

Fundamental personal attitudes towards achieving business success in Peru

Karen Weinberger Villarán

weinberger_ke@up.edu.pe

Universidad del Pacífico. Lima. Perú

Abstract

Most studies on business activity have tried to explain the role played by an entrepreneur in society, as well as the psychological and non-psychological traits that distinguish him/ her from those who are not entrepreneurs. While this may be a very interesting characterization that allows for identifying any potential entrepreneurs, various studies have proven that such traits may be substantially different or unbelievably similar from one entrepreneur to another. These similarities or differences may depend on economic, social, cultural, political, and legal aspects that are peculiar in a specific business environment; the size of the business and the type of the organization that has been established; the personal traits and knowledge of the entrepreneurs, and the circumstantial or structural aspects in a specific industry. Therefore, it is almost impossible to talk about a model entrepreneur or an entrepreneur's universal profile. Despite these differences between the entrepreneurs themselves, every business needs visionary entrepreneurs, who are able to identify a business opportunity, set in motion a business initiative, and reach business success, by meeting a society's needs. In this sense, this article answers the following questions: why do some entrepreneurs are successful and others are not? Which would be an essential characteristic for business success to be achieved? For a group of successful Peruvian entrepreneurs, training and professional knowledge, as well as professional experience are necessary and essential for a business initiative to be advanced. Perseverance is, however, a trait no entrepreneur can do without if he/ she wants to achieve success in a country like Peru.

Keywords:

Entrepreneur, success factors, entrepreneurial process, the Entrepreneur's role.

Introduction

At present, there is no doubt about the importance of establishing new enterprises and the growth of those already existing enterprises for the sake of the economic and social development of the countries. Not only do these enterprises generate employment, innovate products, services, and processes that will benefit both current and potential clients, but they also contribute, by paying taxes that will benefit the State. Therefore, an ethical y accountable business activity benefits all involved agents: Shareholders get larger economic benefits, entrepreneurs have a chance to make their dreams come true, employees have more and better job opportunities, clients see their needs fully met, suppliers have a greater demand for their products, and competitors get an incentive to carry on improving and innovating on a day-to- day basis. Finally, the State, through a fair and equal redistribution of its revenue, will contribute to the growth and development of a more homogenous society.

Although enterprises are important for a country's growth and development, entrepreneurs with a sensitive and innovating attitude play a preponderant role in them. Entrepreneurs are the ones who set up a new entrepreneurial initiative, but not all initiatives survive, and only a minority successfully overcome the three- year life barrier. Many entrepreneurs undertake new businesses, new enterprises, but only a few successfully develop enterprises and make them grow. Peru is a country with a high rate of new entrepreneurships, but the mortality rate of enterprises is very high, as well. Only a few manage to establish into small, medium- sized, and large enterprises, and thus become the true generators of economic wealth for the country.

Given the importance of enterprises for a nation's socioeconomic development, the following questions need to be answered: Why do some enterprises do grow in a sustainable manner and others don't? What makes them "different"? What are the characteristics of a successful entrepreneur? It is likely that the general, sectorial, or industrial setting might affect some enterprises more than others. However, when comparing enterprises of a similar size that belong to the same industry or sector, the answer may not be found around the setting or the industry; the answer will be found around "the entrepreneur."

Therefore, although the general or industrial setting may positively or negatively affect an enterprise's performance, it is the entrepreneur's ability that will make a difference between success and failure. The entrepreneur is the outstanding figure in the enterprising process.

Objectives of the Study

According to the study carried out by Kantis et al, (2002), on entrepreneurship in emerging economies, the characteristics of the Latin American and Eastern Asian entrepreneurs are substantially different. Even within each continent, realities between countries are also different. Therefore, it is neither possible to define one single entrepreneur's profile nor establish for certain what are the characteristics of entrepreneurs at a global level. It is possible, however, to learn from successful

entrepreneurs what is the key factor for entrepreneurial success in a specific country, and under what particular circumstances could that success be achieved.

Being aware of an entrepreneur’s role and the importance of studying the enterprising process for the purposes of understanding the real role played by an entrepreneur, a decision was made to explore whether the Peruvian entrepreneur felt successful, what was the extent of his/ her gained professional training and his/ her prior professional experience in starting a business that contributed to his/ her success, and finally, what are the personal factors or attitudes that, according to the interviewed entrepreneurs, were essential for them to achieve entrepreneurial success.

Conceptual Framework

An Entrepreneur’s Role (It is understood that an entrepreneur is an individual, who is capable of discovering a business opportunity, and decides to exploit it, by starting an enterprise. In that sense, he/ she innovates, ventures his/ her capital, and takes on the direction of such enterprise).

