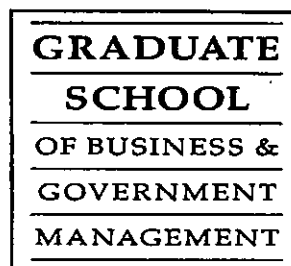


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**Kiwi Entrepreneurs
A Study**

**D.K. Gilbertson, H. Wright, G Yska,
D.W. Gilbertson and
1994 Students of MGMT 306**



**VICTORIA UNIVERSITY
OF WELLINGTON**



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Kiwi Entrepreneurs

Abstract

Entrepreneurship and innovation are important cornerstones of competitive advantage. This paper explores the nature of entrepreneurs in New Zealand. It looks at the factors that have enabled them to become entrepreneurs, what else would have helped them to be successful or caused failure, their trials and how they overcame them, and in retrospect what they would have done differently.

One hundred and twenty-eight in-depth, personal interviews were conducted of entrepreneurs. Most of the interviewees had some experience of using government agencies who had offered training, support and financial assistance.

This research highlights the lessons that entrepreneurs have learnt about what it takes to be successful at setting up a new business (entrepreneurship) and developing new ideas (innovation). It also provides insights into the way government agencies can tailor their assistance to more effectively promote entrepreneurship.

SECTION I

Introduction

"My energy to get up in the morning comes from knowing that the customers want to buy the products that I believe in." - Terry Upchurch

Much has been written about the qualities of business entrepreneurs in general, however very little information exists on entrepreneurship from a New Zealand perspective. In New Zealand where 92% of companies employ fewer than 20 workers, the small business entrepreneur plays a vital role in the economy (Dixon, Pricer, 1987).

The Capital Development Agency (CDA) of Wellington, as part of their Small Business Unit, runs courses for people intending to go into business for themselves. A database of past participants in these courses provided an accessible pool of entrepreneurs, both successful and unsuccessful, that we used for analysis.

Using this database as a starting-point, a personal interview, semi-structured, questionnaire-based survey was conducted of 128 entrepreneurs. The results of this survey are presented in this report, including quotes from the entrepreneurs themselves at the beginning of each section.

SECTION II

Research Method

"Entrepreneurship brings freedom from authority at the expense of taking on all responsibility" - Russell Craig

The CDA provided a database preview of 1500 course participants that had used their services in 1991 and 1992. Two names from this list were allocated to each member of a Victoria University third year management course - MGMT 306 'The Management of Innovation'. These students then conducted a structured personal interview (see Appendix 1 - Questionnaire) over the space of five weeks as part of their course work.

Forty-one percent of the names on the CDA list were unable to be contacted. Therefore in order to maintain the sample size, students were either given a new name from the list, or given the option of interviewing an entrepreneur known to them personally. In total, 128 valid responses were received from 69 interviewers.

The results of this survey were codified, collated and then analysed. All relationships given in this report are given to a 95% or greater confidence level, so that the analysis of variance using chi squared or f-test is less than 0.05. The confidence level will be stated in brackets after the relationship along with the test used, where 'cs' indicates *chi squared* and 'f' indicates *f-test*. An asterisk (*) next to a question designates that multiple responses are possible.

SECTION III

Characteristics Of Entrepreneurs

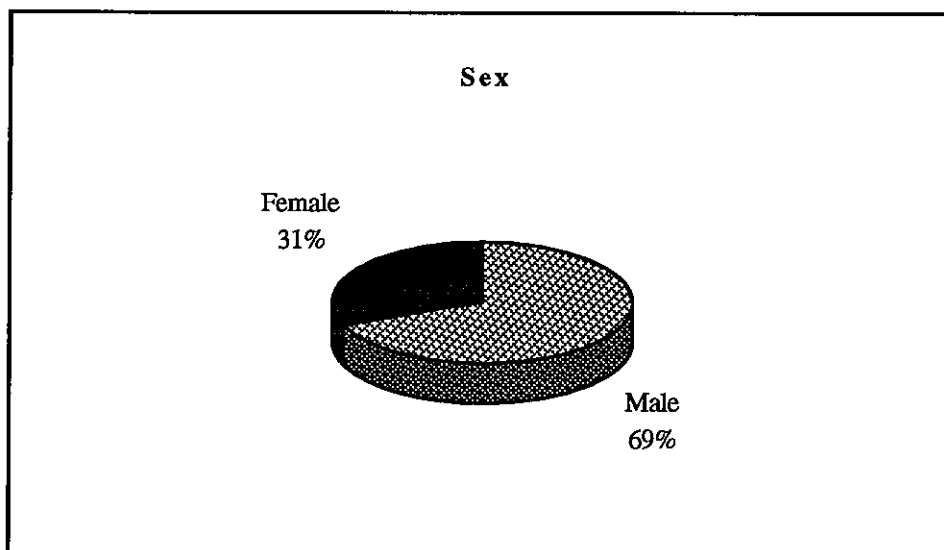
"Entrepreneurship is seeing cold hard facts instead of emotive wishes or desires, analysing reality instead of wishful thinking" - Peter Begantino
"Helps to be naive - as you will take risks" - Douglas Parker

The survey looked at four different aspects of entrepreneurs:

- Their basic demographic profile.
- The businesses that were started.
- The skills the entrepreneurs thought were required to start a business.
- Motivational aspects.

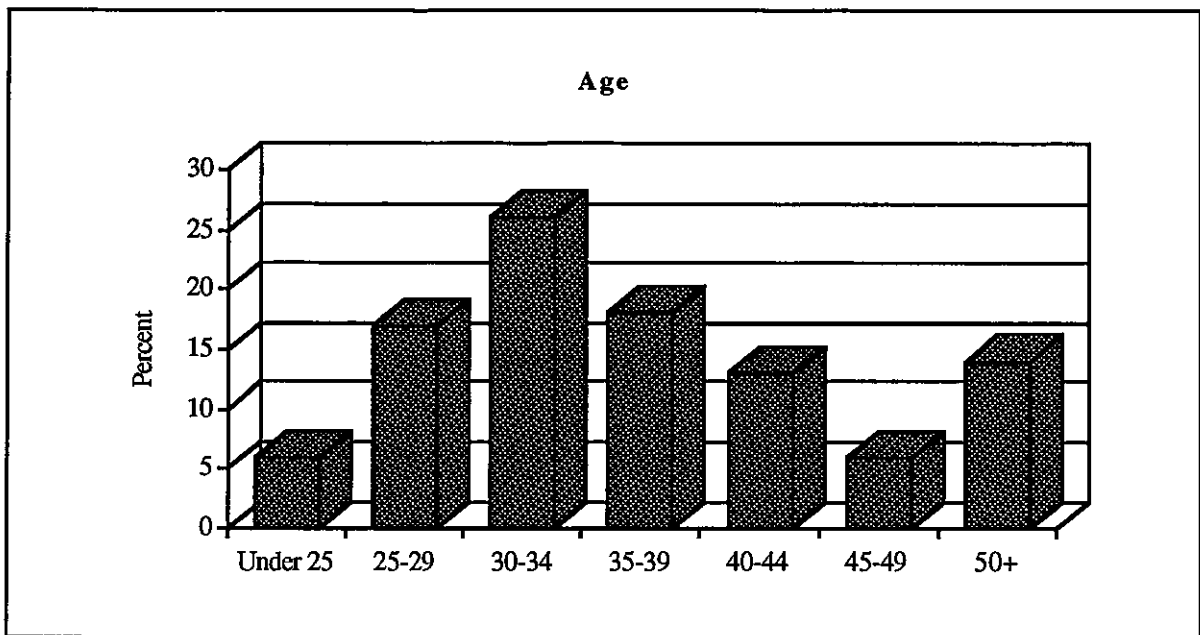
Demographic Profile

Males make up a larger proportion of entrepreneurs than females by a ratio of about two to one, as is consistent with the results of overseas studies of a similar nature (Hisrich and Peters, 1989). The differences and similarities of male and female entrepreneurs will be looked at in Section IV.

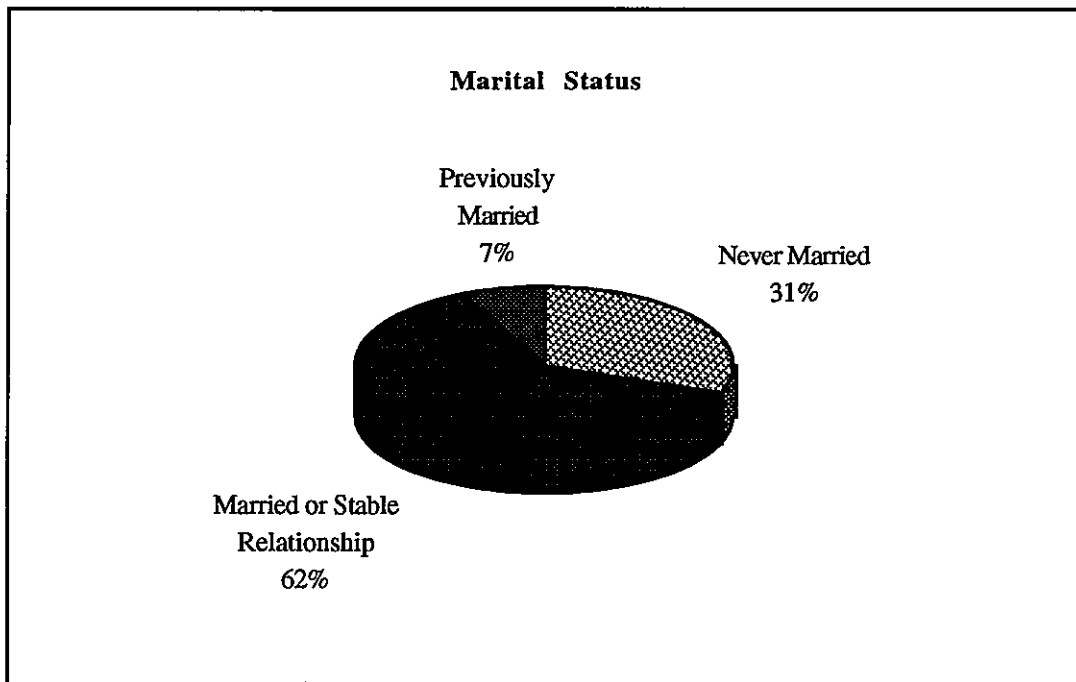


Age distribution was unusual due to the large number of respondents in the '50+' category. This is interesting because the 50+ age bracket is a segment of society perceived as risk averse, and yet they are undertaking a venture that is, by its very nature, risky. A possible explanation for this anomaly is that the restructuring that has taken place in New Zealand industry over the past decade has resulted in a number of redundancies in this age bracket. It is possible that these large redundancy packages have been used as start-up capital for new ventures, or that job frustration resulting from being laid off has acted as a catalyst for entrepreneurs in establishing their own businesses. Alternatively it could also be due to a shift in career paths of those that have neared the age of retirement.

