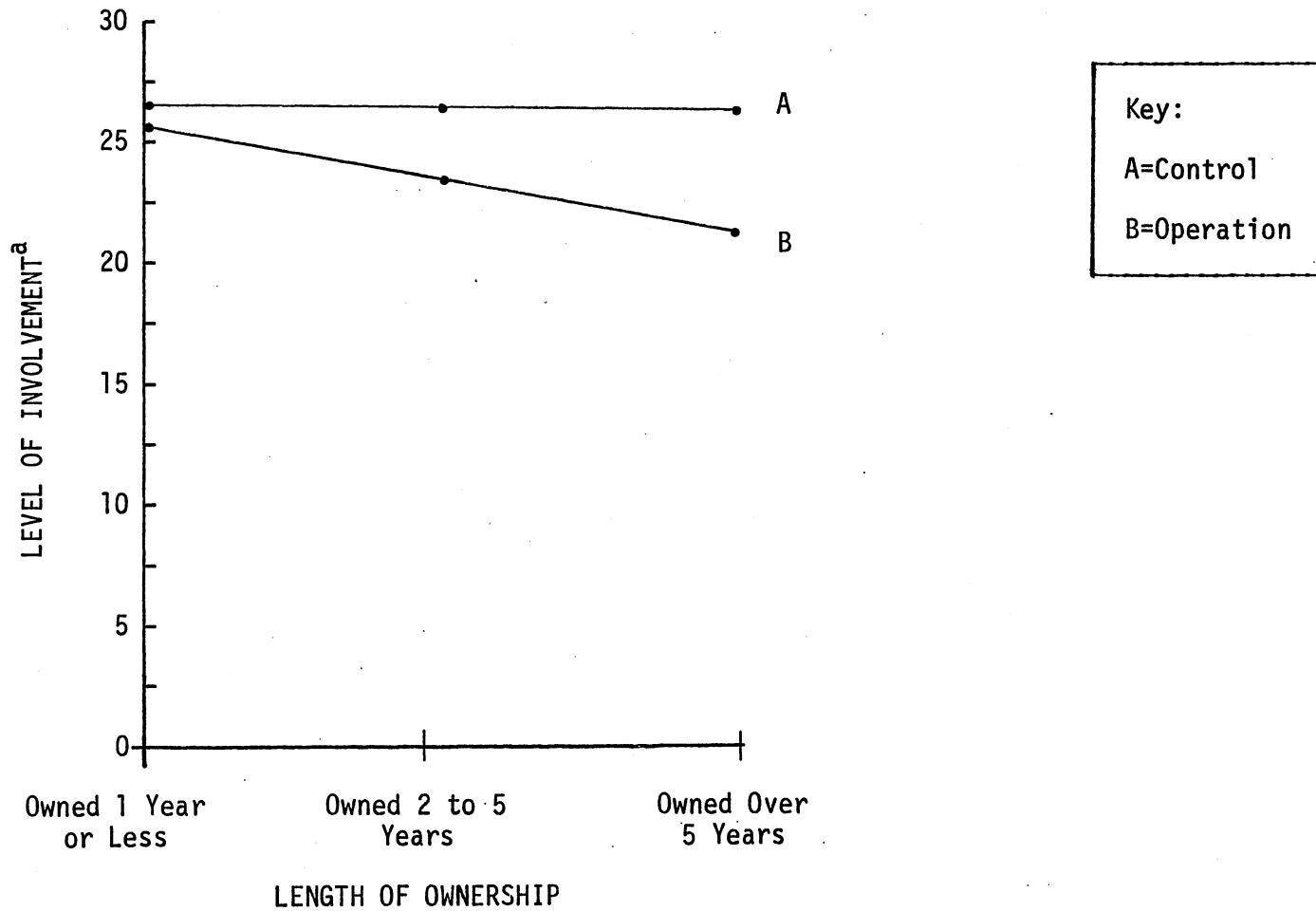
The three variables for the three-way analysis of variance for hypothesis one (c) were length of ownership, functional area of retailing, and control or operation. The three levels for length of ownership were one year or less, two to five years, and over five years. The four functional areas of retailing were accounting and record keeping, management and supervision, buying and merchandising, and advertising and promotion. Within each of the four functional areas of retailing, there were two types of statements. Control statements referred to the extent of power that the owner had to make policy decisions in

their stores. Operational statements referred to the activities related to the day-to-day management of the stores.

The means and standard deviations and summary of analysis of variance for hypothesis one (c) were reported in Appendix E. Null hypothesis one (c) stated that: There are no significant differences ($p < .05$) in the summed scores for the level of involvement in the extent of control and participation in operation, the functional areas of retailing, and length of ownership. The analysis of the data indicated that there was no three-way relationship among the three variables of control or operation, functional area, and length of ownership. Therefore, the researcher failed to reject hypothesis one (c). However, two significant differences ($p < .05$) were noted and were discussed as follows: 1) length of ownership by control or operation, and 2) length of ownership by functional area.

Length of Ownership by Control or Operation. Hypothesis two (b) stated that: There are no significant differences ($p < .05$) in the summed scores for the level of involvement in extent of control and participation in operation and length of ownership. A significant difference at the .05 probability level was found between length of ownership and control or operation. Consequently, hypothesis two (b) was rejected. A graph of the relationship between length of ownership and control or operation was presented in Figure 13.

The women apparel shop owners indicated a high level of involvement in their extent of control and in their participation in operation. However, the women were more involved in the control aspects than in the operational aspects of running their businesses. The women who



^a30 indicates maximum level of involvement (sum of the involvement scores).

Figure 13. Relationship of Length of Ownership to Control and Operation

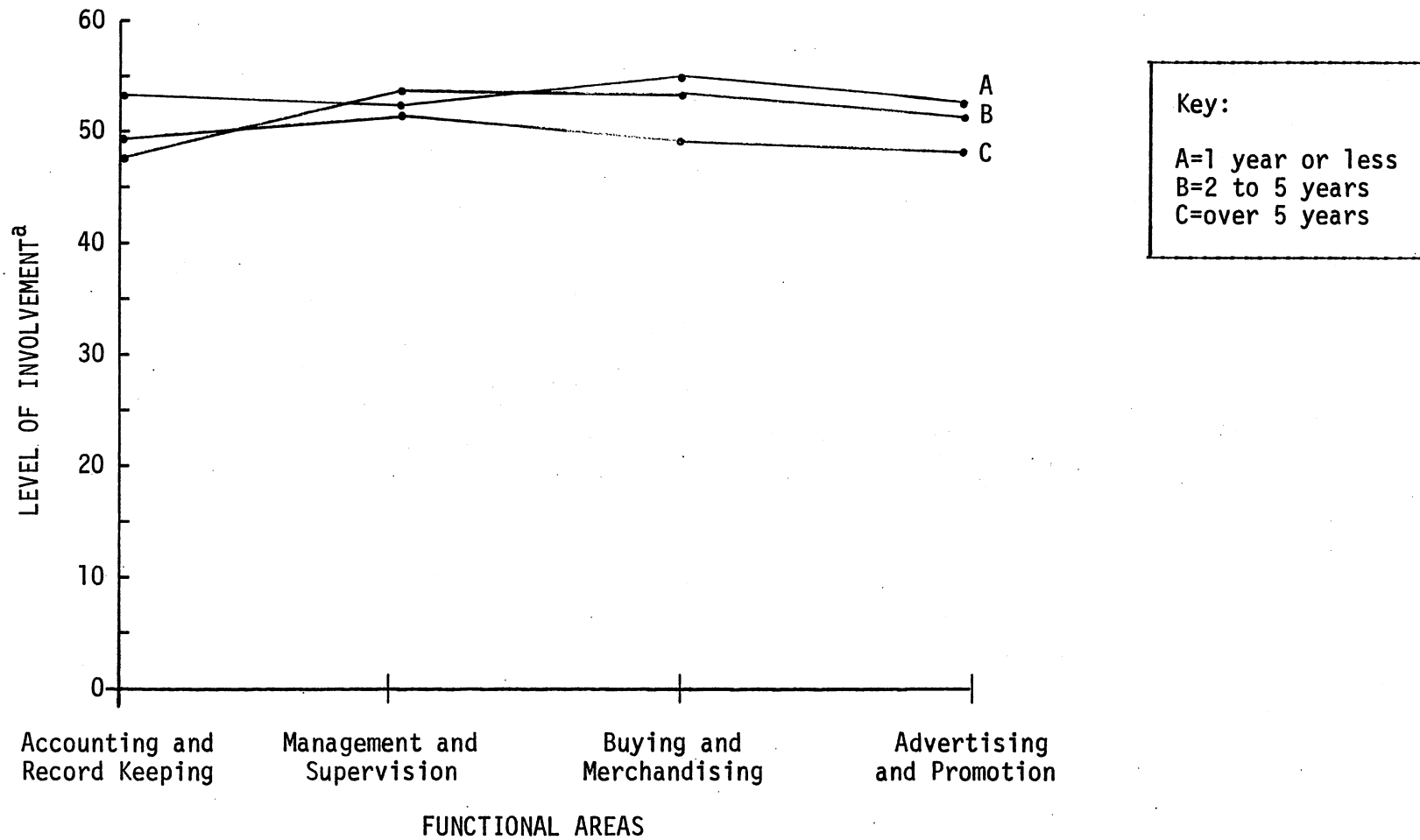
owned their stores one year or less had similar levels of involvement for both control (26.7) and operation (26.0). However, as the length of ownership increased, the women became less (22.2) involved in the operational aspects while maintaining a relatively constant (26.8) level of involvement in the control aspects.