The entrepreneur’s role in society has been described over the last 250 years. Such description, however, has been ever changing, based on the perceptions of the various researchers on the subject, the changes that emerged in the setting, and the results obtained in many studies. Probably, the most representative economic model of an entrepreneur was the one developed by Joseph Schumpeter in his book, *The Theory of Economic Development*, published in Germany in 1911. For this author, an entrepreneur’s fundamental role was to innovate and create. Nevertheless, there have been many other interpretations, with regard to the different roles of an entrepreneur (It is understood that an entrepreneur is an individual, who is capable of setting an innovation in motion); these have been summarized by Hebert and Link (1988), as shown in Table 1.

Table 1. Interpretations of the Roles of an Entrepreneur

The Role of an Entrepreneur	Authors
A person, who takes on risk associated with uncertainty	Cantillon, Thünen, Mill, Hawley, Knight, Mises, Cole, Shake
A person, who provides the financial capital	Smith, Turgot, Böhm, Bawerk, Pigou, Mises
An innovator	Baudeau, Thünen, Schmoller, Sombart, Weber, Schumpeter
A decision maker	Cantillon, Menger, Marschall, Wieser, Amasa Walker, Francis Walker, Keynes, Miles, Shakle, Cole, Schultz
An industrial leader	Say, Saint-Simon, Amasa Walker, Francis Walker, Marshal, Wieser, Sombart, Weber, Schumpeter
A manager or a supervisor	Say, Mill, Marschall, Menger
An organizer and coordinator of economic resources	Say, Walras, Wieser, Schmoller, Sombart, Weber, Clark, Davenport, Shumpeter, Coase
Owns an enterprise	Quesnay, Wieser, Pigou, Hawley
Uses the production factors	Amasa Walker, Francis Walker, Wieser, Keynes
An individual who hires	Bentham
An arbitrator	Cantillon, Walras, Kirzner
An allocator of resources among different alternatives for use	Cantillon, Kirzner, Schultz

As can be seen, the entrepreneur played an **economic role** as owner- capitalist and wealth generator, **a creative and innovating function**, as he/ she developed new and better products, and a **managerial role**, as the coordinator of resources in his/ her search for efficiency. Researchers intended to classify entrepreneurs based on the role they played in society and their psychological and non- psychological characteristics. In that sense, research work was based on knowing the role of an entrepreneur in society, the personal characteristics that distinguished him/ her from the non-entrepreneurs, and the skills needed to carry out the entrepreneurial functions inside the enterprises. That is, the entrepreneur was studied from an economic, psychological, and administrative perspective.

During the 1970's and the 1980's structural changes took place in the world economy, as a result of the oil crisis and the world recession; technological changes, changes in the political direction of the great world powers towards market- oriented ideologies; and the appearance of countries with emerging economies. These changes created an atmosphere of uncertainty and unbalance, and thus generated a positive setting for entrepreneurial innovation and the emergence of entrepreneurs with new skills. Again, during the 1990's, globalization of enterprises and regional economies jeopardizes the growth and development of the great powers, and new and still little known world actors emerge. The borders of the countries open up, the exchange of goods grows considerably, and new opportunities for starting, growing, and developing new entrepreneurial initiatives emerge. The market is no longer a location, a region, or a nation. Thanks to the development of technology, the market becomes the whole world!.

The Enterprising Process

By the end of the 19th century, the importance of enterprises for the development of nations, the importance of entrepreneurs for the development of enterprises, and the importance of certain personal attributes and qualities for the success of entrepreneurs had become clear. However, the need of studying, from an entrepreneurial perspective, the psychological and non- psychological factors of the entrepreneurs, who influence the success of the enterprises, and, consequently, the generation of value for society, was also apparent. Over the years, it became clear that the conceptual framework of entrepreneurship implies studying:

- The entrepreneurial setting that promotes new entrepreneurships
- An entrepreneur's ability to identify opportunities
- An entrepreneur's characteristics to be a leader
- The tools needed for an enterprise's organization
- An entrepreneur's characteristics to successfully manage an organization.

A study on the entrepreneur, by itself, is not enough neither to understand nor to account for the enterprises' work. For the purposes of understanding the entrepreneur and finding out why some enterprises are successful and others are not, some experts (Venkataram 1997, Shane 2003) suggest that research studies are based on a study of

the enterprising process and not just an analysis to the characteristics of entrepreneurs.

According to Shane (2003), entrepreneurship should be analyzed as a process that involves a study of the entrepreneurial opportunity (through an analysis to the setting), the individuals, who identify the opportunity and make a decision to exploit it (the entrepreneurs), the skills and strategies used to organize and exploit such opportunities (the experts with knowledge), and the setting conditions that favor starting and developing new entrepreneurial initiatives (the setting.) In that sense, Shane carries out a deep and understandable analysis of the relation between the “individual” and the “opportunity”, as the core of the “enterprising process.” For Shane, “business opportunities exist”, regardless the individuals existing in the system, that’s the reason why there are countries with great wealth that still have been little exploited by the individuals that make up these countries. Shane claims that it not the groups or enterprises, but the “individuals,” who discover the opportunities. In that sense, “individuals” are an important part of the enterprising process analysis.