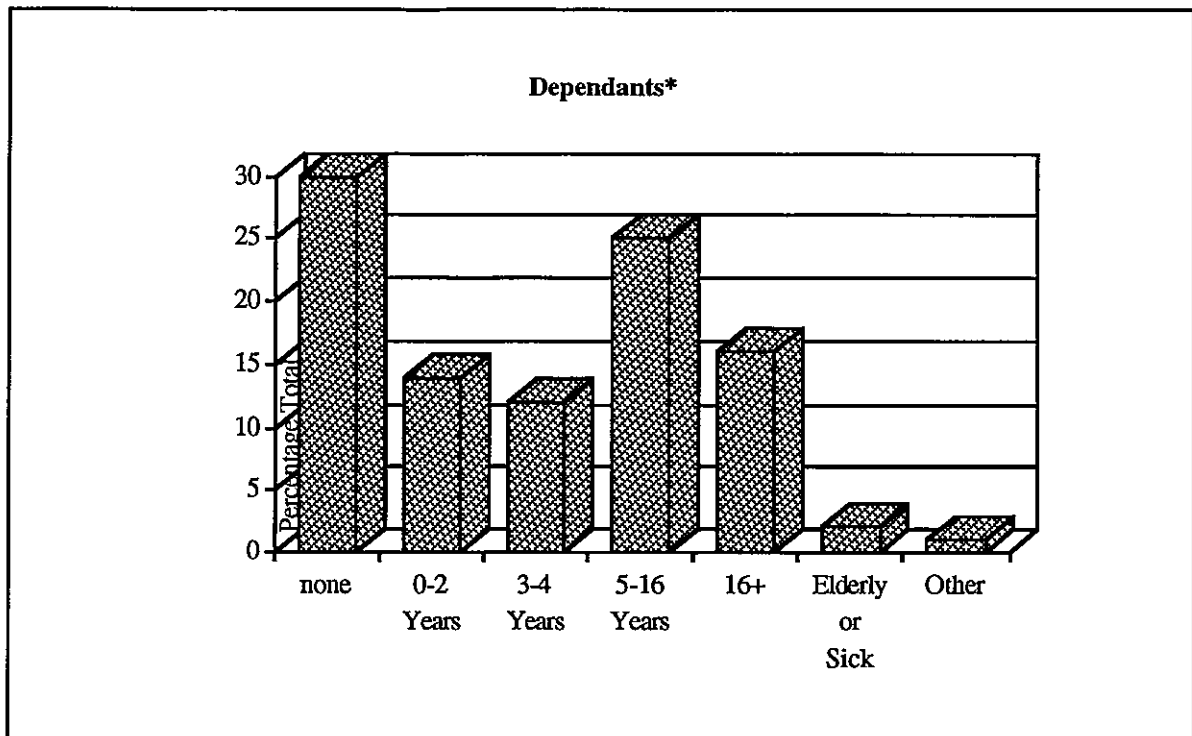
Other than this high level of 50+ entrepreneurs, the age profile is consistent with overseas studies which show entrepreneurial start-ups in the 25-40 age range (Hisrich and Peters, 1989).



In terms of marital status, the majority of respondents were either *single* or *married or in stable relationships*, with only seven percent of respondents replying that they had been *married previously*.

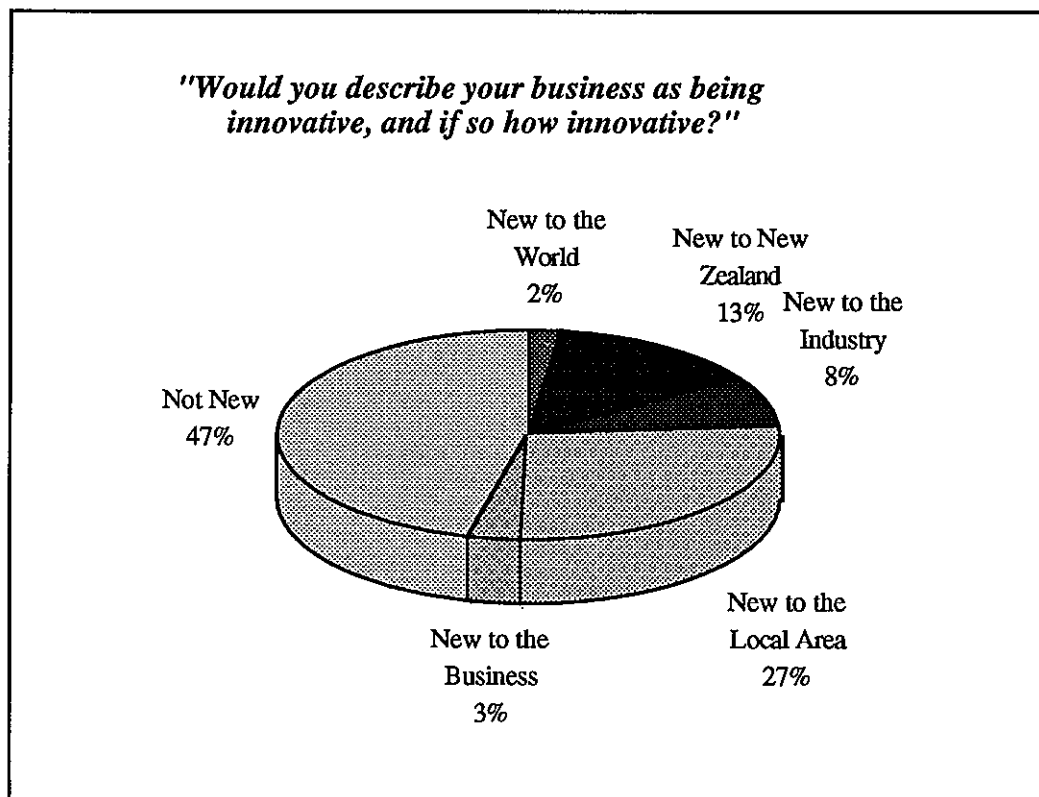


A number of comments were received in response to the open ended questions along the lines of "owning your own business and children don't mix". However, it was found that 70 percent of respondents had dependents of some sort - most in the under sixteen bracket. This, coupled with the large proportion of 'married' responses, suggests that New Zealand entrepreneurs tend to come from a family-based environment.



The Business

The businesses started by the entrepreneurs surveyed comprised a wide spectrum of small enterprises - from a building contractor to an investment finance adviser. Many of the business concepts lacked any innovation at all with 47% of respondents rating their businesses as *not new*. However, over half of the entrepreneurs surveyed started innovative businesses with 2% describing their ventures as being *new to the world*.



Much has been written on the high failure rate of new ventures, so it was expected that a large proportion of those surveyed would no longer be trading (Hisrich and Peters). Surprisingly however, the vast majority of entrepreneurs were still trading in their original business.

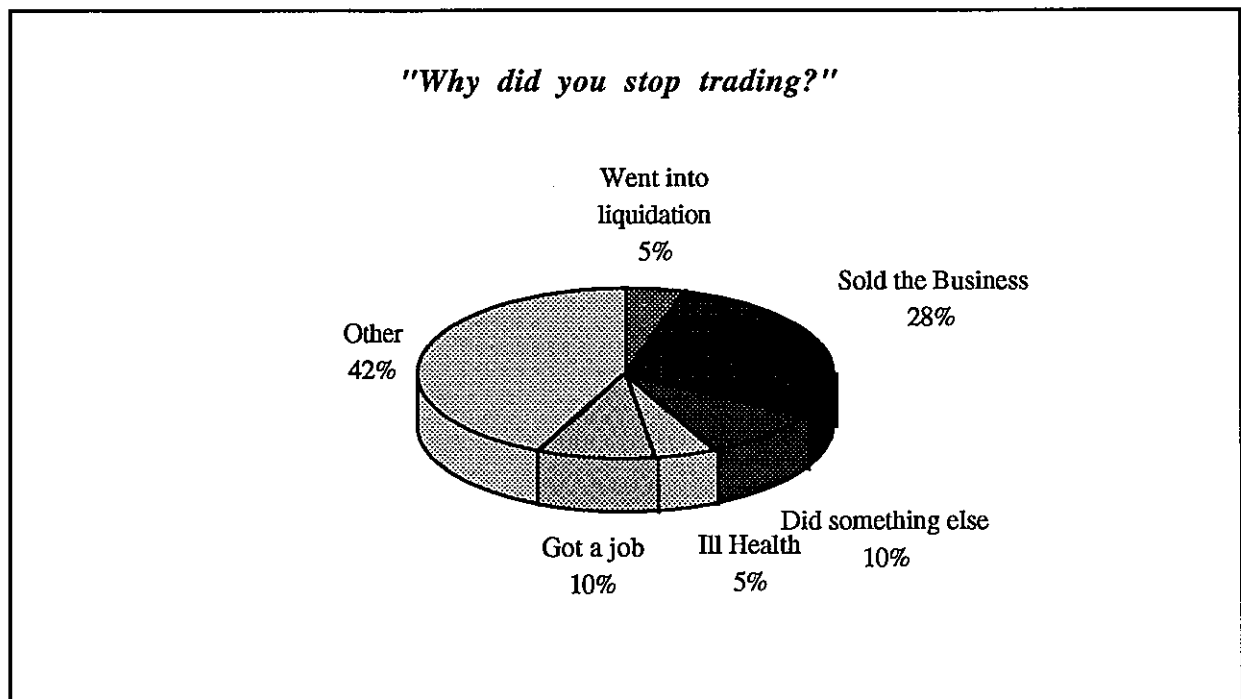
"Are you still trading with the business?"

Yes 84%
No 16%

Most businesses had been operating for at least two years with the median start date being during 1992. This high level of success could be due to a number of things, such as the success of the CDA in preparing budding entrepreneurs for business, or the fact that a large number of course participants could not be contacted - perhaps due to their businesses ceasing operation.

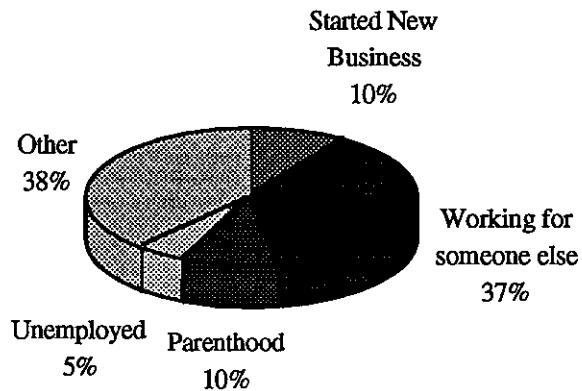
Start Date	Frequency	Start Date	Frequency
1994	9	1990	7
1993	25	1989	8
1992	35	pre-1989	27
1991	17		

Of those businesses that had stopped trading, not all were unsuccessful. In fact, over a quarter of the businesses were sold by their owners - presumably as going concerns.



The positive experience of owning one's own business is reinforced by the response to the following two questions. The twenty one respondents who had ceased trading were asked what they had done since, and it was found that two had started yet another business. These twenty one were also asked whether they would start their own business again given the chance - sixteen said they would. Therefore only five people out of 128 had gone out of business and were sufficiently deterred from doing it again.

"What have you done since you stopped trading?"