Length of Ownership by Functional Area. Null hypothesis three (b) stated that: There are no significant differences ($p < .05$) in the summed scores for the level of involvement in each of the functional areas of retailing and length of ownership. A significant difference ($p < .05$) was found between functional area and length of ownership. Therefore, hypothesis three (b) was rejected. A graph of the relationship between functional area and length of ownership was depicted in Figure 14.

Overall, the women owners indicated that they had a high level of involvement in each of the four functional areas of retailing. The most variability in the involvement scores was noted in the buying and merchandising area. The highest (54.9) level of involvement was noted for women who had owned their stores for one year or less and the lowest (48.7) level of involvement was noted for women who had owned their stores for more than five years. Women who had owned their stores for one year or less were more (52.7) involved in the accounting and record keeping area than women who had owned their stores for a longer period of time.

Implications

Implications were based on the analysis of the relationship and findings related to the hypotheses tested. The relationships were among



^a60 indicates maximum level of involvement (sum of the involvement scores).

Figure 14. Relationship of Length of Ownership to Functional Area of Retailing

the functional areas of retailing, control or operation, and ownership factors. The functional areas of retailing were accounting and record keeping, management and supervision, buying and merchandising, and advertising and promotion. The ownership factors included size of store, form of ownership, and length of ownership. Implications were discussed for each of the null hypotheses that were rejected.

Hypothesis One

H_{1a} : There are no significant differences ($p < .05$) in the summed scores for the level of involvement in extent of control and participation in operation, the functional areas of retailing, and size of store.

The size of the store was determined by the annual sales volume in three categories: less than \$100,000, \$100,000-\$200,000, and \$200,001-\$500,000. A significant difference ($p < .05$) was found among the three variables: size of store, functional area, and control or operation. Consequently, H_{1a} was rejected. Differences were apparent in the level of involvement in the extent of control and the participation in operation as the functional area varied and as the size of the store varied. Therefore, the responsibilities, duties and activities of the women owners of small stores could be considerably different from owners of large stores.

Stores with annual sales volumes of less than \$100,000 had a high level of involvement in both the control and the operational aspects for each of the four functional areas of retailing. These stores were likely to have only a few part-time employees with which the owner could share the responsibilities, duties and activities related to controlling and operating their apparel stores.

For the larger apparel stores, with annual sales volumes between \$100,000 and \$500,000, the women owners became more involved in making policy decisions and became less involved in the day-to-day management. The women owners of stores with larger sales volumes were most involved in the control aspects of buying and merchandising and management and supervision.

Hypothesis Two

H_{2a}: There are no significant differences ($p < .05$) in the summed scores for the level of involvement in extent of control and participation in operation and functional area of retailing.

There was a significant ($p < .05$) relationship among the variables, functional area of retailing, and control or operation. Consequently, H_{2a} was rejected. Higher levels of involvement were noted for control in each of the functional areas, than for operation in each of the functional areas. However, the women were more involved in control and less involved in operation of the stores.

The women apparel shop owners indicated the highest level of involvement in control aspects of buying and merchandising. The women also indicated that more than one-fourth (27%) of their time was allocated to responsibilities, duties and activities related to buying and merchandising. Also, the women indicated that some of the aspects within each of the functional areas were delegated. Those responsibilities, duties and activities related to the day-to-day management of the apparel stores were more likely to be delegated or shared with other employees. Hence, the lower level of involvement in the operational aspects of owning and managing an apparel store.

H_{2b}: There are no significant differences ($p < .05$) in the summed scores for the level of involvement in extent of control and participation in operation and length of ownership.

The three levels for the length of ownership were as follows: 1 year or less, 2 to 5 years, and over 5 years. A significant ($p < .05$) difference was noted for the variables, control or operation and length of ownership. Consequently, H_{2b} was rejected. Owners were more involved in control for all variations in lengths of ownership. Owners were less involved in operation for all lengths of ownership. Nevertheless, the responsibilities of the women could be very different based on the number of years that the store had been owned.

Women who had owned their stores for one year or less were highly involved in both policy decisions and day-to-day management of the apparel shops. As the length of ownership increased, the women maintained similar levels of involvement in making policy decisions for the stores. However, there was a lower level of involvement in the day-to-day management. The women maintained control over the stores as the number of years of ownership increased, but showed a decrease in their operational involvement. The women could delegate or share more of the operational aspects related to owning and managing an apparel store as the number of years of ownership increased.

Hypothesis Three

H_{3a}: There are no significant differences ($p < .05$) in the summed scores for the level of involvement in each of the functional areas of retailing and form of ownership.

The three legal forms of ownership were sole proprietorship, partnership and corporation. A significant ($p < .05$) difference was apparent for the variables, functional area and form of ownership. Therefore, H_{3a} was rejected. Different levels of involvement in the functional areas of retailing were apparent as the form of ownership varied. Consequently, the responsibilities, duties and activities of women with sole proprietorships, partnerships, and corporations could be considerably different in relation to the functional areas.

Women with a corporate form of ownership indicated the lowest level of involvement in accounting and record keeping and the highest level of involvement in management and supervision, and buying and merchandising. Women with corporations were more likely to delegate or share responsibilities, duties or activities in accounting and record keeping while maintaining a higher level of involvement in the other aspects of owning and managing their stores. In addition, many of these women may have employed the services of an accountant or bookkeeper to perform many of the duties in the accounting and record keeping area.

H_{3b} : There are no significant differences ($p < .05$) in the summed scores for the level of involvement in each of the functional areas of retailing and length of ownership.

There was a significant ($p < .05$) difference for the variables, functional area and length of ownership. Therefore, H_{3b} was rejected. Different levels of involvement were apparent for the different functional areas and length of ownership. Consequently, the involvement of the women owners could be considerably different in relation to the functional areas.

The women who had owned their stores for one year or less were most involved in all functional areas except management and supervision. In contrast, the women who had owned their stores for more than five years indicated the lowest level of involvement in all functional areas except accounting and record keeping. At the initial stage of starting a retail apparel business, women were more likely to have a higher level of involvement in operating their businesses and with time delegate or share more of the responsibilities, duties and activities associated with owning and managing their stores, especially in the areas of buying and merchandising, and advertising and promotion.

Suggestions for CAMM

Several suggestions based on the findings of the study were formulated for the Center for Apparel Marketing and Merchandising (CAMM). The researcher proposed the following:

1. Continue the emphasis on buying and merchandising and strengthen the emphasis on management and supervision. The principles and techniques of management related to organizing, directing, delegating and evaluation could be incorporated into future learning material. The control process for apparel retailers could focus on formulating basic policies, exercising final authority over budgets, and making decisions about growth and expansion. Understanding the control process would aid retailers in maintaining store profitability.

2. Emphasize the differing needs of apparel retailers in relation to size of store, form of ownership, and length of ownership. As the size of the store increased, the women decreased their involvement in the day-to-day management while maintaining a high level of involvement

in control aspects. Women with corporations were more involved in management and supervision, and buying and merchandising; women with sole proprietorships or partnerships were less involved in accounting and record keeping. As the number of years that women owned their stores increased, the women decreased their involvement in the day-to-day management while maintaining their involvement in making policy decisions for the stores.

3. Focus learning strategies on the concepts of andragogy, the contemporary approach to teaching adults. The women in the study were typically 30 to 50 years old with some education beyond high school and with limited retailing experience. Consequently the learning materials could present basic information on retailing. Based on their maturity and educational background, the respondents could grasp major merchandising concepts quickly and easily in a workshop format. A large majority of the women were from small towns and might have limited access to facts about apparel retailing. The women worked full-time in the stores and a very large percentage were married. Therefore, the women would not have time to attend formal classes, but would have time to attend a workshop with information concentrated into a workbook that could be used for reference at a later date.

