

Innovation Management Strategies of Four Pioneering Entrepinays from Camarines Sur, Philippines

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Abstract

In this study, we investigated the case of four pioneering Filipina entrepreneurs from Camarines Sur who managed to survive the initial risks associated with start-ups to become one of the market leaders in their respective industries. Camarines Sur is one of the least developed provinces in the Philippines but rich in human and natural resources. Given this background, our study examined the innovation management practices of four women entrepreneurs engaged in agrotourism, trading, and food business in the province. Our study determined and compared the degree by which these entrepreneurs implement practices along the seven innovation management areas. The framework posited by Adams, Bessant, and Phelps (2006) on measure of innovation management was used. Their model consists of seven categories, namely: inputs, knowledge management, strategy, organization and culture, portfolio management, project management and commercialization. Innovation as an output and as a process is the result of novel combinations created by the entrepreneur (Schumpeter, 1934). Based on the content analysis of the interview data, our results revealed that the four Filipina entrepreneurs rated high on the following innovation management measures: innovation strategy, organization and culture. Innovation strategy is manifested in their vision, commitment to innovation and leadership while their efforts to motivate their people, propensity to take risks and efforts to make the organization an attractive place to work on points to the value they put on the measure “organization and culture.” We proposed that successful entrepreneurs like these Filipinas, should have succession plans to ensure the continuity of their innovative management practices.

Keywords: innovation management, innovation, entrepreneurship, Filipina entrepreneurs

Introduction

Innovation

Innovation is an economic, social, and technical concept. It can come in the form of new products, processes, organizational or marketing activities (OECD, 2005). According to (OECD, 2005), it is the “specific tool of entrepreneurs, the means by which they exploit change as an opportunity for a different business or a different service” (Drucker, P.F,1985). It can be learned and practiced. However, any entrepreneur must learn how to identify sources of innovation and opportunities. Dervitsiotis (OECD, 2005) explained that changes in an enterprise’s external environment can lead to a corresponding change in customer preferences causing existing offerings to be less attractive. Hence, “failure to

adapt well to emerging conditions may often lead to extinction (Dervitsi, K.N(2010) pp.905).

In pursuing and managing innovation, (Dervitsi, K. N(2010) argued that visionary leadership, a culture that encourages creativity of employees together with the participation of customers, suppliers and other partners are important to an enterprise's value propositions. However, (OECD (2005) cautioned against a limited view of innovation since organizations need to continuously innovate as an organizational objective because innovations, by itself, does not ensure long-term business success. Rather, (OECD (2005) suggests that innovation should be viewed as a “means to an end—a competence for generating profitable growth opportunities and improving the organization's overall competitiveness” (Chen, G. & Muller, A, pp. 1(2010). Such differing view of innovation indicates the need for managers of the innovation process to tackle different issues that may affect the successful development and implementation of an innovation. At the same time, managers of the innovation process need feedback on their innovation performance (OECD (2005). It must be noted that innovation do not happen in all organizations since it calls for “active learning, risk taking, insight and vision” (Flynn, S. L., 2014) while the task of generating and then converting ideas into usable and marketable products requires interfunctional co-ordination and integration (OECD , 2005).

According to Adams, Bessant, and Phelps, (OECD , 2005) measuring innovation is important both for academics and practitioners. Adams et al (Adams ,R.,Bessant, J., &Phelps, R.(2006) came up with an innovation management measurement framework that lets managers assess their own innovation activity, explore the extent to which their organization is innovative, and identify areas for improvement. The framework consists of seven categories: inputs, knowledge management, strategy, organization and culture, portfolio management, project management and commercialization (Adams ,R.,Bessant, J., &Phelps, R.(2006). On the other hand, a holistic measurement system needs to have three perspectives: performance, strength of the competence, and strategic application of the competence. The performance perspective describes the results of a company's innovation programs, the competence perspective provides a report on the ability to envision and commercialize innovative growth opportunities or creates and implements differentiated new, industry-shaping strategies while the competence perspective measures the extent to which the company's skills, processes, culture, and conditions support the conversion of innovation resources into opportunities for business renewal by

looking at the organization's progress in codifying processes, techniques, methods, and definitions (Chen, G. & Muller, A., 2010). The strategy perspective outlines the criticality and impact of innovation in the organization's strategic direction (Chen, G. & Muller, A., 2010).