Kirzner’s (1997) and Schumpeter’s (1997) are the two most common perspectives with regard to the study of opportunities. For the former, the existence of an opportunity depends on the knowledge individuals have of the already existing information; whereas for the latter, the new information will account for the existence of entrepreneurial opportunities. Another important aspect about opportunities is that they are basically generated by technological, political/ legal, and social/ demographic changes. These opportunities can become apparent, by creating new products or services, developing new ways of getting organized, finding out new raw materials or resources, identifying new markets, or introducing new productive processes.

With regard to the people, who identify an opportunity, make a decision to exploit it, and get organized to do so, Shane (2003) points out that there are personal, psychological, and non- psychological factors that influence the enterprising process and thus, the possibility to discover a business opportunity and carry it out successfully. As non- psychological factors, he considers education, professional experience, age, marital status, social position, and opportunity cost. As psychological costs, he considers personality and motivational factors, the knowledge such people have of their own capabilities and cognitive characteristics, such as self- confidence, representativeness of their setting, and their intuition to make decisions in complex and dynamic settings, where information is rarely complete and sufficient.

The setting and industry analysis is also part of the enterprising process, as the existence of opportunities and an entrepreneur’s perception of risk rely on it. For Shane and Khuranam (2001), the knowledge levels in a particular industry, the demand in an entrepreneurial sector, an industry’s life cycle, property conditions (patents, assets, resources), and an industry’s structure are factors that will motivate the enterprising spirit in potential entrepreneurs, and will promote the establishment of new enterprises, or not.

Financing is another fundamental aspect in the enterprising process. Resources are needed for opportunities to be seized, and resources need to be acquired before sales are started to be made. There are many financial instruments to fund new enterprises,

and they vary, depending on each economy's particular characteristics. Information asymmetry between an entrepreneur and potential investors, however, is a variable that affects all new entrepreneurship opportunities.

Once the necessary resources have been acquired, the next step is identifying the strategies to be used by an entrepreneur to get organized and create a competitive advantage as soon as possible. The establishment of processes, routines, and structures that are necessary for an efficient combination of resources allow an entrepreneur to create value for all the interest groups that are business- linked.

Finally, the enterprising process will conclude with the enterprise's formal establishment, the recruitment, selection, and hiring of collaborators, the establishment of the policies, processes, and organizational structure that are necessary for the previously established objectives to be accomplished, based on the entrepreneur's vision.

The entrepreneur is the main actor in each one of these enterprising process stages. His/ her behavior, though, cannot be studied in isolation. Setting, opportunities, organization, work team, and of course, each entrepreneur's personal style need to be taken into account.

Necessity or Opportunity Entrepreneurships

According to the Global Entrepreneurship Monitor (2005), also known as GEM, individuals usually participate in entrepreneurial activities for two fundamental reasons. The first one, to exploit a previously identified business opportunity, and the second one, because they have no other work option or the existing options do not meet their individual needs. In that sense, according to the 2004 managerial report, 65% (this study is carried out based on 34 countries) of the individuals got involved in new entrepreneurial ventures this year with the goal of seizing an opportunity in mind; whereas 35% did so because they had no other employment option. There is a great variability between the 34 countries studied, though. Whereas the average opportunity entrepreneurial

activity rate was 6.2% worldwide; in Peru, the rate that year was 27% (GEM 2005.) On the other hand, while the necessity TEA was 2.3% at the sample level; in Peru, it was 13.1%, that is, around one out of every seven workers, ages 18 to 64, were necessity entrepreneurs in 2004.

In its 2007 report, (Bosma et al. 2008), GEM confirms that a larger number of new opportunity enterprises emerges in the developed countries than in the developing countries. In countries with low production and employment levels and a still incipient social security, the development of new entrepreneurship might be the only alternative for income and wellbeing generation. GEM also points out that although the establishment of new necessity enterprises contributes to new job creations, entrepreneurial initiatives that last over time (GEM considers 3.5 years) would actually show an entrepreneur's better performance throughout the enterprising process. In that sense, GEM establishes three stages in an entrepreneurial process. A first stage starts

with the conception and startup of an enterprise, and it usually takes less than three months; a second stage involves a new enterprise's growth, and it takes up to 3.5 years of an enterprise's life. These first two stages are known as Total Early- Stage Entrepreneurial Activity or "TEA" (The TEA is an index that, in essence, consists in the total number of new entrepreneurs - those individuals, ages 18 to 64, who have carried out any action to establish an enterprise in the last year, have paid wages and salaries over a period no longer than three months, and expect to share the ownership of the new business - and new enterprises - those enterprises that have paid wages and salaries for a minimum period of three months and a maximum period of 42 months). GEM further recognizes a third stage, known as the persistence stage; in this stage, the owner- manager of an enterprise that has already been established for the last 3.5 years is still in the market, although his/ her products are not necessarily seen as a novelty any more.