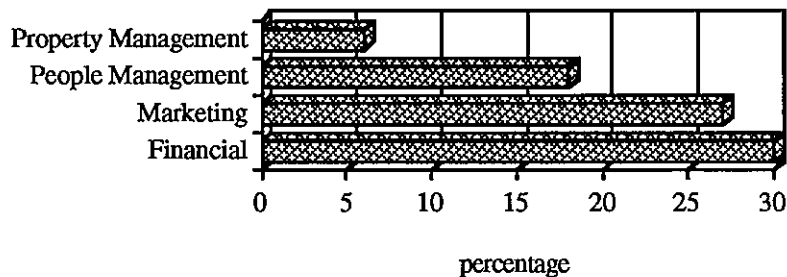


In terms of learning from their time in business, 71% of respondents said that if they had the chance they would have done things differently. In terms of the aspects of business they would have changed, 30% of respondents indicated *Financial* aspects - an issue that occurs a number of times throughout the study. *Marketing*, and *People Management* issues also featured strongly in the responses.

"Are there some things you would have done differently in the first year of the business operating?"

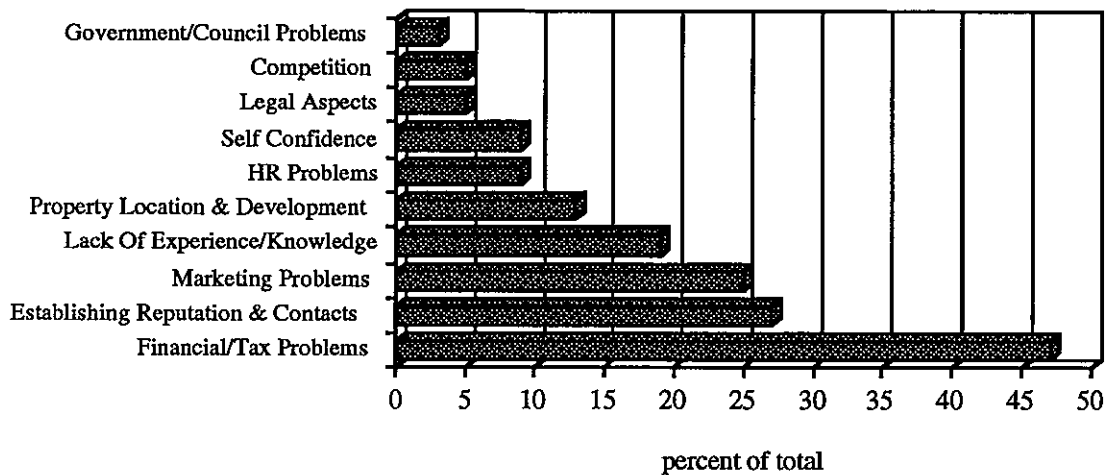
Yes	71%
No	29%

"What things would you have done differently in the first year of the business operating?"*
(unprompted)

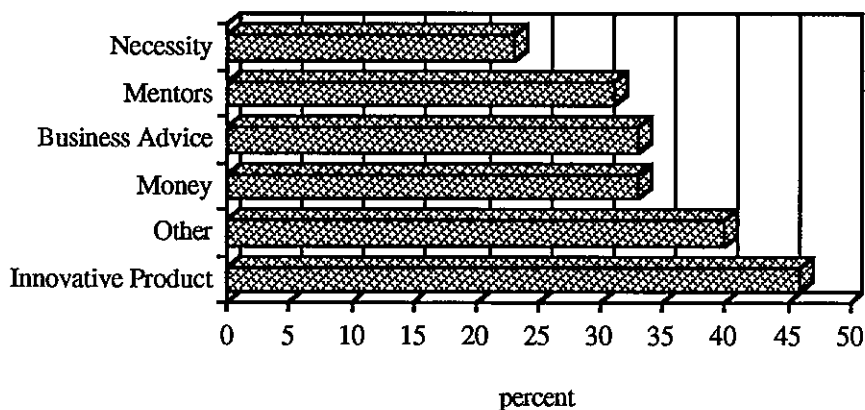


Having discovered that most entrepreneurs would have done things differently, it is interesting to examine those things that helped and those things that impeded the entrepreneur. The problems of *Finance* and *Marketing* were once again quoted as being major impediments, and *Experience* and an *Innovative Product* were the factors that were of most assistance. It was not clear from the responses whether the financial and marketing impediments were a symptom of other problems (eg bad management leading to a cash-flow crisis) or the actual cause (eg could not raise enough start-up capital for the business). Dodge et. al. (1994) found the most prevalent problems reported in 645 small businesses in the United States were customer contact, market knowledge, market planning, location and adequacy of capital.

*"What were the things which made it hard to get your business started?"**



*"What were the things that most helped get your business started?"**

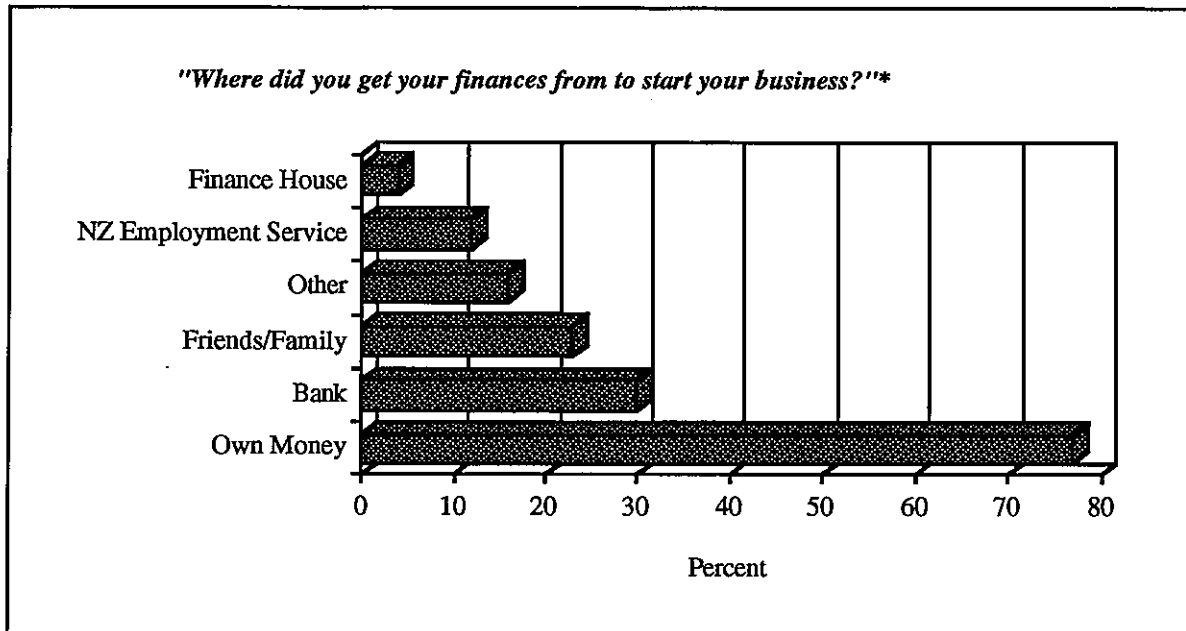


The financing of ventures for most entrepreneurs came from a variety of sources, although the largest proportion of capital came from the entrepreneurs' own pockets. Entrepreneurs were evenly split in terms of whether capital was a problem.

"Was lack of capital a problem?"

Yes 48%
No 52%

This could either suggest that sources of funding such as banks and finance houses were relaxed at giving out capital, or that start-up capital for many was small and was able to be provided by the entrepreneur themselves.



Skills

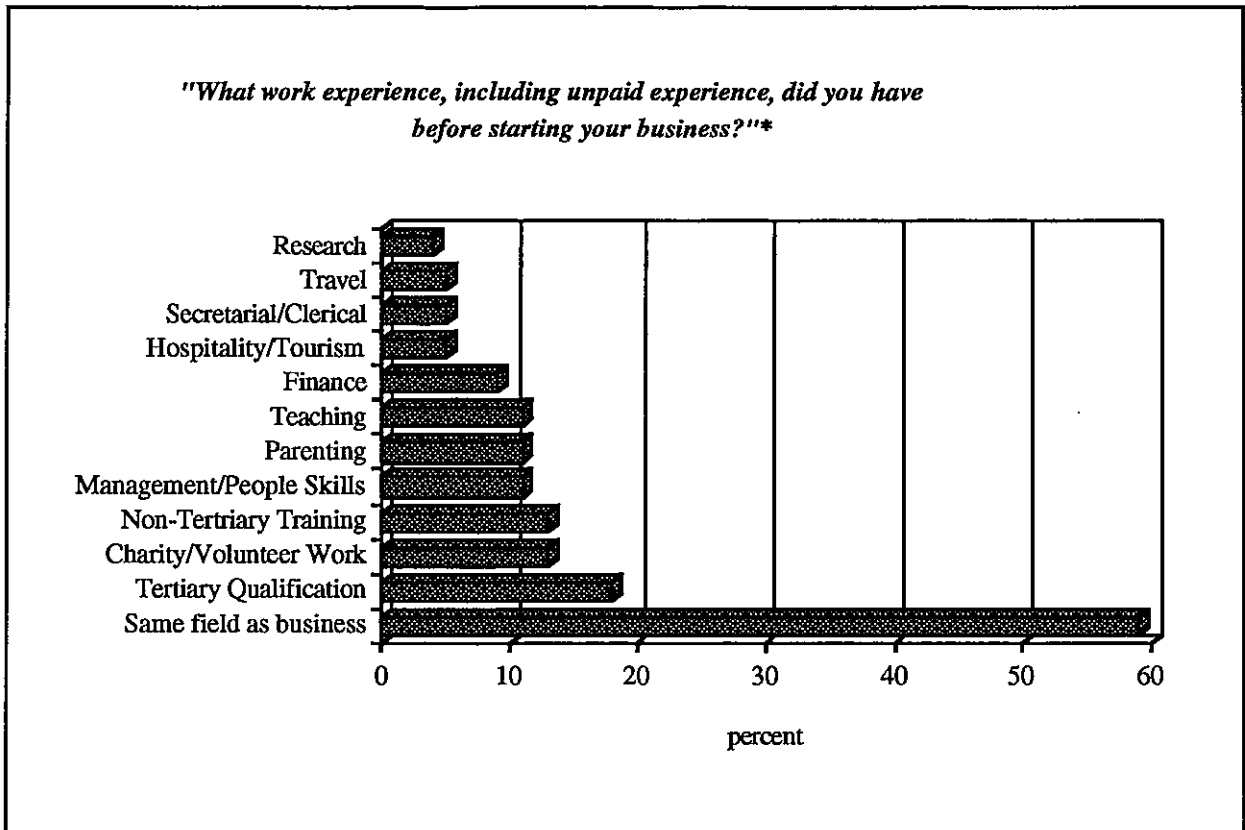
Many entrepreneurs enter into their own business without the benefit of formal business training, however the majority of businesses interviewed were found to be successful. So what are the skills that entrepreneurs have that enable them to succeed in business?

The responses received for this question were codified as follows:

- Experience in the *Same field as the business*, describes any experience that is directly related to the business started by the entrepreneur (eg a bar owner that has worked in the hospitality trade). Experiences are classed together, irrespective of the business type.
- *Training* was split into tertiary (polytechnic & university) and non-tertiary training.
- *Charity and volunteer work* included work on committees and community work such as youth groups etc.
- *Management and people skills* were respondents that indicated previous experience in a managerial role (eg 'manager at Telecom for ten years').
- Non-related work experience was categorised where possible by profession (eg *Teaching, Hospitality/Tourism* etc).