Hence, it appears that the capacity of organizations to innovate is determined by several factors within their internal organization and their market environment (Rothwell, R., Freeman, C., Jervis, P., Robertson A., & Townsend, J., 1974). Therefore, it is essential to develop an overall firm-level innovation orientation that produces capabilities that leads to innovations and less on specific innovations (Siguaw, J.A., Simpson, P.M., & Enz, A. 2006). An innovation orientation is composed of beliefs and understandings that lead to innovative action; innovative actions are the outcomes, not the components, of an innovation orientation. They are related to the development of competencies in all aspects of the firm: marketing- processes, which are sometimes referred to in the literature as technical and administrative activities (Siguaw, J.A., Simpson, P.M., & Enz, A., 2006). Innovation should be a mind-set which has to be systematic that entails the monitoring of the sources of innovative opportunity. Successful entrepreneurs usually possess this mind-set which bears fruits of novelty and differentiation in the market where opportunity abounds.

Women Entrepreneurship

Women entrepreneurship is increasingly being recognized as an important factor for economic growth. In developing countries, SMEs account for more than 90 percent of all jobs, sales, and value-added; while in developed countries, these account for only over 50 percent of these measures (OECD, 2005). Based on a United Nations paper published in 2007, it was observed that in most parts of the world, women are virtually absent from or are poorly represented in economic decision-making, including the formulation of financial, monetary, commercial and other economic policies as well as tax systems and rules governing pay (Edralin, D.M., 2007). According to the Global Entrepreneurship Monitor for 2006-2007, the Philippines have the second highest percentage of entrepreneurially active females, among 42 countries, where six out of ten business start-ups were women owned. However, ownership ratio changes as the business develops: 69% of 3.5 months old businesses are women-owned. By the time the business reached more than 3.5 months to 42 months old, only 51% of them are women-owned and the

number reduces even further to 44% for businesses that are more than 42 months old (OECD (2005).

According to Hisrich, Peters, and Shepherd (OECD (2005), it is increasingly perceived that women are stepping away from their traditional roles and are venturing out to start to their own businesses. In this dynamic process, wealth is created by the individual who assumes the risks such as time, effort, capital, and other inputs to provide the product/service to the market. Entrepreneurship is inherently risky because only a few of the entrepreneurs know what they are doing (Chen, G. & Muller, A., 2010). Nevertheless, there are women who choose to organize and manage the resources of their own companies and assume the

financial risks in the hope of eventually earning a profit. For low-income women, the primary motivation for entrepreneurship is to generate income. At the same time, for many women entrepreneurs, objectives like self-fulfillment or fostering a worthwhile cause are as important as profit (Hisrich, R., Peters, M., & Shepherd, D, 2010). Similarly, Filipino women have the ability to develop various types of micro and small enterprises, but the business segments traditionally accessible to them often experience high competition, coupled with low productivity and often low margins (Edralin, D. M, 2007). In spite of these constraints, there are many Filipina entrepreneurs who became successful in the food, trading, entertainment, publishing, hospitality, wellness, and agriculture industries. Their innovative strategies, passion, and desire to be service to the consuming public are their propellers to their successful entrepreneurship.

Camarines Sur, Philippines

Camarines Sur is one of the six provinces of the Bicol Region in the main island of Luzon. The province's economy is agricultural with close to 62 percent of its total land area devoted to crop production. It is bordered by some the richest marine fishing grounds in the country and has huge zones of metallic and non-metallic mineral deposits (OECD , 2005).