Finally, given the importance of an entrepreneur's role, a need to study the enterprising process, and the relevance of an "opportunity entrepreneur" in the generation of wealth, a methodology used to develop the research study that led to answer this question: what are the factors that the interviewed entrepreneurs consider to be fundamental for them to achieve entrepreneurial success?, is introduced below.

Methodology

For the purposes of knowing the fundamental characteristics leading to entrepreneurial success, in- depth interviews were conducted with 99 Peruvian entrepreneurs, who are residents in city of Lima, have a university training, and were considered successful. Each one of them was interviewed for the following information:

The Entrepreneur's General Data: Gender, age, education, family background, personal strengths and weaknesses.

The Enterprise's General Data: When and under what circumstances was the enterprise established, who are the founding business partners, who are the current business partners, the products or services it offers, who are its current and potential clients, how has the enterprise evolved in the last few years, what is its outlook, who is it doing in economic and market terms, what are its major strengths and weaknesses, what are its major opportunities and threats.

The Circumstances around the Establishment of the Enterprise: The characteristics of the external setting at the beginning of the entrepreneurial activities, the discovery of an opportunity, the need for the entrepreneur to generate a source of income of his/ her own, the wish to become an entrepreneur to become independent and have more freedom in decision making.

Major Issues throughout the Entrepreneur's Entrepreneurial Work: which were they, under what circumstances did they emerge, how they were overcome.

Entrepreneurial Vision: How does the entrepreneur see the future of his/ her enterprise, how does he/ she see his/ her future as an entrepreneur-; if he were given a

chance, today, to choose between being an employee or an entrepreneur, which one would he/ she choose and why.

Valuation of Success: How successful does the entrepreneur consider himself, what is the fundamental factor that has led him/ her to success, what is the main quality he/ she has that has enabled him/ her to establish this business and advance it.

The Entrepreneur's Perception of Entrepreneurship Capacity in the Country: How does he/ she see the future of the Peruvian entrepreneurial class, what type of training does he/ she think a young Peruvian need to become a successful entrepreneur, what advice would he give to those about to establish their own enterprises, how does he/ she think there are great entrepreneurs among the small, medium- sized, and large enterprises.

Key Factors for Entrepreneurial Success: What capabilities or personal attributes led him/ her to entrepreneurial success.

It must be pointed out that each of the interviewed people in the sample had to meet the following requirements:

1. He/ she must be a capitalist founder and manager of the enterprise he/ she is currently working in.
2. He/ she must be a university graduate in any specialty; thus, professional training is no longer a discriminator between the interviewees.
3. He/ she must have had professional experience as an employee, for at least two years, before having established and launched his/ her enterprise. In this way, experience was no longer a discriminating factor in the sample.
4. The enterprise must have registered, in 2007, an average annual income greater than PEN 525,000 (As of 2008, a micro- enterprise is an enterprise with registered annual sales less than PEN 525,000).
5. The enterprise must be at least 3.5 old at the time when the entrepreneur was interviewed. In this way, the enterprise would have completed the Total Early-Stage Entrepreneurial Activity Stage that tested its founders' skills and competences.

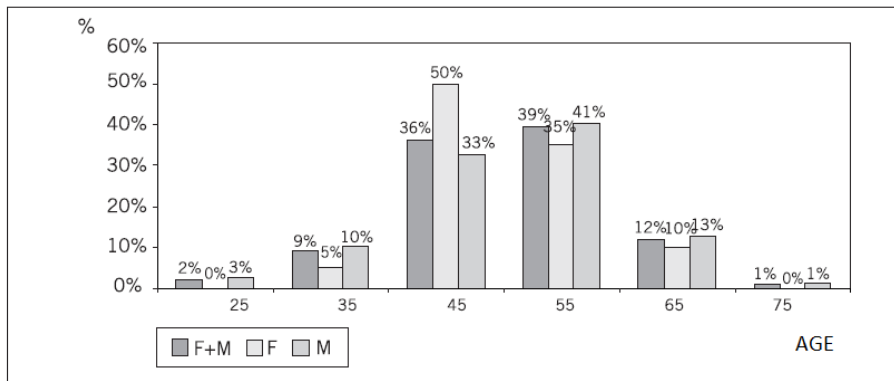
As these requirements were met, the interviewed people in the sample showed a high level of homogeneity; this allowed isolating the entrepreneurial success factors variable.

