

IMPACT OF CREATIVITY AND INNOVATION ON SUCCESS OF MYANMAR WOMEN ENTREPRENEUR

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ABSTRACT

This paper intends to explore the determinants of creativity and innovation, and to analyse the relationship between creativity, innovation, and success of Myanmar women entrepreneurs. In Myanmar, the government has been encouraging the development of small and medium enterprises through innovation since small businesses are the core of the economic growth and innovation. Thus, at present, the two associations of entrepreneurs; Myanmar Woman Entrepreneur Association (MWEA) and the Youth Entrepreneur Association (YEA) have been established in Myanmar. The pioneer organization and stronger organization is MWEA which was established in 1995.

Keywords: *Creativity and Innovation, Woman Entrepreneur Association, Youth Entrepreneur Association*

INTRODUCTION

The secret of the success of entrepreneurs is 'innovation'. Many researchers highlighted this point with various approaches. Okapara, (2007) observed that innovation is a critical element for small firms to improve and maintain their competitiveness. According to Freel (2000), informal and flexible communication and business operations enable small firms to be more innovative than big businesses. Informality and flexibility in business operations allow small and growing business firms to become a dominant force of innovation (Choi, Poon & Davis, 2000). Thus, small firms can compete with larger companies if they have unique and innovative ideas and products.

The chances of a small firm to survive and to be successful are becoming ever more dependent on innovation. Not only product innovation is important to maintain enough market share, but also process innovation are also necessary to produce below price level, and social innovation to maintain a flexible and durable organization (Heunks, 1998).

The recent social trend in many societies are expecting and demanding innovative products because consumers are very sensitive to innovative offerings of businesses. To cope with innovation sensitivity of consumers, entrepreneurs must consider their offerings to be innovative. Entrepreneurs are risk takers; they can develop and penetrate new business. They have great self-confidence in their ability to start and establish, capitalize on opportunities and to overcome all kinds of obstacles. Thus, entrepreneurs are playing a key role in

moving the nation toward certain basic economic development, more employment opportunities, new technical innovations, economic growth, and a higher standard of living which supplies new goods and services to the society.

The successful entrepreneurs have the ability to develop new ideas and to discover new ways of looking at problems and opportunities. That ability can be called as creativity. Creativity is "thinking new things" and innovation is "doing new things" (Zimmerer & Scarborough, 2008). However, having the great idea is not enough for high success of firms. Transforming new idea into a tangible product, service, or business is essential to gain success or growth in the market. Entrepreneurs also need the ability to apply creative solutions to problems and opportunities to enhance or to enrich people's lives. That ability is called innovation. Thus, the creativity is necessary for innovation and innovation is the instrument of successful manufacturers to launch new products or services commercially.

Research Background

Understanding the characteristics of women entrepreneurs is necessary for comprehending small businesses. Women-owned businesses create jobs, provide economic growth, and renew society (Fazalbhoy, 2014). Women have left the traditional workforce to establish businesses for a myriad of reasons. Reasons include lack of career progression, seeking personal satisfaction, alleviating a strain on personal lives, overcoming a sense of unfairness, filling

a void in the market with products or services, and having flexibility to handle family responsibilities (Fazalbhoy, 2014). Some women opened small businesses to leave perceived inequality in the labor market, and entered highly competitive niches, which were essentially unattractive to men (Watson, 2002).

Myanmar women who were working outside the home as employees are more and more entering the group of entrepreneurs because of such reasons, especially seeking personal satisfaction, alleviating a strain on personal lives, and having flexibility to handle family responsibilities. Most of the economists and social scientists have viewed that women out of the world have been assigned lower positions than that of men. The activities associated with prestige, power and authority have been allocated to men. However, this attitude is now changed in Myanmar. Nowadays a need to accord special place to the role of women is the course of development, take due recognition of their potentials and give them a private position in the society are well recognized not only at national level but also at international levels.