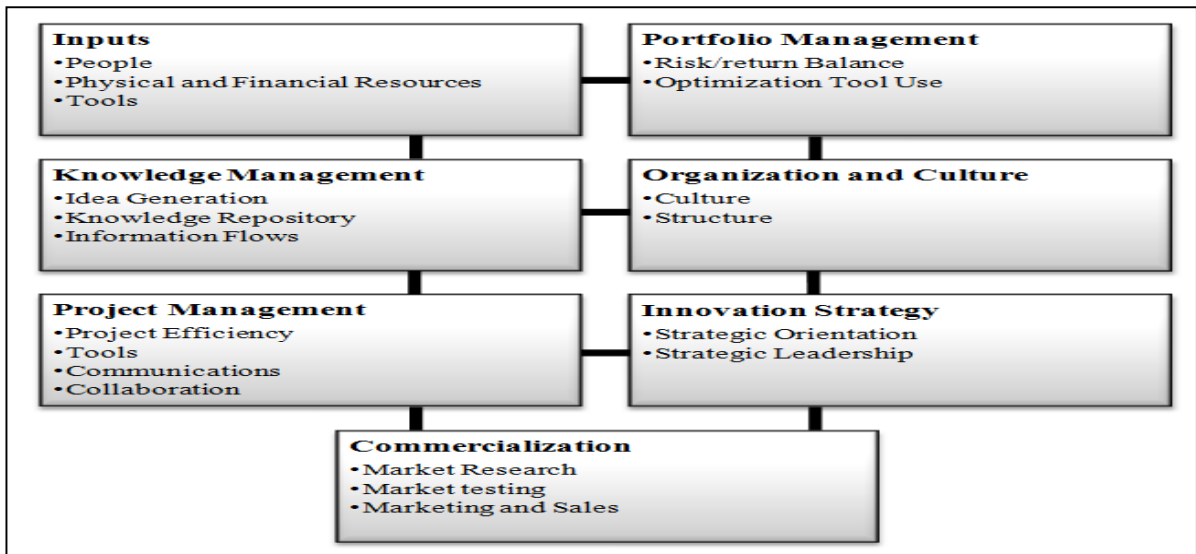


Figure 1. Innovation Management Measurement Areas

Research problem and objectives

Successful entrepreneurs innovate to create new values and make a different contribution (Drucker, P.F., 1985). They aim high and pursue systematic innovation by monitoring sources of innovative opportunity. But (Adams, R., Bessant, J., & Phelps, R. (2006), believed that there is a need to measure innovation management in order to allow entrepreneurs to conduct an evaluation of their own innovation management activity, identify gaps, weaknesses or deficiencies, and also improve their potential.

Given these perspectives, we pose this research problem: What are the innovation management practices of the four pioneering entrepreneurs from Camarines Sur?

Specifically, we aim to determine and compare the degree/level by which the four pioneering entrepreneurs implement practices along the seven innovation management areas, namely: inputs, knowledge management, innovation strategy, organization and culture, portfolio management, project management and commercialization.

Theoretical framework

Our study is rooted on the analytic framework of (Adams, R., Bessant, J., & Phelps, R. (2006) on innovation management measurement. The framework consists of seven categories: inputs, knowledge management, strategy, organization and culture, portfolio management, project management and commercialization.

. *Inputs management* is concerned with the resourcing of innovation activities and includes factors ranging from finance, to human and physical resources, to generating new ideas. *Knowledge management* is about obtaining and communicating ideas and information that underlie innovation competencies, and includes idea generation, absorptive capacity and networking. *Innovation strategy* is understood to describe an organization's innovation posture with regard to its competitive environment in terms of its new product and market development plans and that transition towards an innovation strategy will necessarily take several years because resources and energy that are necessary before such a transformation can even be triggered. *Organizational culture and structure* delve with the way staff are grouped and the organizational culture within which they work. *Portfolio management* is focused on making strategic, technological and resource choices that govern project selection and the future shape of the organization. *Project management* is concerned with the processes that turn the inputs into a marketable innovation since organizations seeking to innovate should establish formal processes for innovating and make use of tools and techniques that may facilitate innovative endeavors. *Commercialization* is about making the innovative process or product a commercial success; it includes issues such as marketing, sales, distribution and joint ventures. However, this appears to be the least developed among the elements involved in innovation management. The measurement framework shows the breadth and variety of elements of innovation management that ideally need to be measured (Adams, R., Bessant, J., & Phelps, R. (2006).

Methodology

Our descriptive and comparative qualitative research is based on the case study approach of the innovation management practices of four pioneering small-scale entrepreneurs engaged in the food, agritourism, and trading business in Camarines Sur. The main criteria we used to select our respondents are: (1) should be among those first few women entrepreneurs from the province, and (2) should have been operating their business for at least 10 years. Table 1 presents the brief profile of the four respondents.

Table 1.