Results

Between April and September this year, in- depth interviews were conducted with 99 entrepreneurs, who were chosen by references, and met the previously established requirements. From all the interviewees, 20 were entrepreneur women and 79 were entrepreneur men. 50% of the women were between 40 and 50 years old; whereas 41% of the men were between 50 and 60 years old (see Graph 1.) The interviews showed that professional women usually start an entrepreneurial venture at a younger age than professional men, in average. The interviews confirmed that keeping a

balance between their professional activity and their role as mothers and wives was not an easy task for the women. In addition, most of these women found that neither was it an interesting nor feasible alternative for them to stop working, because of financial and personal development reasons. As a result, becoming an independent entrepreneur with more freedom to manage their time and responsibilities, became an interesting work option for these women to gain balance between their personal and professional lives.

Graph 1. Percentage Distribution of the Interviewees, according to Age and Sex

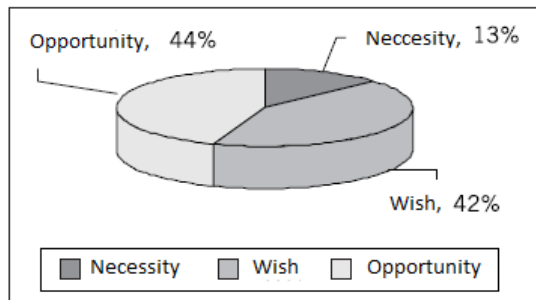


Motivation for the establishment of an enterprise

With regard to the reasons that motivated the interviewees to launch an enterprise, 44% of them mentioned that they did it because they saw a business opportunity and decided to exploit it (see Graph 2.) 42% did it because they made a decision to become an entrepreneur, and looked for an opportunity that allowed them to get the benefits they wanted and a “lifestyle” of their own. 13% mentioned they had to start a business out of need to get better income and manage their own time.

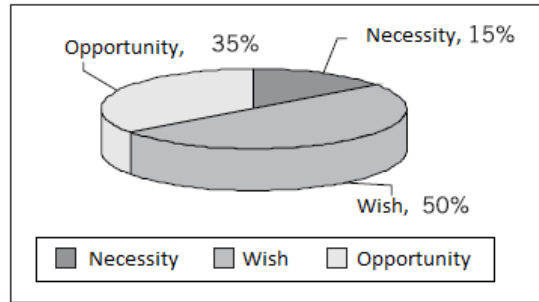
All the entrepreneurs had the necessary professional experience and knowledge before they launched their enterprises. None of them was compelled to establish an enterprise for reasons involving survival or because it was their only choice for income generation.

Graph 2. Motivation to become an Entrepreneur (General)



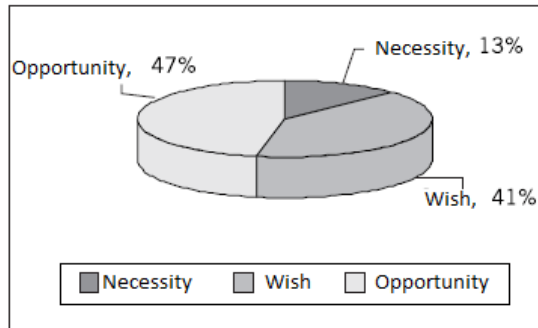
In the case of the women, 10 of them pointed out that they became entrepreneurs out of a “wish” to become one, whereas 7 of them did it because they “discovered an opportunity”, and 3 of them did out of “need” (see Graph 3.).

Graph 3. Motivation to become an Entrepreneur (Women)



In the case of the men, 37 of them entered the entrepreneur world because they “discovered an opportunity” and “decided to exploit it;” 32 did it because they “wish” to do it, whereas 10 did it out of “need,” either because they had a necessity for greater income or a wish to become independent and manage their own time (see Graph 4.).

Graph 4. Motivation to become an Entrepreneur (Men)



Source: Prepared by the author.

The interviews could show that the professional men recognized they had more opportunities than professional women to start a new entrepreneurial initiative. Opportunities come forward to men, whereas women have to look for them with more effort. Women look for opportunities that allow them to have an independent job with flexible schedules, and set objectives based on personal circumstances for each one of them. Only then does the entrepreneurial experience become an interesting alternative for such a woman, who is a professional and entrepreneur, and is in charge of a household, as well.

Entrepreneurial Activity per Sector

On the whole, over 50% of the total number of interviewees, both men and women, perform in the services sector (see Table 2.) This was an expected outcome, as most enterprises in Lima offer services. It is noted, however, that entrepreneur men mainly perform in the agricultural and construction sectors; whereas entrepreneur women are linked to social services and health activities.

It was also noted that over 70% of the interviewees established an enterprise because they discovered a business opportunity in a sector they had a previous work

experience in. It may be inferred from this that professional training and work experience after university training would be determinants in the choice of a sector or industry an entrepreneur would decide to establish his/ her enterprise in.