By far the most common work experience amongst entrepreneurs was experience in the same field as the business that was started. This suggests that a large number of entrepreneurs 'spin off' the business in which they were formerly employed to establish new businesses (Hisrich and Peters, 1989)

Training, both as a tertiary qualification and as non-tertiary training (eg an apprenticeship) also featured strongly as relevant experience. In terms of work experience unrelated to the entrepreneur's line of business, *teaching* and *finance* were the most common. The prominence of finance was not surprising given the amount of financial skills required when setting up a business, however the high level of ex-teachers as entrepreneurs was not as obvious. Perhaps issues such as work dissatisfaction or salary ceilings were important for this segment.



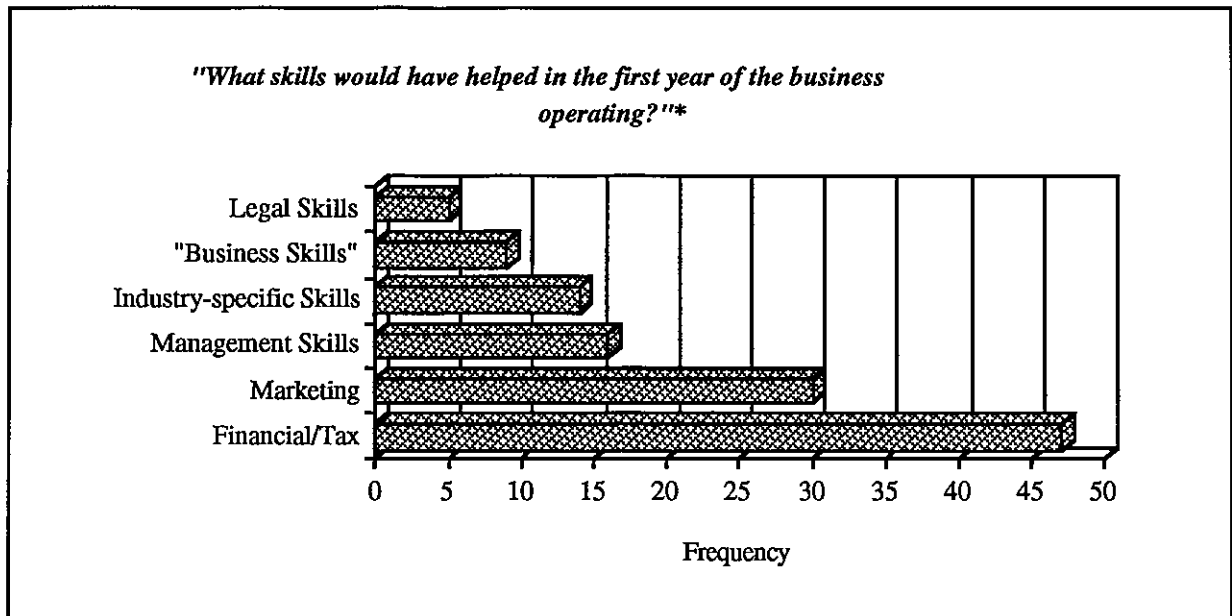
It is clear that the respondents had work experience on which to draw, but what of the skills that needed to be learnt on the job?

"Are there any other skills that would have helped in the first year of the business operating?"

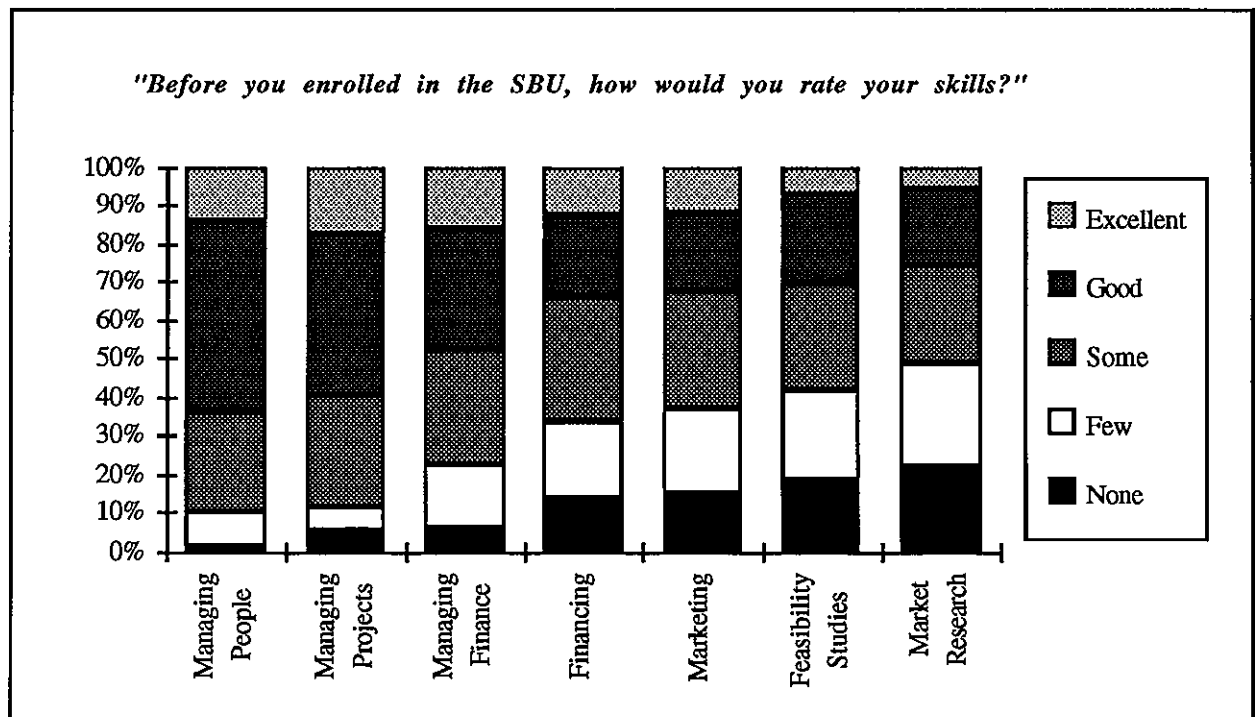
Yes	75%
No	25%

Of the skills required *Financial/Tax* and *Marketing* skills were the most commonly mentioned. Other skills that were mentioned were:

- *Management skills*, including negotiating, planning, and people skills.
- *Work/Industry specific skills* (for example flower arranging for a florist).
- General "*Business Skills*" encompassing a variety of skills in a number of the above categories (eg 'learning about business').
- *Legal skills* such as drafting contracts.



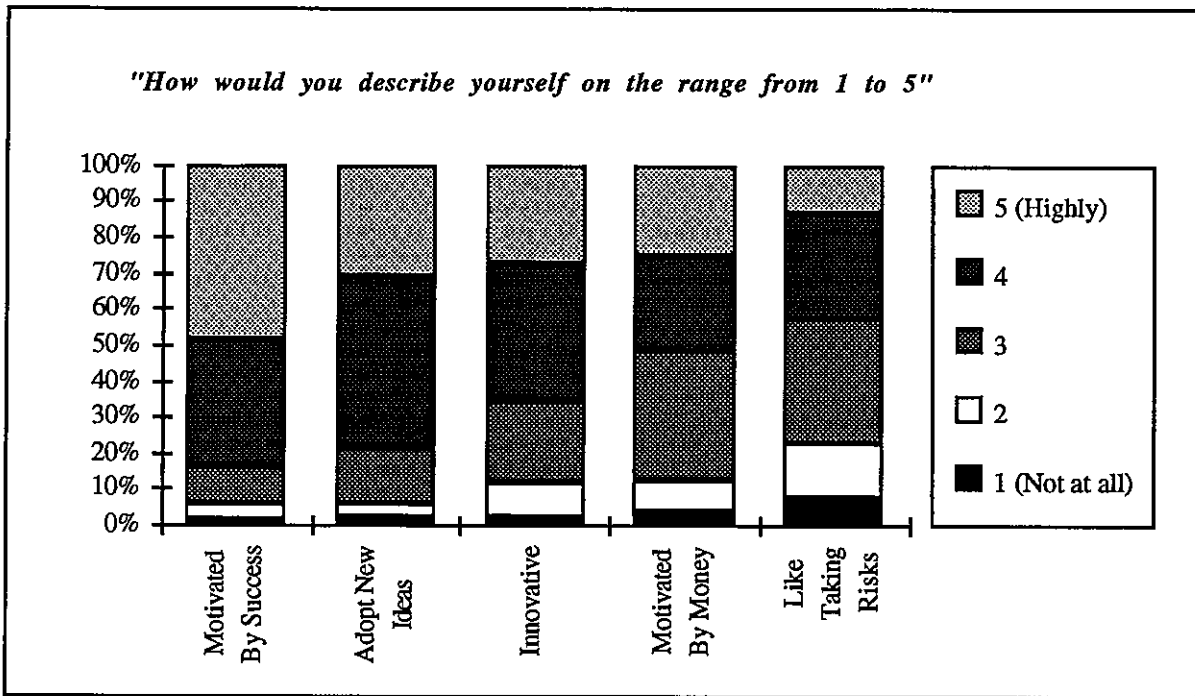
The entrepreneurs were asked to rank their own level of skill in terms of *Managing People*, *Managing Finance*, *Managing Projects*, *Marketing*, *Market Research*, *Feasibility Studies* and *Financing* on the scale of **Excellent**, **Good**, **Some**, **Few** or **No Skills**. Most respondents had some skills in all areas, although *Managing People* was the skill most common to all and *Market Research* the least.



Motivation

In order to build up a basic psychological profile of the entrepreneurs, they were asked to rank themselves on a five point scale (5 = highly, 1 = not at all) in terms of the following attributes: *Innovative*, *Like Taking Risks*, *Adopt New Ideas*, *Motivated By Money* and *Motivated By Success*. Most respondents ranked themselves highly on most attributes, however *Motivated By Success* was the most highly rated and *Like Taking Risks* the least. The low score received by *Like Taking Risks* is unusual as virtually all recent definitions of an entrepreneur contain a risk-taking

component. This anomaly is perhaps due to the lack of definition of 'risks' - in that entrepreneurs would more readily accept 'calculated risks'.