The need of the present day is to promote development in such a way that the first and foremost priority is given to women's skill development and education because women have plunged into the field of small entrepreneurs (Scott & Bruce, 1994). A study of women entrepreneurs includes one part of economic development in nation. In the past, activities demanding mechanical aptitude and the exercise of authority and leadership came under the domain of men since women were shy, insecure, and docile and they lacked leadership qualities. However, at present in Myanmar, women entrepreneurs create new jobs for themselves and others and by being different also provide society with different solutions to management, organization and business problems as well as to the exploitation of entrepreneurial opportunities.

In Myanmar, the result of election shows that some of the elected women representatives are women entrepreneurs. Thus, it can be concluded that Myanmar people perceived that women entrepreneurs could perform vital function in economic development of Myanmar.

In recent time, the role of women, especially business women have been rapidly increasing in Myanmar. People attitude towards the role of women in business world has been changed. In general, personal factors, entrepreneurial traits, and institutional factors are

related to performance of women entrepreneur. However, the most important factor is their creativity and innovation. Although the creativity may come from their personal traits, innovation would come from both their personal traits and the institutional support. The creative thinking alone is not enough to launch new products or services in the market successfully. Other factors are required to transform creative idea into economic reality.

In Myanmar, the government has been encouraging the development of small and medium enterprises through innovation since small businesses are the core of the economic growth and innovation. Thus, at present, the two associations of entrepreneurs: Myanmar Woman Entrepreneur Association (MWEA) and the Youth Entrepreneur Association (YEA) have been established in Myanmar. The pioneer organization and stronger organization is MWEA which was established in 1995.

According to the result from personal interview with some members, Khin and Sandar from MWEA, it is known that the number of MWEA member has been increasing (up to the five times of the number at commencement of MWEA). MWEA was established at 2nd February 1995 with 305 women entrepreneurs. In 2015, there are about 1600 members in MWEA. It is also known that most of the members had entered into this association when they were successful in the market. Thus, the rising number of members would represent the growing women-success in Myanmar.

The successful women entrepreneurs normally can develop new ideas and to discover new ways of looking at problems and opportunities. In today's fierce competition of Myanmar market, women entrepreneurs can succeed only by their great idea and the ability to translate that idea to economic reality. Today's Myanmar women entrepreneurs live and die according to the quality of their ideas and the competencies of their firm to translate that ideas into tangible new products, new processes, and new marketing methods.

Myanmar women entrepreneurs are now considering the utilization of newly observed materials, ingredients, production formula, new service providing process, new marketing method, and so on. However, many Myanmar women entrepreneurs still have not yet considered the impact of creativity and innovation on their performance. Although some women entrepreneurs are gaining success, some are facing failure. Successful women entrepreneurs may have high creativity as well as their firms possess the capabilities to transform their creative ideas into innovation.

However, women entrepreneurs facing failure also would have creative ideas. Their failure may be resulted from lack of capabilities to transform creativity into innovation, not from weak in creativity.

As the economic influence of women in the market place grows, successful entrepreneurs have occurred, and less research has been done to determine what characteristics make women successful as entrepreneurs. This study intended to explore the impact of creativity and innovation on success of Myanmar woman entrepreneurs. The results of the study may assist policy makers to encourage entrepreneurship, promote entrepreneurial success, and contribute to the field of entrepreneurship education. The knowledge acquired from the study is expected to provide encouragement to women who desire to become successful business owners.

Problem Statement

Due to the complexities in the social environment and administrative structure, women's entrepreneurship in Myanmar might be more challenging than men entrepreneurship. Many social and operational constraints continue to restrict women from starting and running economic enterprises. However, the development of women's entrepreneurship can offer employment. Growing number of women entrepreneurs may represent overall socio-economic progress of the country.

In Myanmar, women enterprises have emerged as a vital and dynamic sector of the economy. In Myanmar, social barriers to do own business are women's family and personal obligation. Women's family and personal obligations are sometimes great barriers for succeeding in business career. Thus, successful women entrepreneurs may have distinct attitude which support to manage both home and business efficiently, devoting enough time to perform all their responsibilities in priorities.

It is necessary to formulate strategies suitable for stimulating, supporting and sustaining the development of women entrepreneurship. Some researchers developed strategies to upgrade the development of small businesses through innovation. However, the strategies to upgrade the success of Myanmar women in businesses have not yet explored. In Myanmar, the stereotype of the role of women is now significantly changed. In the past, Myanmar women's inherent duty in family is not to do business, not to generate income, only to act as housewives.