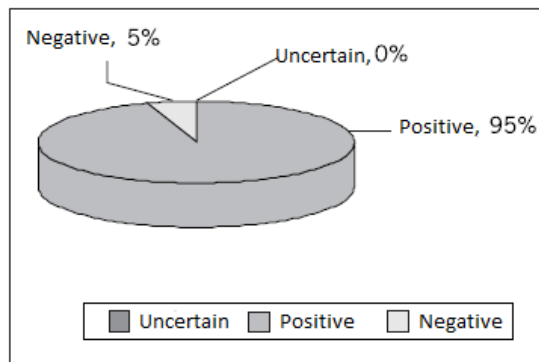
Table 2. Entrepreneurial Activity per Sector

Sector	Total Interviewees	Total		Percentage	
		F	M	F	M
Agriculture, animal husbandry, hunting, and forestry	4	0	4	0%	5%
Manufacturing industries	14	2	12	10%	15%
Construction	8	1	7	5%	9%
Wholesale and retail trade, motor vehicle and motorcycle repair	20	3	17	15%	22%
Hotels and restaurants	5	2	3	10%	4%
Transport, storage, and communications	5	2	3	10%	4%
Real estate, renting, and business activities	28	4	24	20%	30%
Teaching (private)	4	2	2	10%	3%
Social and health services activities (private)	6	3	3	15%	4%
Other community services, social, and personal activities	5	1	4	5%	5%
	99	20	79	100%	100%

Perception of the future of an enterprise

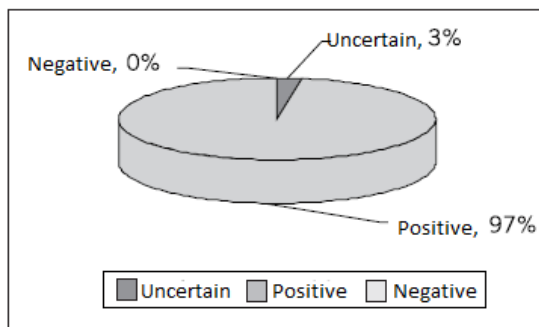
The perception of an enterprise’s future is very much linked to an entrepreneur’s vision. With regard to the perception entrepreneur women had of the future of their enterprises, all of them but one, considered a positive outlook for their enterprises (see Graph 5.) The entrepreneur woman, who did not have a positive outlook for her enterprise did not consider herself successful either.

Graph 5. Percentage Distribution of Interviewed Women: How do you see the future of your enterprise?



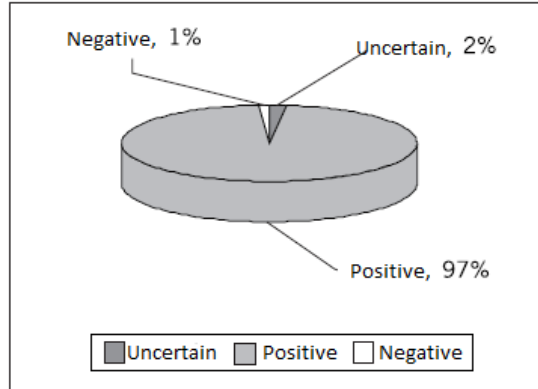
Men’s perception was positive in 97% of the cases, and uncertain in 3% of them.

Graph 6. Percentage Distribution of Interviewed Men: How do you see the future of your enterprise?



In general terms, the perception the entrepreneurs had of their enterprises' future was very positive, as they considered that Peru was going through a very favorable economic growth and development stage. All interviewees showed optimistic, even those who had a negative and uncertain outlook for their current enterprises.

Graph 7. Percentage Distribution of all Interviewees: How do you see the future of your enterprise?



Personal Factors of Success

For the purposes of knowing what were the personal factors that contributed to their entrepreneurial success, interviewees were asked an open question, so that they could answer with whatever came to their minds. A total of 74 different attributes were registered from their answers, and in most cases, each interviewee came up with three answers.

Both men and women consider perseverance as a successful entrepreneur's fundamental characteristic (34 answers), followed by effort and dedication (8 answers.) A hard-working attitude (2), in the case of entrepreneur women, and academic and professional training (6), the case of entrepreneur men, ranked third. Thus, perseverance, effort and dedication, a hard-working attitude and academic and professional training are considered to be the most important success factors by the interviewees (See Table 3.)

Table 3. First Success Factor

Total	Women	Men
Perseverance	Perseverance	Perseverance
Effort/ dedication	Effort/ dedication	Effort/ dedication
Academic/ professional training	Hard- working attitude	Academic / professional training

When all the interviewees were asked for a second success factor, 8 of them mentioned perseverance as a second success factor; 5 mentioned a hard-working attitude, and 5 mentioned patience. Finally, when asked for a third success factor, 9 people mentioned perseverance as a third most important factor, 5 mentioned honesty, and 4 mentioned effort and dedication.

Results show that perseverance is the fundamental characteristic of a Peruvian Entrepreneur, who has achieved success.