CHAPTER V

SUMMARY AND RECOMMENDATIONS

The researcher investigated characteristics of women owners of small retail apparel businesses and examined the relationships among the involvement in the control and operation of the four functional areas of retailing, and selected characteristics. The specific objectives of the study were: 1) to identify characteristics of women apparel store owners, their stores, and their involvement in the control and operation of the stores; 2) to develop definitive profiles of the women apparel store owners in regard to selected characteristics; and 3) to analyze the relationships among the involvement in the control and operation of the stores related to the four functional areas of retailing and the form of ownership, the size of store, and the length of ownership. A review of the literature in areas which aided the researcher in conducting the study included entrepreneurship, apparel retailing, women in retailing, store ownership, functional areas of retailing and functions performed by store owners. The chapter was organized into a summary of procedures, summary of findings, conclusions and recommendations.

Summary of Procedures

The first objective of the study was to identify characteristics of women store owners, their stores, and their involvement in the

control and operation of the stores. Interviews with representatives of the Small Business Administration, bankers, and women apparel retailers were completed to obtain information and direction for the research.

A questionnaire was developed to gather the data from women owners of retail apparel businesses. The questionnaire contained four major sections: background information about the stores, the form of ownership, the level of involvement in control and operation related to the four functional areas of retailing, and background information about the women entrepreneurs.

A random sample was drawn from women owners of retail apparel businesses who had attended one or more of the workshops sponsored by the Center for Apparel Marketing and Merchandising (CAMM). A total of 108 usable questionnaires (60%) were returned from the 180 women apparel shop owners representing 26 states.

Responses on the returned questionnaires were numerically coded, keypunched, and verified. A frequency count of the responses and percentages were determined. Mean scores were calculated for the questions related to the level of involvement in the control and operation of the stores.

The second objective of the study was to develop definitive profiles of the background characteristics and involvement in the control and operation of the retail stores. The characteristics identified in objective one were summarized in four definite profiles.

Profile one contained the characteristics of the women and the stores they owned, including items such as education, retail experience, family background, and store location, type and size. Profile two,

ownership characteristics, summarized the characteristics related to ownership and acquisition of loans. Profile three summarized the characteristics of corporations and partnerships. Profile four summarized the involvement characteristics related to the control and operation in the four functional areas of retailing.

The third objective was to analyze the relationships among the involvement in the control and operation of the stores related to the four functional areas of retailing and form of ownership, size of store, and length of ownership. A three-way mixed model analysis of variance was used to analyze the relationships and test the three hypotheses. The interpretation of data provided a basis for profiling characteristics of women apparel shop owners and their involvement in the control and operation of the store. Conclusions and implications were drawn and suggestions for the Center for Apparel Marketing and Merchandising were formulated based on the findings.

Summary of Findings

The summary of the findings was based on characteristics of entrepreneurs identified from the responses on the questionnaire and summaries presented in the definitive profiles. The Small Business Administration definition of a woman-owned business served as a basis for the conclusions regarding entrepreneurship characteristics. The Small Business Administration defined a woman-owned business as:

a business which is, at least 51 percent owned, controlled and operated by a woman or women. Controlled is defined as exercising the power to make policy decisions. Operated is defined as actively involved in the day-to-day management (Small Business Administration, 1979, p. 4).

The summary regarding entrepreneurship characteristics was presented in three sections: ownership characteristics, extent of control characteristics, and participation in operation characteristics.

Ownership Characteristics

The results related to ownership of the present study indicated that the majority (86%) of the 108 women apparel shop owners felt that they owned 51 percent or more of the business. Generally, the women owned small independent women's specialty stores with sales volumes under \$200,000. The most common forms of ownership were a sole proprietorship or a partnership with a spouse or an immediate family member. The women obtained financing for the stores through bank loans, personal savings, and relatives. Additional loans were obtained for inventory and capital.

The majority of the women owned apparel stores in small towns under 25,000 and were married adults from 30 to 50 years old with some education beyond high school. The women had limited retailing experience and did not have role models or mentors to assist them with their stores.

Extent of Control Characteristics

The Small Business Administration (1979, p. 4) defined control as "exercising the power to make policy decisions." The women in the study indicated that they were highly involved in the control aspects. However, the women were more involved in buying and merchandising, and management and supervision; and were less involved in accounting and record keeping and advertising and promotion. Approximately one-third

of their time was spent in performing responsibilities, duties and activities related to the buying and merchandising function, which included selecting vendors and merchandise and determining how much money to spend. Approximately one-third of their time was spent in management and supervision, which included developing policies and procedures for store operations and security.

Participation in Operation Characteristics

The Small Business Administration (1979, p. 4) defined operated as "actively involved in the day-to-day management." The women in the study were highly involved in the operation of their apparel stores. They were more involved in the activities related to management and supervision, such as purchasing supplies and fixtures, working on the sales floor, and scheduling sales personnel. Approximately two-thirds of the women spent 40 to 60 hours per week at the stores and 10 hours per week at home doing store related business.

Conclusions

Conclusions regarding the three hypotheses were presented in Table XXVIII. The conclusions were discussed in three sections: size of store, form of ownership, and length of ownership.

Size of Store

There was a significant ($p < .05$) three-way interaction among the three variables: size of store, functional area of retailing, and control or operation. Consequently, the responsibilities, duties and activities of the women owners of small apparel stores could be

TABLE XXVIII
CONCLUSIONS REGARDING HYPOTHESES

| Null Hypothesis | Test | Conclusion |
|--|-------------|---|
| 1. There are no significant differences ($p < .05$) in the summed scores for the level of involvement in extent of control and participation in operation, the four functional areas of retailing, and: <ul style="list-style-type: none"> a. Size of store b. Form of ownership c. Length of ownership | 3-way ANOVA | <ul style="list-style-type: none"> a. Reject b. Fail to reject c. Fail to reject |
| 2. There are no significant differences ($p < .05$) in the summed scores for the level of involvement in extent of control and participation in operation and: <ul style="list-style-type: none"> a. Functional areas of retailing b. Length of ownership | 2-way ANOVA | <ul style="list-style-type: none"> a. Reject b. Reject |
| 3. There are no significant differences ($p < .05$) in the summed scores for the level of involvement in each of the functional areas of retailing and: <ul style="list-style-type: none"> a. Form of ownership b. Length of ownership | 2-way ANOVA | <ul style="list-style-type: none"> a. Reject b. Reject |

considerably different from owners of larger stores. Women owners of small stores with annual sales volumes of less than \$100,000 were likely to be involved in both operational and control aspects of owning and managing a store, due in part to the fewer number of sales persons with whom the owner could delegate or share responsibilities, duties, and activities. Apparel store owners with greater annual sales volumes were likely to maintain a high level of involvement in the control aspects of owning and managing a store, while delegating or sharing the more routine aspects related to the day-to-day management of the stores.

Form of Ownership

Women apparel shop owners with different forms of ownership (sole proprietorship, partnership or corporation) indicated different levels of involvement in each of the four functional areas of retailing. Women who had a corporate form of ownership were more involved in the two functional areas of management and supervision and buying and merchandising than women with proprietorships or partnerships. Conversely, the women with corporations were the least involved in accounting and record keeping. The lower level may be due in part to the high number of women who employed accountants and bookkeepers to perform these functions. Similar levels of involvement in each of the functional areas were noted for women who had sole proprietorships and partnerships.

Length of Ownership

The women apparel shop owners indicated different levels of involvement in controlling and operating their stores based on the number

of years that the women had owned their stores. Women who had owned their stores for less than one year were highly involved in both controlling and operating the stores. However, as the number of years increased, the women maintained their high level of involvement in control, while steadily decreasing their level of involvement in operation. Women who had owned their stores longer were more likely to delegate or share more of the responsibilities, duties and activities related to the day-to-day management of the stores.

As the length of ownership increased, the women indicated that they became less involved in all of the functional areas, except accounting and record keeping. Apparently, as the number of years of ownership increased, the women were more likely to delegate or share responsibilities, duties and activities related to the functional areas.

In conclusion, the women apparel shop owners were found to be very involved in making policy decisions and in day-to-day management of the stores. The size of store, form of ownership, and length of ownership affected the level of involvement in the responsibilities, duties and activities related to accounting and record keeping, management and supervision, buying and merchandising, and advertising and promotion. A large majority (86%) of the women owned, controlled and operated their retail apparel stores according to the definition designated by the Small Business Administration.