Due to the socio-economic impact on businesses, many

factors forced women to do their own businesses. For enough family income, many women are working outside the homes. At present, women are more and more ambitious, and they tried to do their own businesses. The reasons of doing businesses of Myanmar women may be different from men because they do not have major duty to find money in normal families. Similarly, the reasons of success in market may be distinct from reasons of men.

With the encouragement of government and successful women entrepreneurs, the number of Myanmar women entrepreneurs is rising continuously. Those entrepreneurs can be grouped into two: (1) members of MWEA and (2) non-members of MWEA. However, MWEA members can represent the Myanmar women entrepreneurs because they usually go abroad on behalf of Myanmar women entrepreneurs to share experience and for paper reading, attending seminars and workshops, and so on.

In Myanmar, the success of women entrepreneurs would be related with their creativity and their firms' capabilities of innovation. In other countries, some researchers (Heunks, 1998; Mahemba & Bruijn, 2003) found that the major determinants of creativity and innovation of entrepreneurs are education background and cooperation with stakeholders including customers. The creativity and innovation of them would also be related with their practical experiences and close interaction with consumers.

Recently in Myanmar, although the number of Myanmar women entrepreneurs is rising, the number of successful women entrepreneurs is very small. It is an issue must be considered for development of Myanmar women entrepreneurs. If the success (performance) of Myanmar women entrepreneurs stems from their creativity and innovation, it is urgently needed to explore the factors influencing their creativity and innovation.

Successful women entrepreneurs would have creativity (great ideas) and some institutional factors to transform ideas into successful innovation. If so, it is urgently needed to explore these institutional factors. The personal traits could influence not only their creativity but also their innovation. Moreover, it is not sure their creativity leads to innovation. Their success would come out either from creativity or innovation.

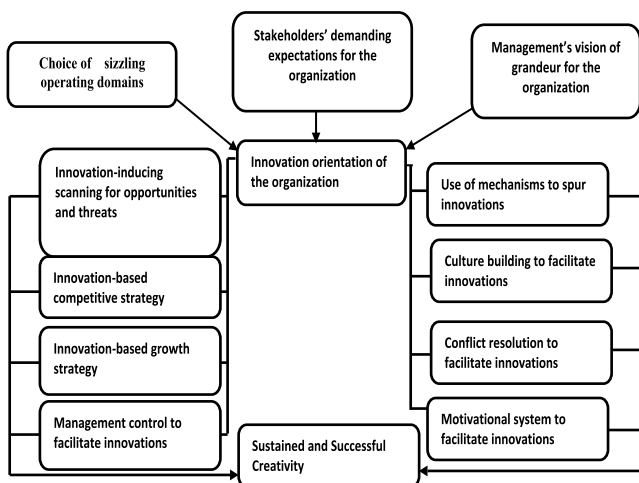
LITERATURE REVIEW

Organizational Design for Sustained and Successful Creativity

Daft (2003) presented the characteristics of creative organizations. Creative organizations are loosely structured. Creative organizations have an internal culture of playfulness, freedom, challenge, and grassroots participation. They harness all potential sources of new ideas from within. Many participative management programs are born out of the desire to enhance creativity for initiating changes.

The most creative companies embrace risk and encourage employees to make mistakes. There are some factors which are forcing the organization to be innovation oriented. Those factors prepare the organization for a burst of creativity. But the creativity needs to be channeled into different sorts of concrete actions that reflect innovative rather than humdrum choices (Khandwalla, 2003). The organizational design can be drawn for sustained and successful creativity. The organizational design developed by Khandwalla (2003), is shown in figure 1.

Figure 1: Organizational Design for Sustained and Successful Creativity



As shown in figure 1, the three factors that are forcing organization to be innovation oriented. These factors are (1) Domain choices, (2) Stakeholders' expectations, and (3) Management's grandeur vision.