Profile of the four entrepinays

Char	Anna	Beth	Carol	Doris
Size of firm (based on no of employee)	Small	Small	Small	Small
No of employees	10	44	61	10
Nature of business	Trading	Food	Food processing	Agri tourism
Type of Ownership	Sole	Sole	Sole	Sole
Years of operation	24	24	18	11
Location of business	Besides residence	Besides residence	Besides residence	Farm is located near residence
Stage of business life cycle	mature	mature	mature	mature

Case studies are usually employed to understand complex and multidimensional phenomena, such as the innovation process (OECD (2005)). Therefore, as a case study which is qualitative in nature, we conducted separate in-depth individual interviews (using unstructured or open ended questions) and observation of the four women entrepreneurs. We personally visited their business site to identify their innovative practices and validate the degree to which they are implementing these. The extent of their innovative practices is operationally defined as: Low = minimal; Average = moderate; and High = extensive.

To preserve the identity of the respondents, we denoted them as follows: the trading entrepinay as Entrepreneur Anna, the food-based entrepinay as Entrepreneur Beth, the food processing entrepinay as Carol and the agritourism entrepinay as Doris.

Results and Discussion

Box 1. Entrepreneur Anna: Up Close

“My innovation strategy is marked by a keen awareness of the market needs.”

My company is a market leader in the local healthcare industry. I supply medical and dental equipment to the local market. Before starting my own business, I worked for a

multinational company for three years after her graduation. Those three years are important as I got valuable lessons and trainings that I find useful for my own business. In 1990, after three years of being an employee and armed with my technical expertise honed by the trainings as an employee, I decided to go back to Naga City to start my own company.

Twenty four years ago, I started as a one-man team. Today, I have ten staff who helps me with the operation. I give equal opportunity to everyone regardless of their academic background as long as the potential employees are willing to be trained. I personally give the company orientation where I emphasize the importance of personality and good grooming in our business. I want to develop their confidence especially in dealing with clients. To further enhance the capability of my staff, I send them to trainings to equip them with the necessary technical and marketing skills. Over time, I have learned to delegate tasks to my staff such as encouraging them to make company presentation to prospective clients. With my 24 years industry exposure, I have reached the point where I am able to talk directly to key decision makers and suppliers for ease of access to resources I need.

I could say I rank high in knowledge management particularly in idea generation and information flow. My technical background means I am fully aware of the services I provide. At the same time, my 24 years in business allowed me to fully understand my market: what they want and what their constraints are. With these information, I can customize my service offering and I try to offer them a package that can answer their needs.

My innovation strategy is high marked because of my keen awareness of what the market needs. At the same time, I am aware that my employees are important to my business, so I treat both my clients and employees as partners. I am a hands-on owner-manager and I would like this business to last for generations.

At the same time, I try to ensure that the morale and motivation of my staff are high through the working environment in our office, providing incentives and by assisting them in their own personal needs such as providing housing benefits, cell phone and monthly phone allowance, free water, electric consumption subsidy among other benefits. I run my business the way multinationals run theirs and I instill the same corporate values to my employees. I always believe in giving my company a corporate image.

Our clients include both the private and government hospitals from the region, medical

centers, laboratories, schools/universities and other research institutions. As part of our commitment to our client-partners, we support continuing educational programs to end-users. Our trainings are meant to increase awareness of our end-users on technological growth and breakthrough in the field of medical and dental medicine. I would like to further educate them on the relevance of using high-quality healthcare products.

Our commercialization efforts have been supplemented by our strong partnership with suppliers and clients. As the founder of my company, I make it a point to regularly attend conventions and trade exhibits, locally or internationally and I ensure that I only get supplies from reputable sources.

Box 2. Entrepreneur Beth: Up Close

“I instil among my employees the value where the “customer-is-the-king” and to never refuse a client.”

I am a popular restaurateur in Naga City. In 1990, I was the first to put up a native food restaurant along the entire Magsaysay Avenue in Naga City when Magsaysay was just a long stretch of vacant lots with a spattering of houses and when all commercial transactions were happening in the “centro” or the downtown.

I have been exposed to cooking since my elementary days and I attribute my basic knowledge and love for cooking to my father who exposed me to cooking early on. When I got married and lived away from home, I started cooking cassava cake (from my memory of my university’s cassava cake). My mother-in-law loved it so much that she started distributing it to stores and schools in Naga City. From cassava cake, I went to processed meat (longganisa, ham) which was also marketed by my mother-in-law. From the initial wonder oven to an oven used for baking my cassava cake, I now have the equipment, facility, and people to help me run my business.