Recommendations

On the basis of the findings of this study, the researcher proposed the following recommendations:

1. Conduct further research to determine the reliability of the instrument developed by the researcher in this study.

2. Replicate the study with a sample composed of both men and women apparel shop owners to compare similarities and differences.

3. Replicate the study with owners from different types of businesses to compare similarities and differences.

4. Analyze other relationships among characteristics researched related to demographic and personal characteristics of the entrepreneurs.

5. Conduct further studies to identify characteristics of entrepreneurs with small businesses versus large businesses.

6. Conduct further statistical analysis of the entrepreneurship characteristics, such as a discriminant analysis to differentiate between successful and unsuccessful apparel store entrepreneurs.

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APPENDICES

APPENDIX A

CENTER FOR APPAREL MARKETING AND MERCHANDISING



**CENTER FOR APPAREL
MARKETING MERCHANDISING**

Oklahoma State University Extension
HEW 306, Stillwater, OK 74078
(405) 624-7469

EDUCATIONAL ASSISTANCE FOR RETAILERS

Management Research Workshops Consulting

ARE YOU AN APPAREL SHOP ENTREPRENEUR?

DO YOU KNOW...

Gross margin?
Cost of goods sold?
Operating expenses?
Percentage of markdowns?

DO YOU PROJECT...

Retail purchase?
Monthly inventory?
Monthly retail sales?
Seasonal open-to-buy?

DO YOU ANALYZE...

Markdowns?
Best sellers?
Inventory records?
Performance of resources?

OUR PROFESSIONALS CAN HELP!

Dr. Kathryn M. Greenwood, Director
Ms. Deborah P. Strickland, Program Coordinator
Kay Gornien, Market Liaison/Consultant

The CAMM Staff also includes several graduate associates involved in research related to small businesses. The educational background of the staff provides expertise in marketing and merchandising, clothing, textiles, consumer behavior, management

and research methods. Their business experiences range from owner/manager of small stores to buyer/fashion coordinator for large retail firms to design, management and production at the manufacturing level.

CAMM PURPOSES

The Center for Apparel Marketing and Merchandising (CAMM) was organized at Oklahoma State University, Stillwater, Oklahoma in May 1982. The establishment of the Center resulted from the success of OSU sponsored workshops and consulting activities for retailers attending the Dallas Apparel Mart, 1978—1981.

CAMM is an organization of specialists in education and business who have joined together to provide workshops and consultation teams to assist retailers in improving efficiency related to:

- Merchandise Management •Marketing Strategies
- Financial Performance •Manufacturers/Retailer Relations
- Promoting and Selling

The organization is comprised of fashion merchandising/marketing specialists, apparel retailers, apparel manufacturers representatives and business experts.

CAMM BENEFITS

CAMM services focus on the needs of owners and managers of retail stores. Educational assistance provided by the CAMM staff contributes to:

- the improvement of the small business environment
- the increase in profitability of existing retail stores
- the decrease in the risk of failure for entrepreneurs of newly formed retail stores.

Factors contributing to the efficiency of retailers are complex and relate directly to the store image, the target customers, the merchandise mix, the local economy and other individual elements.

CAMM OFFERS YOU . . .



Two intensive one-day workshops conducted by the CAMM staff in apparel markets throughout the country.

WORKSHOP I

Inventory Control and Seasonal Merchandise Plans and Open-To-Buy

- Perpetual Inventory Control
- Periodic Inventory Control
- Merchandise Analysis
- Dollar Merchandise Plan
- Open-To-Buy Plan
- Market Open-To-Buy Plans

WORKSHOP II

Promoting and Selling Apparel

- Budgeting Sales Promotion Dollars
- Selecting Sales Promotion Media
- Planning a Sales Promotion Calendar
- Increasing Sales
- Evaluating the Store Layout
- Considering Promotional Ideas

Individual workbooks and calculators are used by participants under the direction of CAMM leaders. Merchandising concepts are presented through the use of examples, mini-problems, worksheets. Experienced retailers serve as guides for the small group discussion in each workshop. The Retail Apparel Guides (RAGs) participate in pretesting and evaluating the learning materials prior to and following the workshops.

MINI-WORKSHOPS

Several one to three hour mini-workshops are offered on a variety of topics related to basics for small retail businesses and manufacturer-retailer relations.

CONSULTING

Individual consultation sessions are scheduled at each of the apparel markets the day following CAMM workshops. In addition, the CAMM staff is available on a daily basis for telephone consultation with retailers.

RESEARCH

CAMM staff members are involved with research projects related to the survival of existing stores and the formation of new stores. Research is conducted for retailers requesting assistance with specific problems. Additional research projects can be designed to meet the needs of apparel manufacturers and industry organizations.

LEARNING MATERIALS

Self-instructional learning materials related to the needs of retailers are available through the Center for Apparel Marketing and Merchandising.

RETAIL PARTICIPANTS

Hundreds of retailers from various areas of the United States and other countries have participated in CAMM activities over the past five years. CAMM workshops and consulting services are conducted regularly in the various market centers including Dallas, Denver, Minneapolis, Kansas City, Pittsburgh, Detroit, Indianapolis and Charlotte, N.C. The success of the CAMM workshop is evidenced by the following comments from the retail participants.

"Many of the things discussed were things we have been attempting, but hadn't quite figured out how to 'get-it-all-together.' We are pleased that we came because we are pleased with the results."

Jan Dickerson, Des Moines, Iowa

"Excellent presentation....We need a workshop of some type at every market."

David Self, Lake Charles, Louisiana

"Anyone considering opening a business should attend the workshop."

Lynn Richards, Ft. Worth, Texas

"I am so pleased to learn how to take last year's figures and project the next season's sales and merchandise needs."

Sharon Swift, Northeast, Pennsylvania

"We want to thank you for all the information we were taught at last April's workshop regarding perpetual control, etc. We just finished changing our entire store, and we are already able to see and realize the benefits. Again, thank you for all you've taught us—a truly terrific, informative workshop."

Mister E and Me, Jonesville, Minnesota

CAMM RETAIL ASSOCIATES

A membership program is available for retailers throughout the country. CAMM retail associates will receive quarterly newsletters, biannual research reports and individual analysis of the financial performance of each store. Retail Associates receive a discount for CAMM activities and materials.

CAMM ACTIVITIES

The CAMM staff utilizes the expertise of their associates to:

- conduct workshops for retailers,
- provide consultant services for individual store owners, managers and/or buyers,
- conduct research related to the needs of retailers,
- provide information about other resources which have services available for retailers.

APPENDIX B

PRELIMINARY INTERVIEWS

PRELIMINARY INTERVIEWS

Small Business Administration - Washington, D.C.

The representatives of the Small Business Administration indicated that there were few programs offered, which were limited to assisting women with their unique business problems. However, women were free to participate in all of the programs offered by the Small Business Administration. Management and financial assistance was available from regional Small Business Administration officials.

American Association of Community College - Washington, D.C.

Regional meetings helped to train educators who taught entrepreneurship skills throughout the United States. Some of the regional meetings specifically addressed the special needs of women small business owners. All of the women interviewed in Washington, D.C. indicated that female entrepreneurs had the same problems as male entrepreneurs, as well as some additional problems. Women had to deal with negative stereotypes, lack of adequate financial backing, and managerial problems.

Small Business Administration - Stillwater, Oklahoma

They reviewed the programs offered by the Small Business Administration and indicated that more research was needed on small apparel businesses, because of the high failure rate in retailing. The regional Small Business Administration officers assisted small business entrepreneurs through local workshops on small business management, assistance in obtaining financing, and management consultants.

Workshops had been offered on such topics as: effective stock and inventory control, basics for apparel shop entrepreneurs, pre-business planning, forecasting profits and cash flow, managing an organization, and computers in small business. Even though there were no programs specifically dealing with women entrepreneurs, women were encouraged to take advantage of the programs and services offered by the Small Business Administration. The purposes of the programs and services were to aid potential entrepreneurs and owners of existing small businesses.

Bankers - Stillwater, Oklahoma

The bankers reviewed the types of loans and financial backing of typical small apparel shop owners. In general, the owners required loans for starting their stores, even though they had some personal assets, such as savings or real estate. All noted that it was more difficult for women to obtain loans because of limited credit histories and limited personal assets. Most banks were willing to loan money to women who had another person co-sign the loan. In apparel retailing, additional loans were needed on a periodic basis to purchase inventory. All loan applicants were required to provide information regarding the purpose of the loan, profit and loss statements (or projected), current market conditions, other sources of investment capital, projections for the future, and personal experience or training in the field.