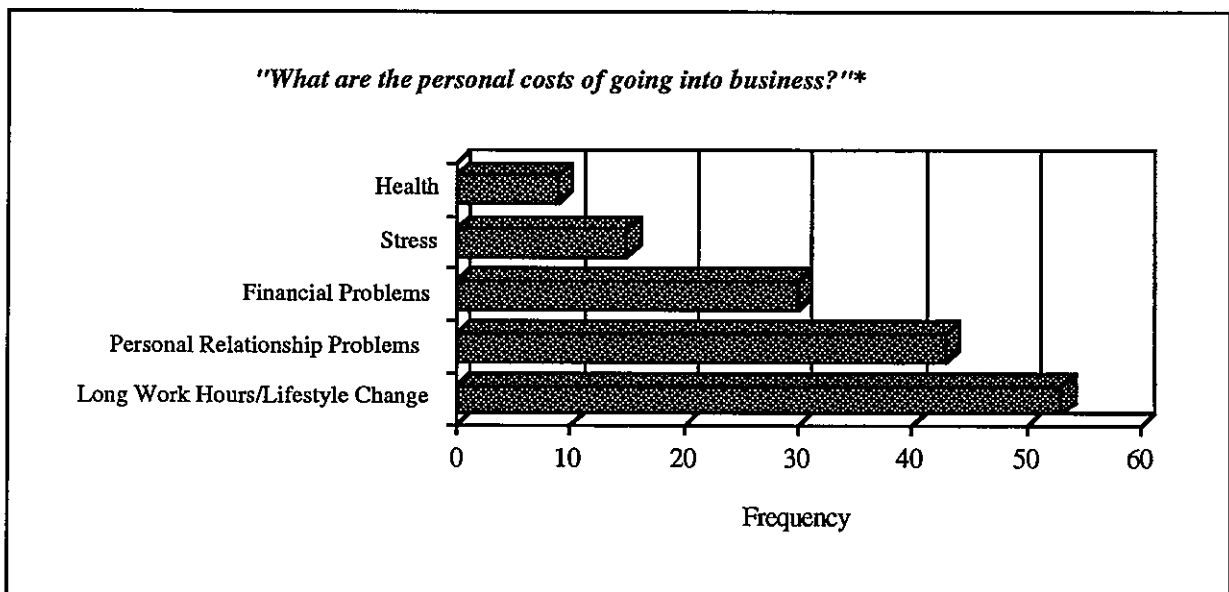


The personal consequences of going into business were also explored and it was found that unfortunately for a large majority of respondents there was a personal cost of going into business.

"Do you think there has been a personal cost of going into business?"

Yes	76%
No	24%

The long hours required being your own boss and the subsequent change of lifestyle was the main cost identified by entrepreneurs. Others found that personal relationships, for example between the entrepreneur and his or her spouse and/or children, suffered as a result of being in business, or that a substantial drop in income had to be endured.



SECTION IV

Women Entrepreneurs

"[Entrepreneurship is] empowering women's needs and producing quality garments for them" - Jenny Rose

The differences between male and female entrepreneurs has been the subject of much study, so it was expected that there would be some difference shown in the survey results. Very little difference, however, was discovered. The similarity in results can be attributed to some degree to the smaller number of females in the survey sample which caused the variance of each mean to be larger, however this cannot totally account for the observed results.

Two aspects of entrepreneurship were significantly different between the sexes. Firstly, women did not indicate *necessity* as being "...a thing that most helped get your business started" as much as men (98.5% confidence - Pearson cs). Secondly, women are motivated to a lesser degree by *money* than men (95.1% confidence f).

These two differences give a possible insight into the male entrepreneur as being a person who enters into business out of economic necessity and the female entrepreneur as being the secondary income source of a family and less sensitive to economic pressures.

Buttner (1993) summarised United States research into women entrepreneurs: "Overall, men's and women's motivations for business initiation are quite similar. As with male entrepreneurs, females seek independence, autonomy, higher income, and the opportunity to be their own boss. One difference between men and women in their motivation to initiate a business is that men often cite economic reasons whereas women often cite family needs. Whereas men generally see entrepreneurship as a business decision, many women view it as a life choice - a way of integrating family and career needs. Noble (1986) summarised it succinctly as "For men, being an entrepreneur is a business strategy. For women it's a life strategy."

The lack of differences between the sexes also has implications for organisations such as the Capital Development Agency, so that courses for entrepreneurs do not distinguish between the sexes when dealing with things such as skills and training.

SECTION V

Innovators

"Never stay still always look for opportunities" - Peter Angus
"Bring ideas in and entertain them royally for one day, one of them may be king"
- anon

One question asked in the survey dealt with the perceived level of innovation in the entrepreneur's business. Respondents were asked to categorise their business as: *New to the world, New to New Zealand, New to the local area, New to the Industry, New to the firm, or Not new*. By grouping the first four and the last two categories together it was possible to look at the difference between entrepreneurs of innovative and non-innovative firms.

Some of the conclusions were elementary in nature, for example the non-innovative company owners did not indicate *innovative product* as being "...a thing that most helped get your business started" as much as the innovative company owners (99.9% confidence cs). Also non-innovative company owners did not rate themselves as highly on the *innovative* category as their innovative counterparts (99.9% confidence f).

Two relationship of interest were that non-innovative company owners had less skills in *managing projects* (99.9% confidence f) and *managing people* (99.9% confidence f) than innovative company owners.

SECTION VI

Entrepreneurs Who Ceased Trading

"You learn from your mistakes - I do not believe I failed" - Kathy Moe

Of the 128 entrepreneurs interviewed, 21 had ceased trading. When these 21 were analysed individually, a number of interesting relationships were found. Two types of skills were found to be lacking in the 'ceased trading' segment - *Financing* and *Marketing*. Those entrepreneurs that had ceased trading had fewer skills in *Financing* (97.4% confidence f) and *Marketing* (96.4% confidence f) than their trading counterparts. This highlights the importance of these two skills in business operation, and is important for organisations such as the Capital Development Agency in developing training programs.

This lack of skills is made even more interesting by the fact that the 'ceased trading' segment, when asked whether any other skills would have been helpful in the first year of operation, answered 'no' to a greater extent than those still operating (95% confidence cs)! This could be due to a number of things. Either those owners that no longer trade had a positive experience of business, for example sold the business for a profit and would not have done things differently (reinforced by the fact that three quarters of the 'ceased trading' saying they would gladly start a business again), or there is an almost arrogant attitude amongst ex-operators regarding their past performance. It is interesting that the 'ceased trading' segment rated themselves as less likely to *adopt new ideas* than those still trading (95% confidence f).

Those that have ceased trading are also more likely to be divorced than those that are still trading (99.7% confidence Pearson cs). Whether the divorce occurred in the entrepreneur's life before or after ceasing trading was not clear. The respondents were asked, however, whether they stopped trading because of a marriage break-up (Question 6) to which no entrepreneurs answered 'yes'. The conclusion would therefore be that either the divorce occurred prior to ceasing trading, but was unrelated, or the entrepreneur's relationship was possibly placed under strain by the business ceasing trading and the divorce occurred as a consequence.

One other relationship of interest was that out of a total of 15 businesses funded, none of the businesses that ceased trading were funded by the NZ Employment Service, (98.4% confidence cs). The reason for this is not clear, although it could be due to the NZES screening, follow-up or support of entrepreneurs.

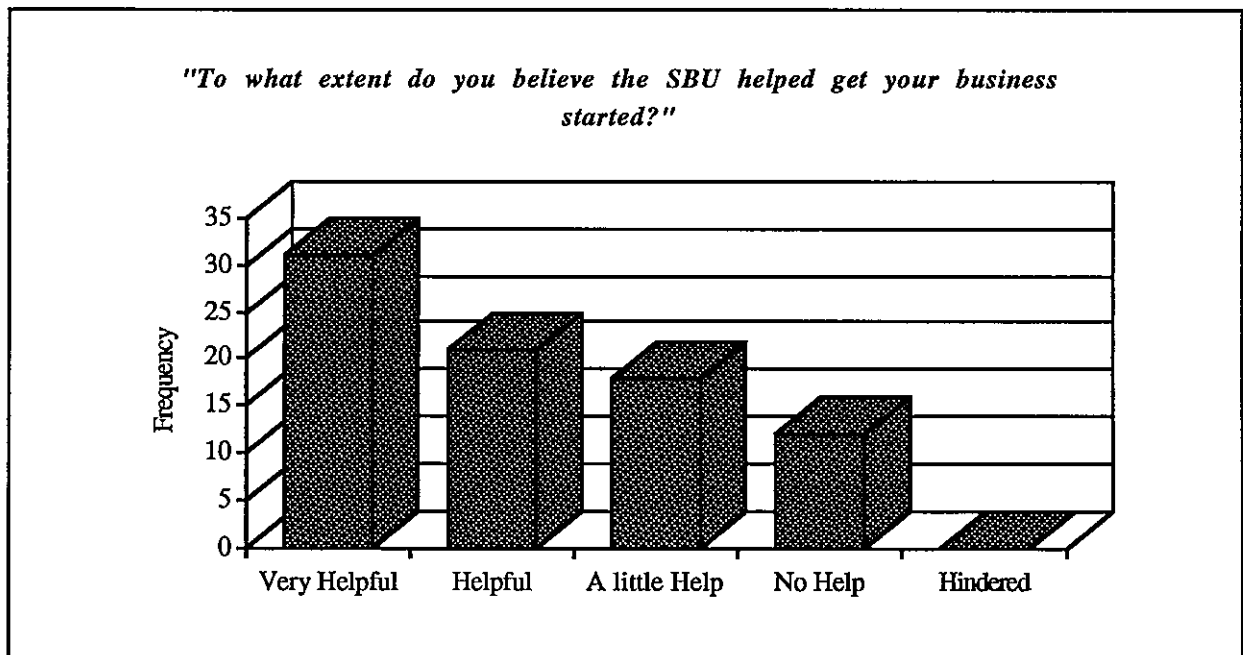
SECTION VII

Policy Implications For Small Business Units

"[Entrepreneurship is] the intelligence to find experienced mentors ask for their advice based on successful experience. Realisation of the need to educate self in areas lacking in particular skills" - Judith Stewart

As a large proportion of the respondents were selected from the Capital Development Agency (CDA) database, the survey was an ideal vehicle to measure the benefit of the entrepreneur courses attended.

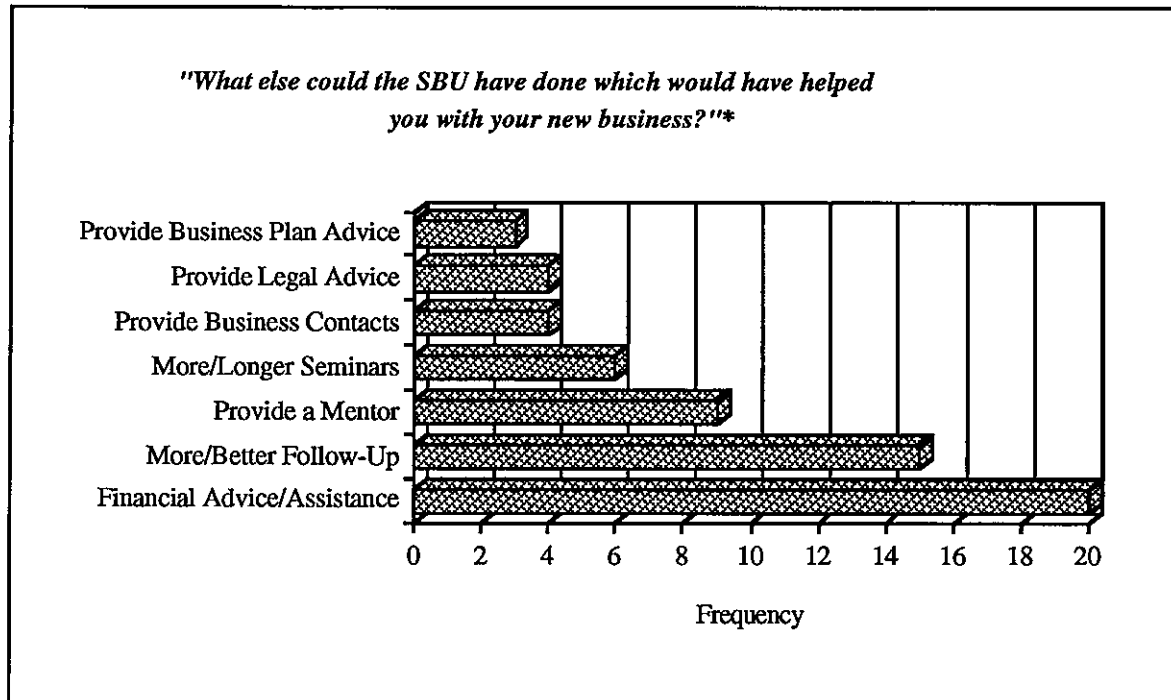
Of the 82 respondents that replied to the question "To what extent do you believe the SBU helped you get your business started", 70 said that they were *Very Helpful*, *Helpful*, or *A Little Help*. Clearly most entrepreneurs benefited from these courses, even more so when one considers that it is possible that a number of respondents that had not participated in the courses had filled in the *No Help* category.