I allow my children free hand to experiment with our product offerings attuned to the needs of the market but I am still around. We have retained our “classic food offerings” but my children have also introduced new products for the younger market.

Over the years, we have updated the look of our establishment from the previous “Kamayan Concept” to a more avant-garde look, but the food remained the same. I am aware that our clients return to our restaurant for the food, hence, there is really no need to change it. However, in keeping with a new market and with the presence of other restaurants in the vicinity, I also came up with new food items and combinations.

I am in a highly competitive business so, I always remind my employee of the value where the “customer-is-the-king” and to never refuse a client. I always remind my employees and staff that “we should never disappoint a customer and give them reason to try other restaurants as it is tantamount to losing a valuable client!” Today, I am taking a backseat and allowing my children to run the restaurant. One of my children attends to the restaurant management and implements changes needed to attract other segments of the market. My other child looks after the financial aspect of the restaurant’s operation. I may have taken a backseat and gave responsibility for the operation to my children, but I still provide the needed leadership and vision for innovation.

We started with one product and a catering business, now we are one of the thriving food businesses in Naga City. At present, we are thinking of putting another branch either within or outside Naga City.

I am lucky that we have successfully used the social media in promoting our business. Just this month, we are the recipient of the 2014 Certificate of Excellence from Trip Advisor (www.tripadvisor.com). We also plan to hire a professional webpage designer to fully utilize the social media for promoting their restaurant and their food products.

To ensure happy and satisfied customer, we never compromise on the quality of our products. We are the first in Magsaysay to serve native foods and we want our customer to recreate their childhood memories through the food we serve.

Box 3. Entrepreneur Carol: Up Close

“I want to help stabilize supply of pili and contribute to the greening of the province”

I have invested in modern machines and equipment, such as industrial ovens, roasting machine, evaporator machine, juice extractor, and vacuum sealers that helped improve the products’ taste, freshness, and texture, and prolong their shelf life. I have also invested in equipment and software such as the POS system, and other IT related systems to enhance our production and management efficiency.

Because we are in the food processing business, we exert effort to ensure and continuously improve our product quality. For instance, we observe good manufacturing practices (GMP) in our working area to ensure cleanliness, safety, freshness, and quality of the products. We make sure that our handling processes for all our products are the same, whether it is for the export or the local market. I have consultants who help me with the operation and marketing activities.

We have been actively engaged in initiating improvements and additions to our existing product line. We have expanded our product line from the traditional sugar/honey coated pili to pili tarts, mazapan, and different flavored pili, among others. We have even experimented with the testa and came up with a product whose ingredients included the nut's testa. This is the thin brownish protective layer of pili nut that used to be regarded as a waste product but proved to be nutritious and environment-friendly. When I was just starting, I approached different government agencies who extended their assistance to me.

My innovation strategy has evolved from an initial focus on product development to initiating changes both at the marketing and organizational levels. I have been actively strengthening my supply chain to help in efforts to stabilize supply of pili nut in the region.

As part of my project management strategies, I have established collaborations with research organizations and found new methods of integration with suppliers. For instance, I initiated the PILipinas project. Under this project, I am offering a contract growing partnership with landowners, farmers, tenants, local government units, government and non-government agencies, private corporations, and religious-socio-civic organizations, who have idle lots they are willing to use for pili growing. I will provide all the input required and will buy all the pili produced from their contract growers.

I started as a home-based pili processor with an initial capital of Php 500 and has persevered to become one of the processed pili exporters from the region.

I introduced new sales channels in Naga City and Pili, Camarines Sur. The city is considered as the trade and financial center of Bicol while Camarines Sur Water Sports Complex is the home of wakeboarding sports. I also asked several hotels in Naga City to display my products. I applied for Halal Product Certification for our pili products. Last August 2, 2010, the Islamic Da'Wah Council of the Philippines, Inc., upon due review, analysis and physical audit of its plant and raw materials, ingredients and components used, issued its certification/accreditation declaring our products as "halal" or lawful for the consumption of Muslims worldwide.

Box 4. Entrepreneur Doris: Up Close

“My farm is my life, work, art, and my way of giving back to my community”

I started La Huerta de Rosario in 2004 upon my return to Bicol. I decided that I want to develop our 4-hectare family farm into something productive hence I started planting ornamental plants since I wanted to go into the landscaping business.