Women Apparel Retailers

The women represented children's women's, and men's apparel stores and were from Oklahoma, Texas, and Georgia. Sole proprietorships, partnerships and corporations were represented. Some of the women had extensive retailing experience (over 20 years) and others were more

similar to the sample (less than 5 years). The annual sales volume of the majority of the stores was less than \$500,000. Most of the women were highly involved in the control and operation of the stores.

APPENDIX C

QUESTIONNAIRE AND CORRESPONDENCE

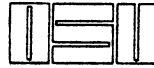


**RETURN THIS BOOKLET
BY JUNE 15, 1983**

AND

**YOU WILL BECOME A CHARTER MEMBER
OF CAMM AND RECEIVE A
6-MONTH FREE CAMM MEMBERSHIP
2 CAMM NEWSLETTERS AND
1 CAMM RESEARCH REPORT**

**RETURN POSTAGE GUARANTEED
CENTER FOR APPAREL MARKETING
AND MERCHANDISING
OSU EXTENSION
306 Home Economics West
Stillwater, Oklahoma 74078**



Oklahoma State University

CENTER FOR APPAREL MARKETING & MERCHANDISING

May 25, 1983

Dear Retailer,

Your participation in the workshop sponsored by the Center for Apparel Marketing and Merchandising (CAMM) at Oklahoma State University is greatly appreciated. The graduate assistants in CAMM are actively involved in research which benefits apparel shop entrepreneurs. Presently, we are collecting data to use in the development of ownership profiles for women owners of apparel shops.

Your name was drawn from a random sample of women who have attended a CAMM workshop. In order that the results will truly represent the thinking of women who own apparel shops, it is important that each questionnaire (booklet) be completed by a woman. If you own more than one store, your answers should be based on your main store. You may be assured of complete confidentiality.

By completing the stamped self-addressed booklet and returning it to Oklahoma State University by June 15, 1983, you will become a Charter Member of CAMM Retail Associates. You will receive a FREE six-month CAMM membership, including two CAMM newsletters and one CAMM Research Report.

Your time and effort in assisting us with this study is greatly appreciated. We would be most happy to answer any questions you might have. Please contact me or Dr. Greenwood by mail or call (405) 624-7469.

Sincerely,

Nancy J. Morris
Graduate Research Associate

Dr. Kathryn M. Greenwood
Director, CAMM

**APPAREL SHOP ENTREPRENEURSHIP:
A SURVEY OF APPAREL SHOP OWNERS**

This survey is one of several that the Center for Apparel Marketing and Merchandising is conducting to aid apparel shop entrepreneurs. Please answer all of the questions. If you wish to comment on any questions or qualify your answers, please feel free to use the space in the margins. Your comments will be read and taken into account.

Q-1 What type of store do you own? (Circle number)

- 1 Department store
- 2 Discount store
- 3 Junior Department Store
- 4 Specialty Store
- 5 Family Clothing Store
- 6 Other (specify) _____

Q-2 Estimate the percentage of merchandise that is sold in each category. (Total should equal 100 percent)

- _____ % Women's apparel/accessories
- _____ % Men's apparel/accessories
- _____ % Children's apparel/accessories
- _____ % Other (specify) _____

100% Total

Q-3 What is the population of the city or town where your store is located? (Circle number)

- 1 Less than 10,000
- 2 10,000 to 25,000
- 3 25,001 to 50,000
- 4 50,001 to 75,000
- 5 75,001 to 100,000
- 6 Over 100,000

Q-4 How would you describe the location of your store? (Circle number)

- 1 Central business district
- 2 Major shopping mall
- 3 Regional shopping center
- 4 Strip center
- 5 Free standing location
- 6 Other (specify) _____

Q-5 What kind of store do you own? (Circle number)

- 1 Independently owned store
- 2 Chain store
- 3 Franchise store
- 4 Other (specify) _____

Q-6 Do you own at least 51 percent of your apparel store? (Circle number)

- 1 No
- 2 Yes

Q-7 Which category best describes the legal form of ownership for your store? (Circle number)

- 1 SOLE PROPRIETORSHIP
 2 PARTNERSHIP
 3 CORPORATION

IF YOU HAVE A SOLE PROPRIETORSHIP, SKIP FROM HERE TO Q-8

(If you have a partnership, answer the following questions.)

1a How many partners are in the partnership?

_____ Partners

2a What is your position/title in the partnership?

3a What type of partnership do you have? (Circle number)

- 1 General partnership
 2 Limited partnership
 3 Other (specify) _____

4a Do you have a written partnership agreement specifying the responsibility of each partner? (Circle number)

- 1 No
 2 Yes

5a How would you estimate the percentage of the initial financial investment contributed by each partner? (Total should equal 100 percent)

_____ % (Yourself)
 _____ % Partner 2
 _____ % Partner 3
 _____ % Other partners
 100% Total

6a What is your relationship to each of the partners? (Example: spouse, friend)

_____ (Yourself)
 _____ Partner 2
 _____ Partner 3
 _____ Other partners

If you have a corporation, answer the following questions.)

1b How many persons are on the Board of Directors?

_____ Board of Directors

2b What is your position/title in the corporation?

3b What type of corporation do you have? (Circle number)

- 1 Closed corporation
 2 Public corporation
 3 Other (specify) _____

4b Do you have a written agreement specifying the responsibilities of each board member? (Circle number)

- 1 No
 2 Yes

5b How would you estimate the percentage of the initial financial investment contributed by each member of the corporation? (Total should equal 100 percent)

_____ % (Yourself)
 _____ % Member 2
 _____ % Member 3
 _____ % Other members
 100% Total

6b What is the relationship to each of the board members? (Example: spouse, friend)

_____ (Yourself)
 _____ Member 2
 _____ Member 3
 _____ Other members

Q-8 Is your current form of ownership different from your original form of ownership? (Circle number)

- 1 No
 2 Yes (Explain briefly) _____

Q-9 Estimate the percentage of the initial financial backing for the store that came from each of the following sources. (Total should equal 100%)

- _____ % Personal savings
 _____ % Friends
 _____ % Relatives
 _____ % Bank loans
 _____ % Finance company loans
 _____ % Small Business Administration
 _____ % Stock holders (corporations)
 _____ % Other (specify) _____
 100% Total

Q-10 What was the major reason(s) for obtaining the loan(s) for the initial financial backing? (Circle all numbers that apply)

- 1 To provide working capital
 2 To purchase store inventory
 3 To purchase store fixtures and equipment
 4 To purchase land and building
 5 To expand or remodel an existing building
 6 To purchase an existing store
 7 To consolidate debt obligations
 8 Other (specify) _____
 9 Not applicable

Q-11 Did anyone else co-sign any of the loans for starting your business? (Circle number)

- 1 No
 2 Yes (Specify their relationship to you) _____
 3 Not applicable

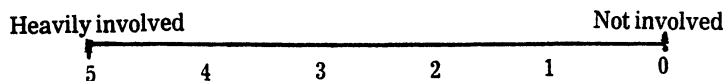
Q-12 Since obtaining capital for starting the store, have you obtained any business loans for the store? (Circle number)

- 1 No
 2 Yes

Q-13 What is (are) the major reason(s) for the loan(s)? (Circle all numbers that apply)

- 1 To provide working capital
 2 To purchase store inventory
 3 To purchase store fixtures and equipment
 4 To purchase land and building
 5 To expand or remodel an existing building
 6 To purchase an existing store
 7 To consolidate debt obligations
 8 Other (specify) _____

Indicate your current level of involvement in the responsibilities, duties, and activities to each of the following areas. Circle the appropriate number in the level of involvement. Use the following scale and the definitions at the top of the next page to answer the questions.



| ACCOUNTING AND RECORDKEEPING | LEVEL OF INVOLVEMENT | | | | | | |
|--|----------------------|---|---|---|---|---|----|
| | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 1 Preparing and planning an operational budget . . . | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 2 Establishing procedures for maintaining adequate accounting records | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 3 Maintaining records and paying employee wages and salaries | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 4 Keeping records of stock shortages and damages | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 5 Keeping records of sales, inventory levels and late orders | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 6 Maintaining tax records (quarterly reports) | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 7 Paying bills for inventory, rent, utilities and taxes | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 8 Handling charge and layaway accounts | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 9 Developing policies and procedures for controlling business expenses | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 10 Planning and forecasting cash flow | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 11 Establishing long-term and short-term capital requirements | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 12 Developing and analyzing strategies for improving sales and profits | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 13 Other (specify) _____ | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| | | | | | | | |
| MANAGEMENT AND SUPERVISION | | | | | | | |
| | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 1 Hiring and firing employees | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 2 Training and scheduling sales personnel | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 3 Assigning duties and responsibilities to employees | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 4 Supervising and evaluating employee performance | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 5 Establishing procedures for returns, holds, layaways, and check and credit card acceptance . . | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 6 Establishing policies for reducing losses through internal and external theft. | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 7 Establishing policies and procedures for dealing with shoplifters | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 8 Purchasing supplies, fixtures and equipment . . . | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 9 Arranging for customer services, such as alterations and gift wrap | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 10 Keeping the store and stock areas cleaned and organized | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 11 Working on the sales floor | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 12 Opening and closing the store | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 13 Other (specify) _____ | 5 | 4 | 3 | 2 | 1 | 0 | NA |

Heavily involved: Owner completes the majority of the responsibilities, duties and activities.