With regard to the perception of "success," all entrepreneurs agreed that, although they felt they had met the set out objectives, they still had a long way to go. They recognized the importance of their professional training and their professional

experience prior to launching their enterprise, as critical for them to have achieved the expected outcomes.

When crosschecking age ranges with success factors it was found among all interviewees, both men and women, that perseverance predominates as a success factor more frequently in all different age ranges from 20 to less than 80.

Highest peaks are found among entrepreneurs, ages 40 to 60 (see Table 4.)

When analyzing Table 4 further in depth and detail, it can be noted that young interviewees under 30 years old perceive perseverance, patience, responsibility, and risk-taking as success factors. Young interviewees think they are passionate and hasty, thus, patience is necessary; they are still in the process of growing and becoming mature; therefore, they require significant amounts of responsibility, and, as they are young, they have neither amassed much wealth nor many intangible assets. Therefore, as they have little to lose, they take a risk.

Perseverance is found as the most frequent variable of all three main success factors among the group of entrepreneurs ages 40 to 60, in addition to patience, having a hard-working attitude, assuming leadership, constantly innovating, looking for opportunities, and being honest.

When analyzing an entrepreneur's professional career, the economic sector he/ she performs in, and the attribute he/ she considers fundamental to reach entrepreneurial success (see Table 5,) the following results were found.

Table 4. Distribution of Success Factors per Age

			Female and Male		
Age	Quant.	Percent.	F1	F2	F3
20 to 29	2	2%	(2) Perseverance	(1) Patience, responsibility	(1) Risk-taking
30 to 39	9	9%	(1) Optimism, hard-working attitude, perseverance, a pleasure in what's being done, looking for opportunities, identifying and meeting client needs-oriented, effort/dedication, knowledge of business, moral/emotional support from third parties	(1) Optimism, tidiness and organization, perseverance, determination, effort/dedication, creativity, academic/professional training, proactivity, sacrifice	(1) Tidiness and organization, human capital, identifying and meeting client needs-oriented, divine providence, contact networks, constant learning attitude, strategic thinking
40 to 49	36	36%	(14) Perseverance	(4) Patience, perseverance	(5) Perseverance
50 to 59	39	39%	(13) Perseverance	(3) Hard-working attitude, leadership, constant innovation	(3) Perseverance, looking for opportunities, honesty
60 to 69	12	12%	(4) Perseverance	(2) identifying and meeting client needs-oriented, responsibility	(1) Optimism, perseverance, human capital, identifying and meeting client needs-oriented, effort/dedication, team work, responsibility, honesty, professional attitude, humility
70 to 79	1	1%	(1) Personal capabilities and skills	(1) venturing to launch an enterprise	(1) Self-confidence
TOTAL	99	100%	(#): Frequency for each success factor		

Table 5. List of Sectors of Entrepreneurial Activities

CODE	SECTOR
A	Agriculture, animal husbandry, hunting, and forestry
D	Manufacturing industries
F	Construction
G	Wholesale and retail trade, motor vehicle and motorcycle repair
H	Hotels and restaurants
I	Transport, storage, and communications
K	Real estate, renting, and business activities
M	Teaching (private)
N	Social and health services activities (private)
O	Other community services, social, and personal activities

60% of the interviewed entrepreneurs are: Administrators, economists, accountants, or engineers (see Table 6.) Most administrators, economists, or accountants work in the “Real estate, renting, and business activities” sector; whereas most engineers perform in the “Wholesale and retail trade, motor vehicle and motorcycle repair” sector (see Table 7).

Table 6. Classification of the Interviewees' Professional Careers

Type of Career / Profession
T1: Administration, economics, accounting
T2: Engineering (different branches)
T3: Law, education, psychology, anthropology
T4: Medicine, biology, dentistry, veterinary medicine
Other

Table 7. Distribution Table showing Interviewees according to Career Type and Economic Sector

Career / Profession (type)	Quant.	Percent.	A	D	F	G	H	I	K	M	N	O
T1	34	34%	2	6	2	6	2	3	11	0	0	2
T2	26	26%	1	5	4	8	1	0	5	0	0	2
T3	9	9%	0	1	0	1	0	0	4	3	0	0
T4	8	8%	1	0	0	2	0	1	0	0	4	0
OTHER	22	22%	0	2	2	3	2	1	8	1	2	1
TOTAL	99	100%	4	14	8	20	5	5	28	4	6	5

For most of them, perseverance is a fundamental personal attribute for success to be achieved. Interestingly, however, Table 8 shows the detailed answers provided by the interviewees, according to their professional training. The revised literature refers to the importance of a setting for the establishment of new entrepreneurial initiatives. On the whole, as the State currently promotes the establishment of new enterprises, by facilitating bureaucratic paperwork, offering access to credit lines, and promoting innovation and technology, the professionals, who hold important executive positions, usually start their entrepreneurial life, driven by a “wish” to improve their income, gain more freedom, and seize the opportunity offered by a stable setting that promotes the establishment of new enterprises. In that sense, executives make a decision to quit their jobs, and look for, and seize any market opportunities.