My farm is one of the first agri-tourism destination in the Bicol Region. It started as my playground; a farm just for myself but which eventually became a place where people can experience the rural lifestyle, enjoy the greenery and farm harvest and the local culinary delights. I want my farm guests to experience the joy of the harvest as they can pick and buy the vegetables in season.

With no agriculture background, I started reading and attending seminars and trainings on landscaping nursery management and gardening. I also attended seminars and trainings on gardening and landscaping from the TESDA. After which she started buying mother plants. With an initial capitalization of only P50, 000, I started with my landscaping business.

I believe that business is a hands-on thing. I am not afraid to introduce innovations in my farm. When I was just starting, I was invited by the Department of Agriculture to be a demo farm for vegetables. Encouraged by the outcome of our first harvest, I added another three plots. Today, I am the 1st Good Agricultural Practice awardee in the region.

From being a demo-farm, we now grow vegetables such as eggplant, bitter gourd, string beans, okra, and squash, along with the occasional crops of sweet corn, bell pepper, snap beans, spring onions, ginger, lettuce and pechay. I have also started offering a bed and breakfast that has no television unit and no air-conditioning unit because I am operating a farm not a resort.

I initially wanted a "pick-your-own vegetable" concept which is widely practiced in the US where buyers or consumers buy directly from the farm and harvest the vegetables of their choice". Today, the concept has evolved. My farm has also become a venue for trainings and learning sessions. I am happy when other farmers, organic enthusiasts, and families from within and outside the province visit my farm. I believe that I can share my advocacy with them. After all, my farm has become an advocacy for the environment.

Table 2.

Degree of innovation management practices of the Filipina entrepreneurs

Category	Measurement Areas	Anna			Beth			Carol			Doris		
		L	A	H	L	A	H	L	A	H	L	A	H
Input	People		x			x				x		x	
	Physical and financial resources			x			x			x			x
	Tools			x		x				x			x
Knowledge Management	Idea generation			x			x			x			x
	Knowledge repository			x			x			x			x
	Information flows			x			x		x				x
Innovation Strategy	Strategic orientation			x			x			x			x
	Strategic leadership			x			x			x			x
Organization and Culture	Culture			x			x			x			x
	Structure			x			x			x		x	
Project Management	Project efficiency			x			x			x			x
Commercialization	Market research			x			x			x			x
	Market testing			x			x			x			x
	Marketing and sale			x			x			x			x

Note: Low (L) = minimal; Average (A) = moderate; High (H) = extensive

Based on the interview data from the entrepinays as presented in the above table, interesting patterns of mostly high and some average degree of innovative management practices along the seven categories developed by Adams, Bessant and Phelps (2006) are evident and discussed as follows:

Inputs – The entrepinays have access to people with the right skills, experience and education. However, in terms of the number of people committed to the innovation task, it can be seen that the entrepinays involve only a few people in the innovation process with the possible exception of Carol who sought professional help to assist her in the marketing and operation activities. Entrepreneur Beth enjoys the support of her family in the formulation of innovative strategies while Entrepreneur Anna only has her

husband as a source of innovative ideas. They all have easy access to physical and financial resources. It is notable that the four entrepreneurs have successfully utilized their network, through their industry associations or as a member of several local organizations to gain access to information and resources necessary to implement their planned innovative actions. For instance, entrepreneur Anna's industry associations allowed her to go direct to the top management or to the decision maker, when necessary.

Knowledge management- The women entrepreneurs rated high in idea generation and information flow, particularly in their use of linkages; Entrepreneurs Anna, Carol and Doris in terms of new business strategies and Entrepreneur Beth in terms of new products to offer.

Innovation strategy- If the women entrepreneurs innovation strategy is viewed against their strategic orientation and vision, then, Entrepreneurs Anna and Carol ranks high with their vision of the company lasting for generations while Entrepreneur Beth plans on putting up additional branches within or even outside of Naga City. In terms of leadership, Entrepreneurs Anna, Carol and Doris are hands-on managers while Entrepreneur Beth is slowly turning over the firm's management to her children while maintaining a strong presence in her business.