Not involved: Owner delegates the majority of the responsibilities, duties and activities.

NA—Not applicable: No one at the store is involved in the responsibilities, duties and activities.

| BUYING AND MERCHANDISING | LEVEL OF INVOLVEMENT | | | | | | |
|---|----------------------|---|---|---|---|---|----|
| | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 1 Determining the type of merchandise and what services to offer | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 2 Determining the amount of open-to-buy | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 3 Traveling to market to buy merchandise | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 4 Selecting vendors and suppliers | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 5 Determining what merchandise to purchase at market | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 6 Establishing the retail prices and initiating price changes and markdowns | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 7 Checking merchandise received into stock | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 8 Returning damaged or inferior merchandise to vendors | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 9 Stocking shelves and filling in merchandise | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 10 Supervising physical inventory counts | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 11 Interpreting customer demand and anticipating new demands | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 12 Shopping competitive stores | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 13 Other (specify) _____ | 5 | 4 | 3 | 2 | 1 | 0 | NA |

ADVERTISING AND PROMOTION

| | | | | | | | |
|--|---|---|---|---|---|---|----|
| 1 Determining the amount of money to spend on advertising and promotions | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 2 Deciding what merchandise and when to advertise and promote | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 3 Selecting the media to use for advertising and promotions | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 4 Preparing advertisements | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 5 Informing sales persons of sales promotion activities | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 6 Planning and supervising interior and window displays | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 7 Changing and maintaining window displays | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 8 Changing and maintaining interior displays | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 9 Determining the arrangement of merchandise on the sales floor | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 10 Changing and maintaining merchandise arrangements on the sales floor | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 11 Maintaining records of advertising and promotions | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 12 Evaluating the sales response to advertising and promotions | 5 | 4 | 3 | 2 | 1 | 0 | NA |
| 13 Other (specify) _____ | 5 | 4 | 3 | 2 | 1 | 0 | NA |

Q-15 Do you delegate or share responsibilities, duties and activities in each of the following areas? (Circle number)

| | No | Yes | If yes, what is their title? |
|------------------------------|----|-----|------------------------------|
| Accounting and Recordkeeping | 1 | 2 | _____ |
| Management and Supervision | 1 | 2 | _____ |
| Buying and Merchandising | 1 | 2 | _____ |
| Advertising and Promotion | 1 | 2 | _____ |

Q-16 Control is defined as the power to make policy decisions. Circle the appropriate number in each area to indicate the extent of your power to make policy decisions.

EXTENT OF POWER TO MAKE POLICY DECISIONS

| | Total Control | 4 | 3 | 2 | 1 | No Control |
|------------------------------|---------------|---|---|---|---|------------|
| Accounting and Recordkeeping | 5 | 4 | 3 | 2 | 1 | 0 |
| Management and Supervision | 5 | 4 | 3 | 2 | 1 | 0 |
| Buying and Merchandising | 5 | 4 | 3 | 2 | 1 | 0 |
| Advertising and Promotion | 5 | 4 | 3 | 2 | 1 | 0 |

Q-17 Operation is defined as being actively involved in the day-to-day management of the store. Circle the appropriate number in each area to indicate your involvement in the day-to-day management.

INVOLVEMENT IN DAY-TO-DAY MANAGEMENT

| | Total Involvement | 4 | 3 | 2 | 1 | No Involvement |
|------------------------------|-------------------|---|---|---|---|----------------|
| Accounting and Recordkeeping | 5 | 4 | 3 | 2 | 1 | 0 |
| Management and Supervision | 5 | 4 | 3 | 2 | 1 | 0 |
| Buying and Merchandising | 5 | 4 | 3 | 2 | 1 | 0 |
| Advertising and Promotion | 5 | 4 | 3 | 2 | 1 | 0 |

Q-18 Estimate the percentage of your time that is spent in activities associated with each of the following areas. (Total should equal 100%)

- _____ % Accounting and Recordkeeping
- _____ % Management and Supervision
- _____ % Buying and Merchandising
- _____ % Advertising and Promotion
- 100% Total

Q-19 Do you use accounting or bookkeeping services for the store? (Circle number)

- 1 No
- 2 Yes (What services do they provide?) _____

Q-20 Do you belong to a buying service? (Circle number)

- 1 No
- 2 Yes (What services do they provide?) _____

Q-21 Approximately how many hours per week do you spend at the store? (Circle number)

- 1 Less than 20 hours
- 2 20 to 29
- 3 30 to 39
- 4 40 to 49
- 5 50 to 59
- 6 60 or more

Q-22 Approximately how many hours per week do you spend at home doing store business? (Circle number)

- 1 Less than 10 hours
- 2 10 to 19
- 3 20 to 29
- 4 30 or more

Q-23 How many full-time employees do you have? (Excluding yourself)

_____ Full-time employees

Q-24 How many part-time employees do you have? (Excluding yourself)

_____ Part-time employees

Q-25 Which of the following categories best describes your annual sales volume in 1982? (Circle number)

- 1 Less than \$100,000
- 2 \$100,000 to \$200,000
- 3 \$200,001 to \$300,000
- 4 \$300,001 to \$400,000
- 5 \$400,001 to \$500,000
- 6 \$500,001 to \$750,000
- 7 \$750,001 to \$1,000,000
- 8 Over \$1,000,000

Q-26 Did you purchase an existing store or establish a new store? (Circle number)

- 1 Existing store
- 2 New store
- 3 Other (specify) _____

Q-27 How many years have you owned your store?

_____ Years

Q-28 Why did you open your apparel store? (Circle number)

- 1 To make money
- 2 To express my creativity
- 3 To be my own boss
- 4 To achieve success
- 5 Other (specify) _____

Q-29 What is your job title/position? (Circle number)

- 1 Store owner
- 2 Store manager
- 3 Store owner/manager
- 4 Other (specify) _____

Q-30 What kinds of retailing experiences or other related experiences did you have that prepared you for opening your store? (Circle all numbers that apply)

- 1 Salesperson
- 2 Department manager
- 3 Fashion buyer
- 4 Merchandise manager
- 5 Store manager
- 6 Store owner
- 7 Other (specify) _____

Q-31 How many years of retailing experience did you have before starting your own business?

_____ Years

Q-32 What is the highest level of education that you have completed? (Circle number)

- 1 Some high school
- 2 Completed high school
- 3 Vocational/Technical training beyond high school
- 4 Some college
- 5 Completed college (specify major) _____
- 6 Some graduate work
- 7 A graduate degree (specify degree and major) _____
- 8 Other (specify) _____

Q-33 In your own family, are you the oldest child? (Circle number)

- 1 No
- 2 Yes

Q-34 What is your marital status? (Circle number)

- 1 Never married
- 2 Married
- 3 Divorced
- 4 Separated
- 5 Widowed

Q-35 What is your sex? (Circle number)

- 1 Male
- 2 Female

Q-36 What is your present age?

_____ Years

Q-37 Did you have a relative or close friend as a role model or mentor when you started your store? (Circle number)

- 1 No
 - 2 Yes (How did they influence you to start your own store?)
-

Is there anything else you would like to tell us about you or your apparel shop? If so, please use this space for that purpose. Also, any comments you wish to make that you think may help us in the future to understand more about apparel shop entrepreneurship will be appreciated, either here or in a separate letter.

Your contribution to this research is very greatly appreciated.



To get your FREE 6-month CAMM membership, please leave your address label on this booklet and make any necessary corrections.

THANK YOU FOR YOUR HELP!