As “Enterprise Age” and “Motives to launch an Entrepreneurial Activity” variables are crosschecked in Table 9, it can be noted that 19% of the enterprises between 3.5 and 10 years old were established, based on “the entrepreneur’s wish”; whereas, in the same age range, 16% of the enterprises were established because the entrepreneur discovered an opportunity. In addition, interviewed entrepreneurs with enterprises between 11 and 20 years old, became “wish” entrepreneurs (14%) and opportunity entrepreneurs (11%). Finally, those enterprises between 21 and 30 years old, highlighted opportunity (12%) as the main motive for the establishment of an enterprise.

Table 8. Key Success Factors, according to Administrators, Economists, Accountants, and Engineers

Career / Profession (Type)	ISIC (Sector)	Quant.	F1
T1	A	2	(1) Hard- working attitude, experiences as entrepreneur or employee
T1	D	6	(2) Perseverance
T1	F	2	(1) Hard- working attitude, effort/ dedication
T1	G	6	(1) Tidiness and organization, perseverance, effort/ dedication, moral/ emotional support from third parties, academic/ professional training, neither feeling intimidating nor giving up easily
T1	H	2	(1) perseverance, human capital
T1	I	3	(2) perseverance
T1	K	11	(2) perseverance, pleasure in what's being done
T1	M	0	--
T1	N	0	--
T1	O	2	(1) perseverance, looking for opportunities
T2	A	1	(1) hard- working attitude
T2	D	5	(3) perseverance
T2	F	4	(1) perseverance, looking for opportunities, academic/ professional training, decision- making capacity
T2	G	8	(4) perseverance
T2	H	1	(1) effort/ dedication
T2	I	0	--
T2	K	5	(1) pleasure in what's being done, knowledge of the business, leadership, academic/ professional training, preparation of a business plan
T2	M	0	--
T2	N	0	(1) opportunism, honesty
T2	O	2	--
TOTAL		60	(#): Frequency for each success factor

Table 9. Distribution of Interviewees, based on the motive to become an Entrepreneur and the Enterprise's Age

Entrepreneur type	Quant.	Percent.	Enterprise Age (years)					
			0 - 10	11 - 20	21 - 30	31 - 40	41 - 50	51- 60
Wish	42	42%	19	14	6	3	0	0
Necessity	13	13%	5	5	1	1	0	1
Opportunity	44	44%	16	11	12	2	3	0
Total	99	100%	40	30	19	6	3	1

Therefore, it can be inferred from the interviews conducted that, over the years and given the setting conditions, motives to launch an enterprise change; this is reflected in the stability level and the risk factors experienced in Peru over the last thirty years. In that sense, the opportunity variable will always show an almost homogeneous behavior because, regardless how well or how bad the national economy is doing, there will always be opportunities out there, and entrepreneurs keep alert to detect the existence of each one of them. The wish to become an entrepreneur, however, usually shows up in stable settings with growing economies.

Conclusions

A qualitative exploratory research study shows that perseverance is the fundamental characteristic for success to be achieved in Peru, according to small and medium-sized enterprise entrepreneurs from Lima. 98% of the entrepreneurs, however, pointed out that academic training and prior entrepreneurial experience in an enterprise in the sector was determinant for them to identify a business opportunity, make a decision to exploit it, get organized to launch an entrepreneurial initiative, and get positive outcomes. Therefore, training and experience are essential but not sufficient; perseverance needs to be cultivated.

In the last twenty years, business administration training programs have included a series of courses oriented to the development of an entrepreneurial spirit and the entrepreneurial process, in response to a need to establish innovating enterprises and new jobs, and thus contributing to the growth and development of nations. Knowing the entrepreneurs' perceptions on entrepreneurial success factors in Peru is very important for those in the education sector, and for those who are especially involved in the training of new professionals and entrepreneurs.

Research studies today show us that in extremely changing and competitive settings, entrepreneurs require having been through a good academic training and an enriching work experience before launching an entrepreneurial initiative. In addition to knowledge and skills, the Peruvian entrepreneur – particularly – requires large amounts of perseverance, commitment, and determination. Whereas in developed economies, innovation is usually the fundamental characteristic of a successful entrepreneur; in Peru, perseverance, effort and dedication, academic professional training, a hard-working attitude, honesty, and tolerance to risk, are the attitudes an Entrepreneur needs to practice if he/ she wants to achieve entrepreneurial success. More than once, the “door will be shut” to an entrepreneur, but his/ her perseverance, effort, dedication ,and honesty, in addition to a sound professional training and work experience, will contribute to his/ her entrepreneurial success, although nothing, or nobody can guarantee that.

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