Organizations, at least over the medium to long-term, can choose to operate in unfamiliar versus familiar, turbulent versus relatively stable, high growth versus mature, technologically or otherwise sophisticated versus relatively less sophisticated domains, competitive versus less competitive domains, and so forth. Choices that favor unfamiliarity, turbulence, sophistication, competitiveness, and so forth would likely veer the organization towards innovativeness,

while plumping for familiarity, stability, mass market, and lack of competition would likely trust the organization away from innovativeness.

Where critical stakeholders are demanding, the organization tends to undergo powerful conflicting pressures. Demanding customers want best value for money while demanding vendors want fair price and steady take off, demanding unions want job security, and excellent working conditions; financial institutions expect prompt payment of interest and due installments; demanding government agencies want good corporate citizenship; and demanding owners, of course, want sustained high rate of return on their investments. High quality management may feel challenged enough in the face of limited financial, human and technological resources to resort to innovation.

Management's visions are of future organizational grandeur, and that grandeur can take many forms. Management may visualize the organization as the topper in performance – the fastest growing, the most profitable, and so forth. Management can also visualize the organization as excellent in any quality, such as the one best known for product/service quality, or employment desirability.

Another grandeur vision is future bigness, clout in the marketplace or dominance. Still another grandeur vision is having a noble mission of contributing something of value to society. Whatever the vision of grandeur, if it is tenaciously held, it will induce search for innovative means to achieve it.

The creativity needs the eight actions that reflect innovation in organization. These actions are (1) Innovation-inducing scanning, (2) Innovations-based competitive strategy, (3) Innovations-based growth strategy, (4) Management control to facilitate innovations, (5) Motivational system to facilitate innovations, (6) Conflict resolution to facilitate innovations, (7) Culture-building to facilitate innovations, (8) Mechanisms to spur innovativeness.

(1) Innovation-inducing Scanning

If the organization knows where to look and how to creatively interpret what it finds, the world is full of opportunities. Much is going on outside each organization – technological changes; success and failures of new product introductions by other organizations; changes in government policies that render old formulas of success obsolete; and demographic changes, such as changes in birth and

death rates, in the population's age composition and health profile, in the relative size of the middle class, in urbanization, in the education profile of the population, and so forth.

Management may choose to just look to its left and right, or focus only on developments in its domain of activity; or it may develop antennas through intelligence networks, market research, research and development, long-term forecasting, managers' participation in conferences, seminars, and symposia, scanning of periodicals, contacts with the academia, active involvement in trade and industry association, and induction of experts on the board or its committees to keep itself informed about globally arising threats and opportunities.

(2) Innovation-based Competitive Strategy

The competitive strategies can be pursued based on existing products that the organization has adopted from somewhere else or they can be based on products specially innovated by the organization. A company following a low price, mass production strategy may do so by imitating a rival's product; or it can innovate a product that is cheaper than the substitutes and enter the market at a lower price than rivals. Similarly, the company may itself design a new product and its different models for its innovation-based product differentiation strategy; or identify the niche it wants to occupy and innovate a product specially for the niche and that niche only.

(3) Innovation-based Growth Strategy

Growth comes from expansion, diversification, joint ventures, acquisitions, and so forth. Opportunistic diversification offers a powerful growth strategy. Growth opportunities are screened based on their profit potential as opposed to being screened for proximity to the organization's 'core competence'. Once a profitable growth opportunity is identified, the suitable product/service is innovated/developed to exploit the opportunity. Intrapreneurship is another innovation-based growth strategy. Typically, the organization makes it known that it will entertain any far-out product/process research proposal even if it is incompatible with its present R&D priorities or competitive strategy.

(4) Management Control to Facilitate Innovations

Creative people generally dislike bureaucratic controls, tight supervision, and the like. But control is a necessity in organization life, so that activities remain broadly

compatible with the organization's goals rather than the goals of individuals. The dilemma is resolved when most control is transferred to professionals and their work groups. Also, when individuals get a sense of ownership in their activities, they tend to behave like responsible professionals, who generally subject themselves to profession-based self-control.

Increasingly, in a knowledge society, organizational members are highly educated professionals, and their work groups, too tend to be knowledge groups with strong professional norms.