In terms of improving the service provided, the Small Business Unit (SBU) can use the results of this study in a number of ways. It is important to note however that there is a considerable time lag between when the entrepreneurs attended the course and the CDA's present operation. Therefore, some of the recommendations put forward here may already have been implemented.

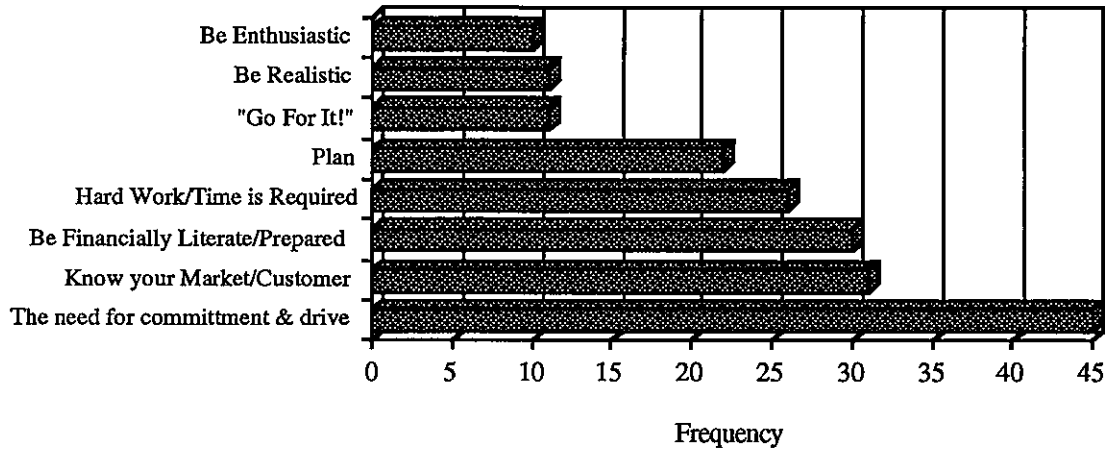
Firstly the SBU could re-balance their training to provide more of the skills in which the entrepreneurs found they were deficient. *Finance* and *marketing* are mentioned repeatedly in the study as either being skills that are lacking or aspects of the business that would be done differently. Also those entrepreneurs that ceased trading tended to have a lower skill level in marketing and finance. The SBU could ensure that budding entrepreneurs are either sufficiently skilled to manage with the marketing and financial demands of business or have access to training in these skills. Other areas to be looked at by the SBU are management training and training in aspects of property.

Secondly, the SBU could alter its operations according to the direct feedback gained from the survey respondents. When asked "What else could the Small Business Unit have done which would have helped you with your new business" the following responses were received.



Thirdly, the SBU could give budding entrepreneurs a realistic impression of life as a business owner. Aspects such as the personal cost of going into business or the relevant skills required could be valuable information for an individual considering starting a business. Additionally the SBU could use entrepreneurs that have finished their first one or two years of business to present their impression of going into business to budding entrepreneurs. This could be supplemented with the advice provided by the survey respondents in the question "If the SBU asked you to present to a group of new business owners on the topic 'What does it take to get a new business started' what would you tell them?"

*"If the SBU asked you to present to a group of new business owners on the topic "What does it take to get a new business started", what would you tell them?"**



SECTION VIII

Summary And Conclusions

"When on the dole the pay is lousy but the hours are great. If you start your own business you're assured of losing all the benefits of the dole." - David Lamb

So what is a 'typical' kiwi entrepreneur? The following are attributes that this study has identified as being most common in the survey sample.

'The Kiwi Entrepreneur'

He is likely to be male, in his early 30's, married or in a stable relationship with no dependents. He lacks expertise in finance and marketing - a fact that will lead to problems in the first year of business. He is highly motivated by success and economic necessity, good at managing people and projects, but does not like taking risks.

Start-up capital will not be a major problem as he has sufficient personal funds. The business that he starts will be in the same area as his previous job and, despite the fact that an innovative product is likely to play a major part in the business's success, he is just as likely to start a business that is not innovative. If the entrepreneur is a woman, she will be similar to her male counterpart except that she will start the business more out of personal interest than economic necessity.

The business will be successful, however starting the new business will have personal costs - mainly long work hours and a change in lifestyle. As a result of these changes his relationship with his spouse is likely to suffer.

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APPENDICES

Two appendices are included. The first is a transcript of the structured questionnaire used that includes the absolute number of responses to questions. The responses will be a number in **bold** font directly following the question, eg Question 4

4. Are you still trading with that business?
- | | | |
|-----|--------------------------|------------|
| Yes | <input type="checkbox"/> | 107 |
| No | <input type="checkbox"/> | 21 |

The second appendix is responses to open ended questions that have fallen outside the scope of codified answers. The authors feel that the responses are too valuable, especially to organisations such as the CDA, to be lost within an 'other' classification. Some responses are sufficiently close to the codified answers to be included in the survey results, but have also been included in the appendix because of further insight gained.

The quotes given at the end of the report are attributed to the entrepreneurs where permission is given, otherwise they are given anonymously. All answers are given verbatim.

Appendix 1

WHAT DOES IT TAKE TO BE AN ENTREPRENEUR? STRUCTURED INTERVIEW SCHEDULE

Name of interviewer _____

Name of entrepreneur _____

Address _____

Phone _____

Thank-you for agreeing to share your experiences for this research on entrepreneurship. I am hoping to get your personal insights into what it took for you to become an entrepreneur. We believe your experiences will be useful for other intending entrepreneurs, and also for those in government and local bodies who make policies aimed at helping entrepreneurs.

We wish to include your comments and insights in the final report however these will not be attributed to either your name or business. In this way your comments are completely confidential. The only exception to this is if you wish to give us a quotable quote and if you wish this to be attributed to you.

A copy of the final report will be sent to you.

1. What business did you establish after completing the Capital Development Agency's Small Business Course?

Name of business _____

Brief description of business _____

2. An innovation is a new venture that is based on an idea that is new to the world, new to New Zealand, new to the industry, new to the local area, or new to the business. Would you describe your business idea as being innovative, and if so, how innovative? (*Tick only one square at the highest level of newness*)

New to the world	<input type="checkbox"/> 3	<input type="checkbox"/>
New to New Zealand	<input type="checkbox"/> 17	
New to the industry	<input type="checkbox"/> 10	
New to the local area	<input type="checkbox"/> 35	
New to the business	<input type="checkbox"/> 4	
Not new	<input type="checkbox"/> 59	

3. When did you get the business started? Month _____ 19____

4. Are you still trading with that business?

Yes

107

No

21

If yes go to 9, if no go to 5.

5. When did you stop trading?

Month _____ 19____

6. Why did you stop trading:

Sold the business

6

Went into liquidation

1

Got taken over

0

Chose to do something else

2

Ill health

1

Marriage break-up

0

Got a job

2

Began study

0

Other _____

9

7. What have you done since?

Started new business

2

Got a job working for somebody else

8

Parenthood

2

Unemployed

1

Other (*What*) _____

8

8. Would you ever start a new business again? Yes 16 No 5

9. What work experience, including unpaid experience like volunteer work, parenting or play centre, did you have before starting your business? (*One idea per line*)

Experience in the same field of business 76 Teaching 14

Tertiary qualification 23 Finance 12

Charity/volunteer work 17 Hospitality tourism 7

Other training 17 Secretarial/clerical 7

Management/people skills 14 Travel 6

Parenting 14 Research 5

10 These experiences, your training and your personality would have given you some skills which would have helped you go into business. Before you enrolled on the Small Business Unit program, would you rate your skills as being excellent, good, some, few or none for each of the following skills:

	Excellent Skills	Good Skills	Some Skills	Few Skills	No Skills	
Managing people	<input type="checkbox"/> 18	<input type="checkbox"/> 63	<input type="checkbox"/> 34	<input type="checkbox"/> 11	<input type="checkbox"/> 2	<input type="checkbox"/>
Managing finance	<input type="checkbox"/> 20	<input type="checkbox"/> 41	<input type="checkbox"/> 38	<input type="checkbox"/> 21	<input type="checkbox"/> 8	<input type="checkbox"/>
Managing projects	<input type="checkbox"/> 22	<input type="checkbox"/> 54	<input type="checkbox"/> 37	<input type="checkbox"/> 8	<input type="checkbox"/> 7	<input type="checkbox"/>
Marketing	<input type="checkbox"/> 15	<input type="checkbox"/> 27	<input type="checkbox"/> 38	<input type="checkbox"/> 29	<input type="checkbox"/> 19	<input type="checkbox"/>
Market research	<input type="checkbox"/> 7	<input type="checkbox"/> 26	<input type="checkbox"/> 32	<input type="checkbox"/> 35	<input type="checkbox"/> 28	<input type="checkbox"/>
Feasibility studies	<input type="checkbox"/> 9	<input type="checkbox"/> 30	<input type="checkbox"/> 35	<input type="checkbox"/> 30	<input type="checkbox"/> 24	<input type="checkbox"/>
Financing	<input type="checkbox"/> 16	<input type="checkbox"/> 27	<input type="checkbox"/> 42	<input type="checkbox"/> 25	<input type="checkbox"/> 18	<input type="checkbox"/>

11 Looking back, are there any extra skills that would have helped in the first year of the business operating? (*One idea per line*)

Yes 96 No 32 *If yes what would these be?*

Finance/tax 47 *Industry specific skills 14*

Marketing 30 *"Business skills" 9*

Management skills 16 *Legal skills 5*

12 Also looking back, are there some things that you would have done differently in the first year of the business operating?