FOLD HERE AND STAPLE AT THE BOTTOM TO RETURN



Dr. Kathryn M. Greenwood
CENTER FOR APPAREL MARKETING
AND MERCHANDISING
Oklahoma State University Extension
306 Home Economics West
Stillwater, Oklahoma 74078

June 1, 1983

Dear Retailer,

Last week a questionnaire seeking information about your store and your responsibilities at the store was mailed to you. If you have completed and returned it to us, please accept our sincere thanks. If you have not mailed your reply to us, please do so today. Because the questionnaire was sent to a representative sample of CAMM participants, it is extremely important that yours also be included in the study.

If by some chance you did not receive the questionnaire, or it was misplaced, please call collect (405) 624-7469 and we will send one in the mail to you today.

Sincerely,

Nancy J. Morris
Graduate Associate

June 16, 1983

Dear Retailer:

About three weeks ago we wrote to you seeking your assistance with our research on apparel shop entrepreneurs. As of today, we have not yet received your completed questionnaire.

The research unit of CMM has undertaken this study to aid in the development of additional educational materials for apparel shop entrepreneurs. We are writing to you again because of the significance each questionnaire has to the usefulness of this study. As mentioned in our last letter, the questionnaire should be completed by a female. The questions should be answered for only one store, preferably your main store.

In the event that your questionnaire has been misplaced, a replacement is included.

Your cooperation is greatly appreciated.

Cordially,

Nancy J. Morris
Graduate Associate

Kathryn M. Greenwood
Director

APPENDIX D

SAMPLE

TABLE XXIX
 RECORD OF RETURNED QUESTIONNAIRES BY DATES
 (N=180)

| Response to Mailing Number | Responses Received by Week | Number of Responses | Percent | Cumulative Number of Responses | Cumulative Percent |
|----------------------------|----------------------------|---------------------|---------|--------------------------------|--------------------|
| 1 | May 31-June 3 | 34 | 18.9 | 34 | 18.9 |
| 2 | June 6-June 10 | 37 | 20.6 | 71 | 39.4 |
| | June 13-June 17 | 19 | 10.6 | 90 | 50.0 |
| 3 | June 20-June 24 | 11 | 6.1 | 101 | 56.1 |
| | June 24-July 1 | 16 | 8.9 | 117 | 65.0 |
| | July 5-July 8 | 2 | 1.1 | 119 | 66.1 |
| | July 11-July 15 | 1 | 1.1 | 120 | 66.7 |

TABLE XXX
CATEGORIZATION OF RESPONSES TO QUESTIONNAIRE
(N=108)

| Responses | Frequency | Percentage |
|--|-----------|------------|
| Total Usable Questionnaires | 108 | 60.0 |
| Total Non-Usable Questionnaires ^a | 12 | 6.7 |
| Non-Responses | 60 | 33.3 |
| Total | 180 | 100.0 |

^aReasons included not a store owner (42%), store not open yet (25%), male (17%), sales volume over \$500,000 (8%), and other (8%).

TABLE XXXI
 DISTRIBUTION OF RESPONDENTS BY STATE
 (N=108)

| State | Frequency | Percent |
|----------------|-----------|-------------------|
| Arkansas | 3 | 2.8 |
| Colorado | 8 | 7.4 |
| Idaho | 1 | 0.9 |
| Illinois | 0 | 0.0 |
| Iowa | 7 | 6.5 |
| Kansas | 10 | 9.3 |
| Louisiana | 4 | 3.7 |
| Michigan | 0 | 0.0 |
| Minnesota | 18 | 16.7 |
| Missouri | 9 | 8.3 |
| Montana | 3 | 2.8 |
| Nebraska | 1 | 0.9 |
| New Mexico | 0 | 0.0 |
| North Carolina | 5 | 4.6 |
| North Dakota | 1 | 0.9 |
| Ohio | 1 | 0.9 |
| Oklahoma | 2 | 1.9 |
| Pennsylvania | 4 | 3.7 |
| South Carolina | 1 | 0.9 |
| South Dakota | 13 | 12.0 |
| Tennessee | 0 | 0.0 |
| Texas | 9 | 8.3 |
| Virginia | 1 | 0.9 |
| West Virginia | 1 | 0.9 |
| Wisconsin | 4 | 3.7 |
| Wyoming | 2 | 1.9 |
| Total | 108 | 99.9 ^a |

^aResponses total less than 100 percent due to rounding.

APPENDIX E
STATISTICAL TABLES

TABLE XXXII
 MEANS AND STANDARD DEVIATIONS FOR ANNUAL SALES VOLUME,
 FUNCTIONAL AREA, AND CONTROL OR OPERATION

| Functional Area | Sales Less Than \$100,000 (N=29) | | Sales \$100,000 to \$200,000 (N=47) | | Sales Over \$200,000 (N=32) | | Marginal (N=102) |
|-------------------------------|--|-----------------------|---|-----------------------|-----------------------------------|-----------------------|---------------------|
| | Mean | Standard Deviation | Mean | Standard Deviation | Mean | Standard Deviation | Mean |
| Accounting and Record Keeping | | | | | | | |
| Control | 24.8 | 8.38 | 26.7 | 5.86 | 25.0 | 7.38 | 25.7 |
| Operation | 26.3 | 6.28 | 22.8 | 7.72 | 21.4 | 7.35 | 23.6 |
| Management and Supervision | | | | | | | |
| Control | 24.6 | 8.72 | 27.6 | 3.49 | 28.7 | 27.8 | 26.9 |
| Operation | 25.6 | 5.14 | 24.4 | 5.47 | 25.0 | 3.78 | 24.9 |
| Buying and Merchandising | | | | | | | |
| Control | 27.6 | 5.13 | 29.1 | 1.66 | 29.3 | 1.51 | 28.7 |
| Operation | 26.4 | 5.01 | 22.6 | 6.16 | 22.4 | 4.48 | 23.8 |
| Advertising and Promotion | | | | | | | |
| Control | 26.6 | 5.54 | 26.6 | 3.71 | 26.2 | 2.98 | 26.5 |
| Operation | 25.1 | 5.89 | 23.7 | 5.58 | 23.0 | 3.41 | 24.0 |
| Marginal | 25.9 | | 25.4 | | 25.1 | | 25.5 |

TABLE XXXIII

SUMMARY OF ANALYSIS OF VARIANCE FOR ANNUAL SALES VOLUME,
FUNCTIONAL AREA, AND CONTROL OR OPERATION

| Source | Sum of Squares | Degrees of Freedom | Mean Square | F | Eta ² |
|---|----------------|--------------------|-------------|--------|------------------|
| Annual Sales Volume | 71.52 | 2 | 35.76 | 0.30 | |
| Error | 12490.21 | 105 | 118.95 | | |
| Functional Area | 381.98 | 3 | 127.33 | 5.20* | |
| Functional Area by Sales Volume | 301.71 | 6 | 50.28 | 2.05 | |
| Error | 7720.36 | 315 | 24.51 | | |
| Control or Operation | 1661.46 | 1 | 1661.46 | 65.87* | |
| Control or Operation by Sales Volume | 821.57 | 2 | 410.79 | 16.29* | |
| Error | 2648.55 | 105 | 25.22 | | |
| Function by Control or Operation | 287.90 | 3 | 95.96 | 10.58* | |
| Function by Control or Operation by Sales Volume | 116.14 | 6 | 19.36 | 2.13* | .0040 |
| Error | 2855.88 | 315 | 9.07 | | |

*p<.05

TABLE XXXIV

MEANS AND STANDARD DEVIATIONS FOR FORM OF OWNERSHIP,
FUNCTIONAL AREA, AND CONTROL OR OPERATION

| Functional Area | Sole Proprietorship (N=49) | | Partnership (N=18) | | Corporation (N=40) | | Marginal (N=107) |
|-------------------------------|-------------------------------|--------------------|-----------------------|--------------------|-----------------------|--------------------|---------------------|
| | Mean | Standard Deviation | Mean | Standard Deviation | Mean | Standard Deviation | Mean |
| Accounting and Record Keeping | | | | | | | |
| Control | 26.9 | 6.48 | 25.9 | 6.54 | 24.4 | 7.84 | 25.8 |
| Operation | 25.3 | 6.25 | 24.7 | 7.19 | 21.0 | 8.22 | 23.6 |
| Management and Supervision | | | | | | | |
| Control | 26.7 | 6.23 | 24.7 | 8.11 | 28.2 | 3.53 | 26.9 |
| Operation | 24.4 | 5.30 | 24.3 | 5.31 | 25.9 | 4.46 | 24.9 |
| Buying and Merchandising | | | | | | | |
| Control | 28.6 | 4.14 | 28.1 | 3.08 | 29.1 | 1.79 | 28.7 |
| Operation | 23.6 | 6.27 | 24.3 | 5.99 | 23.8 | 4.94 | 23.8 |
| Advertising and Promotion | | | | | | | |
| Control | 26.7 | 4.42 | 26.6 | 4.70 | 26.2 | 3.87 | 26.5 |
| Operation | 24.1 | 5.72 | 23.9 | 4.69 | 23.9 | 5.13 | 24.0 |
| Marginal | 25.8 | | 25.3 | | 25.3 | | 25.5 |