(5) Motivational System to Facilitate Innovations

Research suggests that creativity is stimulated by 'intrinsic' rewards, meaningful tasks, chance to make a real contribution, and so forth. However, unfair compensation and reward systems can discourage creative people. So, the compensation system should be seen to be fair, but the emphasis should be strong on intrinsic motivations.

(6) Conflict Resolution to Facilitate Innovations

Conceiving and implementing innovations engender many conflicts – as to their need, claimed for benefits, costs, and mode of implementation. These conflicts are not necessarily bad. When handled well, they can be quite constructive, and lead to better solutions. But there certainly is a danger of conflicts becoming so intense as to get out of hand, souring relationships and leading to factions and politics in the workplace. Conflicts can be anticipated through careful planning of how the innovation is going to be implemented, and thereby prevented from occurring.

(7) Culture-building to Facilitate Innovations

The organization culture that is innovation-friendly is the one that stress uniqueness, experimentation, brainstorming, risk taking and entrepreneurship, novelty that works, and so forth. It is also the culture that emphasizes the effective implementation of chosen innovations and calls for stress on careful planning, monitoring, coordination, control, etc.

It is possible to get people to internalize both cultures of brainstorming and professional implementation of innovations. This can be done by making sure that the staff recruitment and selection system, performance evaluation system, reward system, promotion system, and so forth give roughly equal weight to both sets of values. Also, rotating people between research or other creative jobs and implementation jobs would help them internalize dual sets of values and skills.

Management communications can play an important role in building the right culture. Participative decision-making at all levels in all functions is another device to institutionalize a culture of creativity. Participative decision-making lowers the power barriers that prevent subordinates from speaking up and contributing their ideas. Besides, it facilitates the recruiting of problems through variety in the interpretations of the problem situation, and the consideration of various viewpoints and options.

(8) Mechanisms to Spur Innovativeness

Many powerful mechanisms are available to spur not only innovativeness in general, but also high levels of specific forms of management creativity. These forms are essence or idea creativity, elaboration or unique design creativity, expressive or communication creativity, entrepreneurial or novel initiatives and ventures creativity, existential or personal growth creativity, and empowerment creativity.

Essence creativity can be enhanced in the organization through various mechanisms. The sustained use of various techniques of creativity, especially of brainstorming, checklist of questions, can disseminate essence creativity widely in organization. The use of various suggestions generating, and continuous improvement-oriented systems is another mechanism for spurring essence creativity. Elaborative creativity can be enhanced by the mechanisms such as special taskforce, creative benchmarking, team building, and parallel groups (two or more teams).

Expressive creativity can be enhanced by the mechanisms such as specialists in aesthetics, creative communications, creative product design, and competitions by teams. The mechanism of intrapreneurship can enhance the entrepreneurial creativity. The existential creativity can be enhanced by creativity training, widespread brainstorming, suggestion schemes, and quality circles. Empowerment creativity can be enhanced with creation of councils of major stakeholders, and financial institutions.

Types of Innovation

The different classifications on innovation can be seen in different contexts as mentioned above. That means the different researchers identified different types of innovation. The various types of innovation are shown in Table 1.

Table 1: Types of Innovation in Various Contexts

Contexts	Economics	Technological	Business	General
Types of Innovation	Product	Product	Product	Product
	Process	Process	Process	Process
	Marketing	Incremental	Marketing	
	Supply Chain	Radical	Supply Chain	
	Business Model	New technological systems	Business Model	
		Techno-economic paradigm	Incremental	
			Radical	
			Organizational	
			Service	

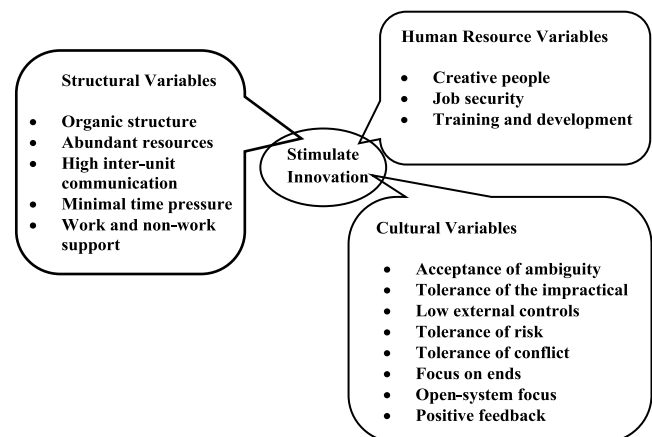
Source: Own Compilation from Identifications of Theorists

As shown in table 1, the most general common types of innovation are the product innovation and process innovation. However, in many industries in modern business world, the marketing innovation is also influencing largely on firm's success and performance.