Yes 91 No 37 *If yes what would these be?*

(Probe on factors relating to cash flow management, managing people, marketing, financing, selling, operations. Write one idea per line)

Financial aspects 38

Marketing aspects 35

People management aspects 23

Property management aspects 8

- 13 What were the things that most helped you get your business started? (*Describe*)
- Innovative product with obvious potential _____ **59**
- Business advice _____ **42**
- Mentors _____ **40**
- Experience _____ **65**
- Necessity _____ **30**
- Money _____ **42**
- Other (*What*) _____ **51**
-
- 14 What were the things which made it hard to get your business started? (*One idea per line*)
- Financial/tax problems* **60** _____ *Self confidence* **11**
- Establishing reputation & contacts* **35** _____ *Legal aspects* **7**
- Marketing problems* **32** _____ *Competition* **6**
- Lack of experience/knowledge* **24** _____ *Government/council problems* **4**
- Property location & development* **16** _____
- HR problems* **11** _____
- 15 Do you think there has been any personal cost of going into business?
- Yes **97** No **31** *If yes what would these be?*
- (*One idea per line*)
- Long work hours/lifestyle change* **53** _____ *Stress* **15**
- Personal relationship problems* **43** _____ *Health* **9**
- Financial problems* **30** _____
- 16 Where did you get your finances from to start your business?
- Own money _____ **98**
- Friends/family _____ **29**
- Bank _____ **38**
- Finance house _____ **5**
- NZ Employment Service _____ **15**
- Other (*What*) _____ **21**
- 17 Was lack of capital a problem? Yes **61** No **66**

18 To what extent do you believe the Small Business Unit helped you get your business started?

- Very helpful 31
- Helpful 21
- A little help 18
- No help 12
- Hindered 0

19 What else could the Small Business Unit have done which would have helped you with your new business? (One idea per line)

- Financial advice/assistance 20 Provide business plan advice 3
- More/better follow-up 15
- Provide a mentor 9
- More/longer seminars 6
- Provide business contacts 4
- Provide legal advice 4

20 If the Small Business Unit asked you to present to a group of new business owners on the topic "What does it take to get a new business started", what would you tell them?

- The need for commitment and drive 45 Plan 22
- Know your customer/market 31 "Go for it!" 11
- Be financially literate/prepared 30 Be realistic 11
- Hard work/time is required 26 Be enthusiastic 10

21 If 1 is not at all innovative and 5 is highly innovative, how would you describe yourself on the range from 1 to 5? (Ring the appropriate number)

Innovative	Highly			Not at all	<input type="checkbox"/>
	5 35	4 49	3 29	2 12	1 3
Like taking risks	Highly			Not at all	<input type="checkbox"/>
	5 17	4 37	3 45	2 20	1 9
Adopt new ideas	Highly			Not at all	<input type="checkbox"/>
	5 40	4 61	3 19	2 5	1 3
Motivated by money	Highly			Not at all	<input type="checkbox"/>
	5 32	4 34	3 46	2 11	1 5
Motivated by success	Highly			Not at all	<input type="checkbox"/>
	5 62	4 45	3 13	2 6	1 2

23 I would like to ask you a few questions relating to your personal profile. Which age range do you fit into?

Under 25yrs	25-29	30-34	35-39	40-44	45-49	50+?	<input type="checkbox"/>
<input type="checkbox"/> 8	<input type="checkbox"/> 22	<input type="checkbox"/> 33	<input type="checkbox"/> 23	<input type="checkbox"/> 16	<input type="checkbox"/> 8	<input type="checkbox"/> 18	

24 What is your marital status?

Never married	<input type="checkbox"/> 40	Married or stable relationship	<input type="checkbox"/> 79	<input type="checkbox"/>
Widowed	<input type="checkbox"/> 0	Previously married	<input type="checkbox"/> 9	

25 Sex Male 88 Female 40

26 Dependents

0 - 2 years	<input type="checkbox"/> 18
3 - 4 years	<input type="checkbox"/> 15
5 - 16 years	<input type="checkbox"/> 32
Over 16 years	<input type="checkbox"/> 20
Elderly or sick	<input type="checkbox"/> 3
Other	<input type="checkbox"/> 1

27 If you were to sum up your experience of entrepreneurship, what would you say in a quotable quote or one liner?

Can we please quote you on that one liner? Yes No

Appendix 2

Question 9 - What work experience, including unpaid experience, did you have before starting your business?

- Contract cleaning for city council
- Self employed parents also influenced
- Adult literacy work
- Citizens Advice Bureau
- Lobbying of Government and Transit NZ
- Craft Cooperative
- Profession - Airplane electronics engineer
- Practical - Rotorua Airport
- Hobbies - fixing TVs, videos etc
- After school working in a light shop
- Rebuilding scooters
- Amateur radio
- Security Systems
- Mobile phone work
- Other sundry jobs eg firewood chopping, stripping engines, fruit picking
- Affiliate Director of Global Energy Network (Genie)
- Road Transport - trucking contractor, Freightways (4 years)
- Engineering work for father
- Work for tyre company
- Broadcasting - Radio NZ (1 year)
- Selling spare scooter parts (4th form 81)
- Sales Representative - Ajax (1 year) North Island responsibility
- Part time work - sales
- Window clean and mechanic (automotive)
- Years of general self-employment
- Factory - engineering (qualified die setter)
- Taxi business for 3 years
- Telecom
- Marketing - in government and private sector
- Work in a diving shop
- Work in a car park
- Work for mobile car grooming
- Professional cricketer
- Bricklayer
- Father & Horticulturalist
- Employed painter
- Bus driver
- 8 years working in marketing for Shell Oil
- Owned property
- Working at Lower Hutt City Council
- Electrical engineering/technical skills Telecom
- TQM philosophy
- Life
- Also trained as a rebirther. 11 days about conscious breathing - like yoga breathing appears to activate blocks in body especially memory blocks - relive them
- Real estate agent
- Post Office employee
- Heating and ventilation

- Kiwifruit orchard mgmt
- Working as a butcher in small shop
- Other unsuccessful businesses
- Dental nurse
- Hairdresser
- When we were kids just bought up in the business
- Commonsense
- Working at home for my parents on the garden, which I felt did a lot of good - good personnel skills
- Job in Defence 'Strategic Analysis
- Job with Catchment Board (looking at water quality)
- Social worker
- Professional photographer
- Variety of labouring
- Self-employed firewood supplier
- Library work
- Youth worker
- Warehousing
- Basketball camps for kids
- Taskforce green
- Carpenter
- DSIR - display work and presentation
- Sales
- Assembly line work
- Computer operation
- Export marketing - Dairy Board
- Dag & wool buying

Question 11 - Looking back, are there any skills that would have helped in the first year of the business operating?

- Writing skills
- Proposals
- Contracts
- More creativity
- It would have helped to be wealthy
- How to set up systems
- Determining the feasibility of an idea
- Communication skills
- Naive - in terms of how easy success would be
- Locality of the shop with more foot traffic
- Company structures
- Business degree
- Skills in dealing with stress
- Negotiating skills
- Feasibility
- Cultural skills - dealing with different nationalities
- Skills with importing materials
- Inventory control
- Feasibility studies skill
- Production skills are important
- Stress management
- Gaining more confidence
- Handyman skills
- Retail merchandising
- Stock control

Question 12 - Are there some things that you would have done differently in the first year of the business operating?

- Getting computer knowledge to acquire packages for business management
- Taking on less outside the business
- Taking more time for ourselves
- Learnt negotiating contracts
- Communication needs to be better
- It was a case of trial and error really
- Been more focused
- Had fewer products
- Had enough cash to spend 3 months sorting out systems before opening
- Possibly may not have gone into it
- If anything I would have got out of that line of business quicker than I did
- Research industry better - there was a shortage of skilled staff
- One outlet
- Would have bought computer instead of electronic typewriter
- Stricter guidelines on products
- Maintain greater personal control 51/49
- Ideally not working full time as well
- Bought good equipment rather than stuff that broke after a year
- Focused on quality
- Bought better car
- Sought good business advice sooner
- Have more confidence and produce something first
- Be consistent with actions
- Mind set directed on subsidy - not the job
- Would have started in specialist work
- Could have got more licenses
- General confidence in selling ability
- More prepared to accept a compromise
- Contacts
- Produced less waste - better processes - over producing
- Better time management
- Being more diverse
- Not try and expand so quickly
- Feasibility studies takes 70% of the time - need someone to help - someone to research
- Not started
- Not relied on CDA
- Sought out sources of information on business
- Kept business to more manageable size
- More training
- More preparation for change of lifestyle
- Found out more about the process for making my product ie visiting factories overseas etc
- Not believing all the advice he was given
- Learn how to listen to advice
- Looking back in hindsight - always do differently
- Raised expectation of level of performance
- Improve production time
- Had support after the first year of business operation
- Should of actually taken the course - only had a few consultations

- Better preparation
- Taking a few more risks
- Possibly looking at joint venture
- Should have made more contacts
- Should have actioned our ideas more quickly
- Speak up more
- Acted sooner on financial information
- Start business of a different nature
- Got a business mentor that had specific experience whose advice would have been useful

Question 14 - What were the things which made it hard to get your business started?

- Computer
- Paperwork
- Home life
- No affiliation with any large companies for back up
- Lack of physical fitness (very physically demanding job)
- Finding a mentor - unattainable
- Availability of materials
- Availability of raw materials
- Technology
- Getting common vision
- Not enough daylight hours
- Weather (bad weather)
- Lack of transport
- Lack of communication skills
- Making the decision to leave full employment
- Working around job
- Bad advice
- Language barriers
- Ill health
- Steady flow of work
- Getting it up to our standards
- Changing ideas
- Self reliance - doing everything yourself
- Lack of support after CDA course
- The weather
- Being a woman - hard to get money from male bankers
- Being so young (25) hard to get credibility
- Hard to leave good corporate career
- Every problem was new!
- No existing business in the market to copy
- Giving up a full time job caused temporary stop in income
- Economic climate at the time (1991)
- People a little surprised at my youth
- Reluctance to leave workmates, employer
- Personal circumstances
- Language
- Lack of motivation - hard working from home on own
- Unsure of taking the gamble
- The risk of failure
- Procrastination
- Negative responses from people

Question 15 - What are the personal costs of going into business?

- You are constantly public
- Doing all the jobs myself eg typing
- Work to support business
- Lack of help from government etc to help cover home costs
- Self esteem
- Risk factor
- Professional loneliness
- More isolated from others

Question 19 - What else could the Small Business Unit have done which would have helped you with your new business?

- Computing packages, ie given advice
- Put a NZ focus on small businesses
- All people should have been interviewed at once - not enough depth
- Been able to answer his specific questions
- Have reasonable rates for available space owed by Council
- Marketing
- NZES could have provided the allowance for longer
- Better reputation
- Poor PR
- Lack of professionalism
- The Accountant he had assumed too much and was impersonal. By assuming too much about S.....'s knowledge he caused embarrassment and didn't teach him much
- Delay when wanting to actually talk to a consultant
- Change of attitude to the new way of business and the rapid change of business ideas
- The course was not targeted at any experience level
- Administration assistance
- Rental on units free for 6 months
- No system in place to assess strengths and weaknesses
- Free introductory meeting to talk to them
- Labour Department not customer focused
- Would like to have learnt marketing and distribution skills
- Open minded
- Help get jobs from city council
- Marketing skills
- As business was unique to Wellington he didn't have anyone to turn to
- Computer knowledge
- Set up cooperative, open plan, communal workplace to ease the isolation
- Was more orientated towards service traders as opposed to manufacturers
- Dealt with some cultural issues
- Given more knowledge on how to approach people and keep integrity
- Give the relevant information about the intended new business
- Too basic - learning things already known

- Someone from industry going into, would have helped
- Experts from different industries would have helped
- Experience in this industry directly
- The more spoon feeding the less initiative you are likely of showing
- 2 - 3 computers, a printer and fax that people could use.