TABLE XXXV
 MEANS FOR FORM OF OWNERSHIP AND FUNCTIONAL
 AREA OF RETAILING

| Functional Area | Sole Proprietorship (N=49) | Partnership (N=18) | Corporation (N=40) | Marginal (N=107) |
|----------------------------------|----------------------------------|-----------------------|-----------------------|---------------------|
| Accounting and Record Keeping | 52.2 | 50.6 | 45.4 | 49.4 |
| Management and Supervision | 51.0 | 49.0 | 54.1 | 51.8 |
| Buying and Merchandising | 52.1 | 52.4 | 52.9 | 52.5 |
| Advertising and Promotion | 50.8 | 50.4 | 50.1 | 50.5 |
| Marginal | 51.5 | 50.6 | 50.6 | 51.0 |

TABLE XXXVI
 SUMMARY OF ANALYSIS OF VARIANCE FOR FORM OF OWNERSHIP,
 FUNCTIONAL AREA, AND CONTROL OR OPERATION

| Source | Sum of Squares | Degrees of Freedom | Mean Square | F | Eta ² |
|---|----------------|--------------------|-------------|--------|------------------|
| Form of Ownership | 44.14 | 2 | 22.07 | 0.18 | |
| Error | 12485.15 | 104 | 120.05 | | |
| Functional Area | 233.62 | 3 | 77.87 | 3.33* | |
| Functional Area by Form of Ownership | 698.10 | 6 | 116.35 | 4.98* | .0243 |
| Error | 7286.12 | 312 | 23.35 | | |
| Control or Operation | 1336.77 | 1 | 1336.77 | 40.78* | |
| Control or Operation by Ownership | 44.20 | 2 | 22.10 | 0.67 | |
| Error | 3409.29 | 104 | 32.78 | | |
| Function by Control or Operation | 245.20 | 3 | 81.74 | 8.92* | .0085 |
| Function by Control or Operation by Ownership | 49.32 | 6 | 8.22 | 0.90 | |
| Error | 2858.19 | 312 | 9.16 | | |

*p<.05

TABLE XXXVII

MEANS AND STANDARD DEVIATIONS FOR LENGTH OF OWNERSHIP, FUNCTIONAL AREA, AND CONTROL OR OPERATION

| Functional Area | Owned 1 Year or Less (N=34) | | Owned 2 to 5 Years (N=49) | | Owned Over 5 Years (N=25) | | Marginal (N=108) |
|-------------------------------|-----------------------------------|-----------------------|------------------------------|-----------------------|------------------------------|-----------------------|---------------------|
| | Mean | Standard Deviation | Mean | Standard Deviation | Mean | Standard Deviation | Mean |
| Accounting and Record Keeping | | | | | | | |
| Control | 26.4 | 6.55 | 25.0 | 7.39 | 25.9 | 7.47 | 25.7 |
| Operation | 26.3 | 6.01 | 22.0 | 7.41 | 23.0 | 8.26 | 23.6 |
| Management and Supervision | | | | | | | |
| Control | 25.3 | 7.98 | 27.6 | 4.08 | 27.6 | 5.02 | 26.9 |
| Operation | 26.2 | 4.79 | 24.9 | 4.65 | 23.3 | 5.57 | 24.9 |
| Buying and Merchandising | | | | | | | |
| Control | 28.6 | 3.12 | 29.0 | 1.83 | 28.0 | 5.13 | 28.7 |
| Operation | 26.2 | 4.24 | 23.6 | 5.01 | 20.7 | 7.11 | 23.8 |
| Advertising and Promotion | | | | | | | |
| Control | 26.6 | 3.94 | 26.7 | 3.78 | 25.9 | 5.38 | 26.5 |
| Operation | 25.3 | 4.83 | 24.2 | 4.75 | 21.7 | 6.22 | 24.0 |
| Marginal | 26.4 | | 25.4 | | 24.5 | | 25.5 |

TABLE XXXVIII
MEANS FOR LENGTH OF OWNERSHIP AND
CONTROL OR OPERATION

| Aspect of Functional Area | Owned 1 Year or Less (N=34) | Owned 2 to 5 Years (N=49) | Owned Over 5 Years (N=25) | Marginal (N=108) |
|------------------------------|-----------------------------------|---------------------------------|---------------------------------|---------------------|
| Control | 26.7 | 27.1 | 26.8 | 27.0 |
| Operation | 26.0 | 23.7 | 22.2 | 24.1 |

TABLE XXXIX
 MEANS FOR LENGTH OF OWNERSHIP AND FUNCTIONAL
 AREA OF RETAILING

| Functional Area | Owned 1 Year or Less (N=34) | Owned 2 to 5 Years (N=49) | Owned Over 5 Years (N=25) | Marginal (N=108) |
|----------------------------------|-----------------------------------|---------------------------------|---------------------------------|---------------------|
| Accounting and Record Keeping | 52.7 | 47.0 | 49.0 | 49.3 |
| Management and Supervision | 51.6 | 52.5 | 50.9 | 51.8 |
| Buying and Merchandising | 54.9 | 52.7 | 48.7 | 52.4 |
| Advertising and Promotion | 51.9 | 50.9 | 47.6 | 50.5 |
| Marginal | 52.8 | 50.8 | 49.0 | 51.0 |

TABLE XL
 SUMMARY OF ANALYSIS OF VARIANCE FOR LENGTH OF OWNERSHIP,
 FUNCTIONAL AREA, AND CONTROL OR OPERATION

| Source | Sum of Squares | Degrees of Freedom | Mean Square | F | Eta ² |
|--|----------------|--------------------|-------------|--------|------------------|
| Years Owned | 409.88 | 2 | 204.94 | 1.77 | |
| Error | 12151.85 | 105 | 115.73 | | |
| Functional Area | 215.79 | 3 | 71.93 | 2.96* | |
| Functional Area by Years Owned | 360.68 | 6 | 60.11 | 2.47* | .0123 |
| Error | 7661.39 | 315 | 24.32 | | |
| Control or Operation | 1744.23 | 1 | 1744.23 | 61.58* | |
| Control or Operation by Years Owned | 496.23 | 2 | 248.16 | 8.76* | .0169 |
| Error | 2973.89 | 105 | 28.32 | | |
| Function by Control or Operation | 300.47 | 3 | 100.16 | 10.85* | .0103 |
| Function by Control or Operation by Years Owned | 64.41 | 6 | 10.74 | 1.16 | |
| Error | 2907.60 | 315 | 9.23 | | |

*p<.05

VITA ²

Nancy Jo Morris

Candidate for the Degree of
Doctor of Philosophy

Thesis: WOMEN APPAREL SHOP OWNERS: DEFINITIVE PROFILES AND SELECTED CHARACTERISTICS

Major Field: Home Economics - Clothing, Textiles and Merchandising

Biographical:

Personal Data: Born in Washington, D.C., the daughter of Robert H. and Mary Nell Morris.

Education: Graduated from Golden Senior High School, Golden, Colorado in June, 1969; received Bachelor of Science degree in Textiles and Clothing from Colorado State University in 1973; received Master of Science degree in Textiles and Clothing from Colorado State University in 1976; completed the requirements for the Doctor of Philosophy degree in Clothing, Textiles and Merchandising at Oklahoma State University in May, 1984.

Professional Experience: Salesperson, Rag Bag Fabric Store, Fort Collins, Colorado, 1973-74; graduate research assistant, Colorado State University, Department of Textiles and Clothing, 1975; graduate teaching assistant, Colorado State University, Department of Textiles and Clothing, 1975-76; instructor, Central Michigan University, Department of Home Economics, 1977-81; graduate research assistant, Oklahoma State University, Department of Clothing, Textiles and Merchandising, 1982-83; assistant professor, Colorado State University, Department of Textiles and Clothing, 1983-present.

Professional Organizations: American Home Economics Association, Association of College Professors of Textiles and Clothing, Colorado Home Economics Association, Fashion Group, Omicron Nu, Phi Upsilon Omicron.