Variables Stimulating and Nurturing Innovation

The three sets of variables have been found to stimulate innovation: the organization's structure, culture, and human resource practices (Robbins & Coulter, 1996). The model of variables stimulating innovation can be seen with Figure 2.

Figure 2: Innovation Variables



As shown in figure 2, the first group consists of structural variables which can stimulate the innovation within the organization.

Research into the effect of structural variables on innovation shows five things (Robbins & Coulter, 1996). First, organic structures positively influence innovation. Because this type of organization is low in formalization, centralization, and work specialization, organic structures facilitate the flexibility, adaptability, and cross-fertilization necessary in innovation. Second, the easy availability of plentiful resources provides the key building block for innovation. With an abundance

of resources, managers can afford to purchase innovations, can afford the cost of instituting innovations, and can absorb failures. Third, frequent inter-unit communication helps break down barriers to innovation.

RESEARCH METHODOLOGY

This chapter presents the research methodology applied in this study. It covers the research approach (qualitative or quantitative), the sampling procedure, data collection method, data analysis method, and research instrument.

Research Approach

In this study, both qualitative and quantitative approaches are applied. As the quantitative approach, the structured questionnaire is used to collect data from selected Myanmar women entrepreneurs. Almost all the questions included in questionnaire are close type questions. Field survey is conducted to collect data by conducting the personal interviews with selected women entrepreneurs.

As the qualitative approach, observation by researcher is conducted at some businesses of innovative women entrepreneurs as well as at some businesses of non-innovative women entrepreneurs. After collecting data from selected women entrepreneurs by using the structured questionnaire, and after analyzing the creativity and innovation of them, general conversation is conducted with some innovative and some non-innovative entrepreneurs.

In data analysis, data collected through quantitative approach are presented in Chapter IV (analysis chapter) of this paper. However, the data and information got from qualitative approach (observation and general conversation), are shown as findings and discussions under Chapter V (conclusion chapter).

Sampling Procedure

In Myanmar, the government has been encouraging the development of small and medium enterprises through innovation since small businesses are the core of the economic growth and innovation. Thus, at present, the two associations of entrepreneurs: Myanmar Woman Entrepreneur Association (MWEA) and the Youth Entrepreneur Association (YEA) have been established in Myanmar. The pioneer organization and stronger organization is MWEA which was established in 1995.

In Myanmar, according to the result from personal

interview with some members from MWEA², it is known that the number of MWEA member has been increasing (up to the five times of the number at commencement of MWEA). MWEA was established on 2nd February 1995 with 305 women entrepreneurs. In 2018, there are about 2000 members in MWEA.

It is also known that most of the members had entered into this association when they were successful in the market. Thus, the rising number of members would represent the growing women success in Myanmar. This study intends to explore the innovative behavior of Myanmar women entrepreneurs who are members of MWEA.

As the sample in this study, the 130 Myanmar women entrepreneurs are randomly selected from 860 (15%) who are members of Myanmar Women Entrepreneurs Association (MWEA) and their businesses are aged at least 3 years. There are total 2000 members in Myanmar Women Entrepreneurs Association (MWEA). The 860 out of 2000 own businesses aged at least 3 years. This time frame is adapted to the identification of previous researcher.

Mahemba & Bruijn, (2003) stated that the time horizon to measure innovation and success of SME in developing countries should be at least three years. Although the members of MWEA are from various states and divisions throughout Myanmar, the sample would not cover entrepreneurs from all the states and divisions proportionately.