Question 20 - If the SBU asked you to present to a group of new business owners on the topic "What does it take to get a business started?", what would you tell them?

- Think about doing it on your own
- Partnership is important
- Ask for help - admit you don't know it all
- All business activities are related
- People skills are very important
- Honesty; having trusting relationships
- Saying 'no' if you have already too much work on
- Don't lead clients to believe something you can't deliver
- Go in a specialist
- Some of my polytechnic projects have gone commercial This happened because I had an idea that the market wanted
- Prototype development is a good idea
- Faith in the Lord
- Money
- Getting together the right team - hardest of all
- Its a big gamble and you need guts
- Gives you a sense of independence and you are your own destiny
- Don't sell rubbish - it always comes back
- Be up front about your product
- Sell air bubbles first as air is free
- Don't over extend financially, one step at a time
- Retailing point of view, relationship with suppliers
- The ability to make others (customers, clients) to believe in you
- A good idea translated into a high quality product or service
- Do not ever be influenced by what the perceived opposition may or may not be doing
- Get as much info from business development board CDA
- Set goals
- Be sure of yourself
- Try to avoid rushing too much
- Never look backwards once you've begun
- Supply consistently high quality
- Everyone is too keen - step back
- Got too people oriented
- Be prepared to take some risk
- Be adaptable to change
- Wait till you win Lotto
- Believe in yourself
- Someone to provide sustained advice for first 1-2 years of trading

- Make the most of contacts
- Go with your gut feeling and instinct
- Vision
- Good to already have a profession because a business is just like a change of employer
- Do the job for love
- Make a general commitment to daily and weekly goals
- The intelligence to find experienced mentors ask for their advice based on successful experience. Realisation of need to educate self in areas lacking in particular skills - CDA courses, advice. The sense to realise you need a lawyer and an accountant you can trust implicitly. The humility to ask for and consider advice carefully, whenever you require it. Discernment to know when you need to ask for advice
- Be willing to learn
- Always stick to game plan
- Develop attitude of being selfish
- Communication: To market
- Be prepared to make a loss
- Suggest the SBU course - listen well
- Go get stuffed!! (ie the CDA)
- Things take twice as long as expected
- Keep written records
- Write down goals
- Have personal contact with suppliers
- Don't over capitalise
- Keep overheads low
- Different from working for employers
- You must be efficient
- Must 'move with the times'
- Must be there to set an example to your employees and show how you (the boss) want the work done
- Sense of direction
- Don't think about it unless you're single or have lots of money
- Children and business don't mix
- Have previous experience related to your new business
- Patience
- Upgrade your skills everyday
- Understand Government institutions - how to get the business started
- Be prepared for the stress
- Realise it can be a humbling experience
- "Burning bridges" is important - don't leave yourself an escape route, so that you are forced to succeed
- Choosing a business that is appropriate to what you have available in skills
- Set long term and short term goals
- Get the right experience of intended new business
- Have clear goals and objectives
- Ensure that ones health is good
- Experience would be a great advantage
- Better to do some business which you already know or had experience
- Stability outside of business
- A quality product
- It's not hard to start, but to keep it going successfully is the hard bit
- Good to have own business
- Family support
- Listen to people's advice but go with own gut feeling
- You must have 100% belief in yourself and your product
- Make as many contacts as possible
- Act on your instincts
- Helps to be naive - as you will take risks
- Make sure you are clear on what and why you want it

Quotes

- My energy to get up in the morning comes from knowing that the customers want to buy the products that I believe in (Terry Upchurch)
- Feel the fear and do it anyway (Helen Brown and Joan Reader)
- I wanted to become the main service supplier in NZ and it was a great ongoing challenge (Ron van Twuiver)
- Don't go into the year 2000 as a generalist (Christopher Jennings)
- Believe in your product and have good financial backup
- Bring ideas in and entertain them royally for one day, one of them may be king
- When the wind blows, bend to it (Collen Christison)
- It's the greatest challenge of my career - the greatest pain and the most pleasure (Gill Gatfield)
- It's a foreign world to me! (Ian Hines)
- It's the quality of the finished product that catches the eye of the customer (Antony Prowse)
- Fun! (Lyn Chambers)
- Very time consuming but rewarding in the long run
- Exciting in its design and frustrating in its execution (Colin Day)
- Fumbling around in the dark Follow your instincts (Raymond Crump)
- One day at a time (Jonnie Martin)
- Provide a level of service that ensures repeat custom (Peter Hudson)
- Too hard work; not worth it because too much tax, and personal costs (Phan Dinh Hai)
- Hard work but worth it, boosting your self confidence and self esteem (Steve Roche)
- Keep your eyes open and head down (Peter Maher)
- One thing is forever, that one thing is success - never a truer work spoken (Allan Hewson)
- There is no success without the possibility of failure
- Its worthwhile to be self employed (Gerhard Mayer)
- Challenge your own fears and renew your perspective everyday (Steven Lasota)
- Entrepreneurship brings freedom from authority at the expense of taking on all responsibility (Russell Craig)

- The independence of self employment (Richard Dacey)
- Satisfying the customers and getting good staff (You Touch Be)
- Interesting (John Bamber)
- Very character building (John Shaw)
- Do something else
- Constant balancing effort and the outcome is only as good as each team member selected (Daphne Brasell)
- Entrepreneurship having the vision to go out there and try it and not be scared to do it (Phil Quinney)
- Convince yourself (Debra Ashton)
- Look for an opportunity and seize the moment (Nick O'Callaghan)
- Challenging, fulfilling We've done bloody well
- Experience is gained by doing not watching.
- Have a vision and go for it (Kathleen Gavigan).
- It beats working for other people (Alison Gale)
- Investigate in depth the market (David Rennie).
- You learn from your mistakes I do not believe I failed (Kathy Moe).
- Personally not interested in being a entrepreneur (Auke Bergsma).
- I have succeeded through the belief in myself and those around me (Jo Saunders).
- When you want something bad enough and willing to take planned risks anything or anyone is possible (Kevin Fong).
- Frightening, scary but good fun when you succeed (Frances Stapleton).
- In relation to be a successful entrepreneur is head down and ass up (Cedric Stechman).
- You have to take the step to be hungry enough to succeed (Mark Stanley).
- Due to government intervention in the marketplace entrepreneurship was sheer frustration (B L Pool).
- I've been on the learning curve (Ian Vaughn)
- I gave it a go (Ian Fullerton).
- Strong self motivation (Rosemary O'Hara).
- The willingness to succeed (Chris Seaton).
- Use your head be strong enough to trust yourself (Art Connections)
- Nothing is easy but everything is achievable
- You have nothing to lose by aiming to be extraordinary (Charlie Fenwick).
- Believe that the possible can be achieved! (Kevin McCormack).
- Start your own thing and stick with it - don't be a follower (Darryl O'Neill).
- If I can't - I will (John Gilchrist).
- A challenge is a necessity to me, and I love to do a job well (Jill Hatrick).
- Focus on something you really want and do it. Don't dream about it - do it and do it today (Mark Williams and Lars Nilsson).
- The decision to be an entrepreneur has given me the freedom to be who I am and put my skills to work in areas I care about (Howard Vickridge).
- You have to be diverse and accepting of a lot of people because each person we come across has completely different moral standards and aspects. The way you treat one person is not necessarily how you treat another.
- Entrepreneurship supersedes 'an apple a day' for keeping the doctors away (Judith D J Stewart).
- Have faith in your abilities and take the opportunities that come your way. Hard work will pay off (Sally Bailey).
- Act first think later (Kishor Chiba).
- Turning natural personal skills into profit. It can be learnt but learn strong points and play to them (Mark Quinn).
- Keep trying (Theo Theodorou).
- Always stay focused on your goals. Never stay still always look for opportunities (Peter Angus).
- Roll with the punches and never give up! (Adrienne Sever)
- If at first you don't succeed, try, try again! (Robert Ferns).
- Lots of fun but lots and lots of very hard work (Lynda McGlinchey).
- If you fail, correct and try again (Ian Harris).
- Success is in quality and customer service (Andrew Clumie).
- Go for what you believe in (Dianna Brice).
- Learn about marketing (Denis Wederell).
- Still plenty to learn but go for it and have fun (Philip Gilbert).
- Everyone should see what it is like to be your own boss (Angela Carran).
- It sucks - they give up on you too quickly
- If its got to be, its up to me! (T Canton).
- When the going gets tough, its not a matter of getting tough back, rather the need to succeed ()
- Bloody hard work!! (Cushla Bretton).
- The achievement of personal satisfaction is a job well done in running a highly successful, efficient innovative company (Kim Young & Sons).
- I really want to succeed, otherwise I wouldn't be here until 6 o'clock (Peter Wong).
- As hard as it is I wouldn't have it any other way. Believe in what you are doing because everyone will try and knock it (Anna Tait-Jamieson).
- Don't even think about it, it is not worth the sacrifices. Look at yourself honestly before starting (Will Esler).
- Go in well prepared (Troy Huriwaka).
- Willing to accept the new ideas (Anura Perera).
- You must have unswerving confidence in your ability to succeed and must keep proving it to yourself (Elmar Gailits).
- If you can produce it cheap, people will follow (Susan Joe).
- Frightening (Jackie Tan).
- No pain no gain (Jane Fulcher).
- Being your own boss. To own your own business. Ready to face the ups and downs. Never give up - failure is the mother of success .
- Go into your own business (Sanmulch Panchal).
- Don't do it (P J November).
- Take up the challenge.
- An incredible, but achievable challenge.

- Just do it - confidence and goals, don't live in the future, live now (Merle Nowland).
- Take the plunge!
- Confidence breeds success.
- Learn from your mistakes! (Elizabeth Norris).
- If it is got to be, then its up to me (Albert Hamilton).
- If you fail, try and try again. One should always persevere (Lau Siew Keng).
- If failure knocks you down, just bounce back up (Peter Leong).
- To start a business takes a lot of planning, finance, etc which is hard work, but to sustain a business seems to be harder (Tex and Jean Taylor).
- Either you have it or you never have it (Laura Loui Newcombe).
- Limited (Nanda May Rickit).
- Commitment, enthusiasm and business expertise are needed for customer satisfaction (John Reid).
- Entrepreneurship is seeing cold hard facts instead of emotive wishes or desires, analysing reality instead of wishful thinking (Peter Begantino).
- To fulfil your vision. Creative success is far more important than financial success (David Donaldson).
- Start with own experience and take ideas from others (other people from same business - discuss with them) Can be a mix of success and failure at same time - not always one or the other.
- Being an entrepreneur, you are guaranteed that things are never dull (Dale Findlay).
- Empowering womens needs and producing quality garments for them (Jenny Rose).
- Build your ladder strongly and carefully so that when you start climbing it, it doesn't collapse under you (Mark Inglis).
- When on the dole the pay is lousy but the hours are great. If you start your own business you're assured of losing all the benefits of the dole (David Lamb).
- Believe in yourself and don't pay too much attention to what other people are telling you (Douglas Parker).
- Pick your business very carefully. Leverage, leverage, leverage (Nevan McLeay).

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