Organization and Culture- The entrepreneurs are working to ensure that high morale and motivation are present in their respective organizations. Anna is planning to develop a community within the office establishment to cater to the needs of her staff. In the case of Beth, some of her staff when she was a fledgling entrepreneur are still with her until now. Anna and Carol both have a formal structure and delegates tasks to her staff. Beth works with her family where each child takes charge of specific functions like bookkeeping, restaurant operations management, and marketing.

Project management- Entrepreneurs Anna and Carol runs their business the way multinationals run theirs; Anna tries to instill the same corporate values to her employee but both believed in giving their respective companies a corporate image. With Beth, she has taken a backseat and allows her children to run the restaurant. One of her children attends to the restaurant operation management and implements changes needed to attract other segments of the market. The other child looks after the financial aspect of the restaurant's operation. Although she has taken a backseat and has given the responsibility to her children to operate the business, she still provides the needed leadership and vision for innovation. Doris has been actively expanding her product offering while maintaining the nature of her business and being actively engaged in her advocacies.

Commercialization- The four entrepreneurs' commercialization efforts have been supplemented by their strong partnership with suppliers and clients. Anna and Carol regularly attend conventions and trade exhibits, locally or internationally. With Beth, what started as a home-based business with only one product to offer has become one of the thriving food businesses in Camarines Sur. They have also successfully used the social media like Facebook in promoting their business. Being the first agritourism destination in the province gave Doris an edge. As a GAP awardee, farmers, organic product enthusiasts and students visit her farm to learn from her and her business model.

Conclusion and Recommendation

These are four cases of pioneering Filipina entrepreneurs from the province of Camarines Sur who managed to survive the initial risks associated with start-ups to become one of the market leaders in their respective industries. Our results revealed that the women entrepreneurs rated high on the following innovation management practices measures: innovation strategy, organization and culture. Innovation strategy is manifested in their vision, commitment to innovation and leadership while their efforts to motivate their people, propensity to take risks, and efforts to make the organization an attractive place to work on points to the value they put on the measure "organization and culture". Moreover, being in their small business, they know the importance of credibility and reliability towards maintaining their client base. Hence, they always go for quality product/service. Similarly, the entrepreneurs rated high in idea generation and information flow particularly their use of linkages such as use of new business strategies and new products to offer.

The patterns of the innovation management practices of the four women entrepreneurs confirm the views offered of (OECD (2005) when she said that women everywhere are becoming entrepreneurs. Our study showed that wherever one is, whether one is in the west or in the developing world, like Camarines Sur, Philippines, not all women are content to be employees. A growing number are emerging as entrepreneurs.

The entrepreneurs of Camarines Sur proved that failure to adapt well to emerging conditions may often lead to extinction. They were able to adapt, thus, they are still in business for more than 10 years now and aims to stay in the business for generations. Our findings also supported the view of De Geus (1997) as cited in (Dervitsi,K.N(2010), that innovation to create new value propositions becomes an issue of 'fitness for adaptation'

and survival, assuming priority for periods of transition over the conventional or 'fitness for use' view of quality.

Lastly, the experiences of the entrepreneurs further corroborated the assertion that innovation should be a mind-set and calls for the continuous monitoring of the sources of innovative opportunity. Successful entrepreneurs, as seen in the case of these four entrepreneurs, possess this mind-set that (Drucker, P.F. (1985) talks about. This led to products which are new and differentiated.

Accordingly, the concept of entrepreneurship as posited by (Hisrich, R., Peters, M., & Shepherd, D. (2010), as a process of creating something new with value by devoting the necessary time and effort; assuming the corresponding financial, psychic, and social risks and uncertainties; and receiving the resulting rewards of monetary and personal satisfaction is proven by these four case studies.

This current study has limitations that deserve mention. This study has entirely relied on the case study data of the four women entrepreneurs. To enhance the research on this important phenomenon, a larger sample should be covered including other women entrepreneurs from the entire Philippines. Longitudinal research is also needed to confirm the findings presented here.

In order to sustain innovation management, the women entrepreneurs should have a succession plan to be able to pass on what they have started and train the people who will be able to acquire the skill of creativity and innovation to be able to continue the existence of the business. Even though many of the enterprises are based in the provinces, hiring of professional management can be considered to professionalize the family business. Finally, it is very important for the entrepreneurs to keep the high morale of the employees by treating them fairly and training them well both in the behavioral and technical aspects of their job since they are the backbone of the firm.

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