Data Collection Method

To collect data from randomly selected Myanmar women entrepreneurs, the personal interview method is applied. In MWEA, member day meeting is usually held monthly at the last Sunday of every month. Thus, personal interviews can be conducted at the member days of February and March. The five MBA graduates from Yangon University of Economics have participated in data collection. All the 130 selected women entrepreneurs gave responses to questionnaires.

The data analysis is conducted when the data is collected from selected women entrepreneurs. From analysis, it is found that most of the surveyed women entrepreneurs are innovative. However, it is also found that some are non-innovative. After the analysis, the three successful innovative women entrepreneurs and two non-innovative women entrepreneurs are selected for observation at their firms, and to make conversation with them. These five entrepreneurs allowed the researcher to

get more information from them and their firms. The major information collected from them is about reasons of innovative and non-innovative at their firms.

DISCUSSION

From demographic profile analysis, it is found that most of the Myanmar women entrepreneurs are in young age, between 25 and 35. By concerning with entrepreneurs' education, most of the Myanmar women entrepreneurs got business education certificates or degrees (from Bachelor to Ph.D.). Most of the entrepreneurs started their current businesses from scratch. Some firms are inherited but entrepreneurs upgraded the inherited businesses and made significant change in product/service items or processes of marketing techniques.

Some entrepreneurs started the current businesses with their own ideas combining with finance from partners. Some purchased the existing firms, but they changed the business lines after they bought. Some gave answers that they have other reasons of starting businesses. They worked at others' businesses, then they got these businesses because the original owners didn't want to continue their businesses. Thus, the entrepreneurs took over these businesses.

CONCLUSION

This chapter summarizes the findings from the study of 130 Myanmar women entrepreneurs who are the members of Myanmar Women Entrepreneurs Association (MWEA), and their businesses are aged at least 3 years. Those findings are resulted from thorough analysis by using the conceptual framework mentioned in Chapter 2 and the analytical tools developed for assessing the influencing factors on creativity of women entrepreneurs and innovation of their firms and the relationships between creativity and innovation, and success of Myanmar women entrepreneurs.

The suggestions and comments for the success of Myanmar women entrepreneurs, and recommendations on growth of innovation in their firms are also stated. For the broad picture to be explored, the needs for future research based on this study are also pointed out.

RECOMMENDATIONS

In current situation, Myanmar women entrepreneurs are fragmentally and dispersedly located throughout the country. Various firms are producing various items of products and services in various places. Some

entrepreneurs generated very innovative products. It was obviously seen that some entrepreneurs who are doing the Myanmar traditional medicine businesses launched efficacious medicine drugs for some challenging and risky diseases. However, they distribute their valuable drugs to their specific townships. The entrepreneurs doing other types of businesses can also cope with small market area. They do not try to launch their products / services nationwide due to the problem of human resources. They cannot offer high salary by comparing with the salary rate given by Multinational Corporation entering Myanmar.

For the situation mentioned above, Myanmar women entrepreneurs should consider changing their small businesses into large companies by doing with other strong partners or doing joint ventures with both domestic and international firms which are especially from ASEAN countries. From general observation, it is found that there is no well-established Human Resources Department in the businesses of Myanmar women entrepreneurs, even no Human Resources Manager or responsible person for Human Resource management.

In most of their businesses, Human Resource Management responsibility is taken by owners by themselves. Moreover, in most of their businesses, family members and relatives are working as employees. They may be highly committed but they may not be skillful in respective areas of doing businesses. Thus, well-established Human Resource Department is needed especially at the businesses which are now at the growth stage of business life cycle.

The general overview on Myanmar women entrepreneurs gives some insights into reasons for not innovating firms. There are three main reasons for non-innovating. Those are weaknesses in cooperation with stakeholders, lack of employee attitude towards their work and the lack of business education of entrepreneurs and employees.

Some Myanmar women entrepreneurs have creative ideas to produce new products or services. However, they are weak in utilization of equipment and facilities to conduct the research and development on their newly observed items. If they can cooperate with their stakeholders like suppliers or other entrepreneurs who own modernized labs and facilities to test new ways, they can launch new products/services. Group research works should also be considered by women entrepreneurs who are doing businesses in same industry.

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