

International Conference

Universities, Entrepreneurship and Enterprise Development in Africa

13 – 14 September 2018

of the German-African University Partnership Platform for the
Development of Entrepreneurs and Small/Medium Enterprises



**Hochschule
Bonn-Rhein-Sieg**
University of Applied Sciences



University of Nairobi



UNIVERSITY OF
CAPE COAST

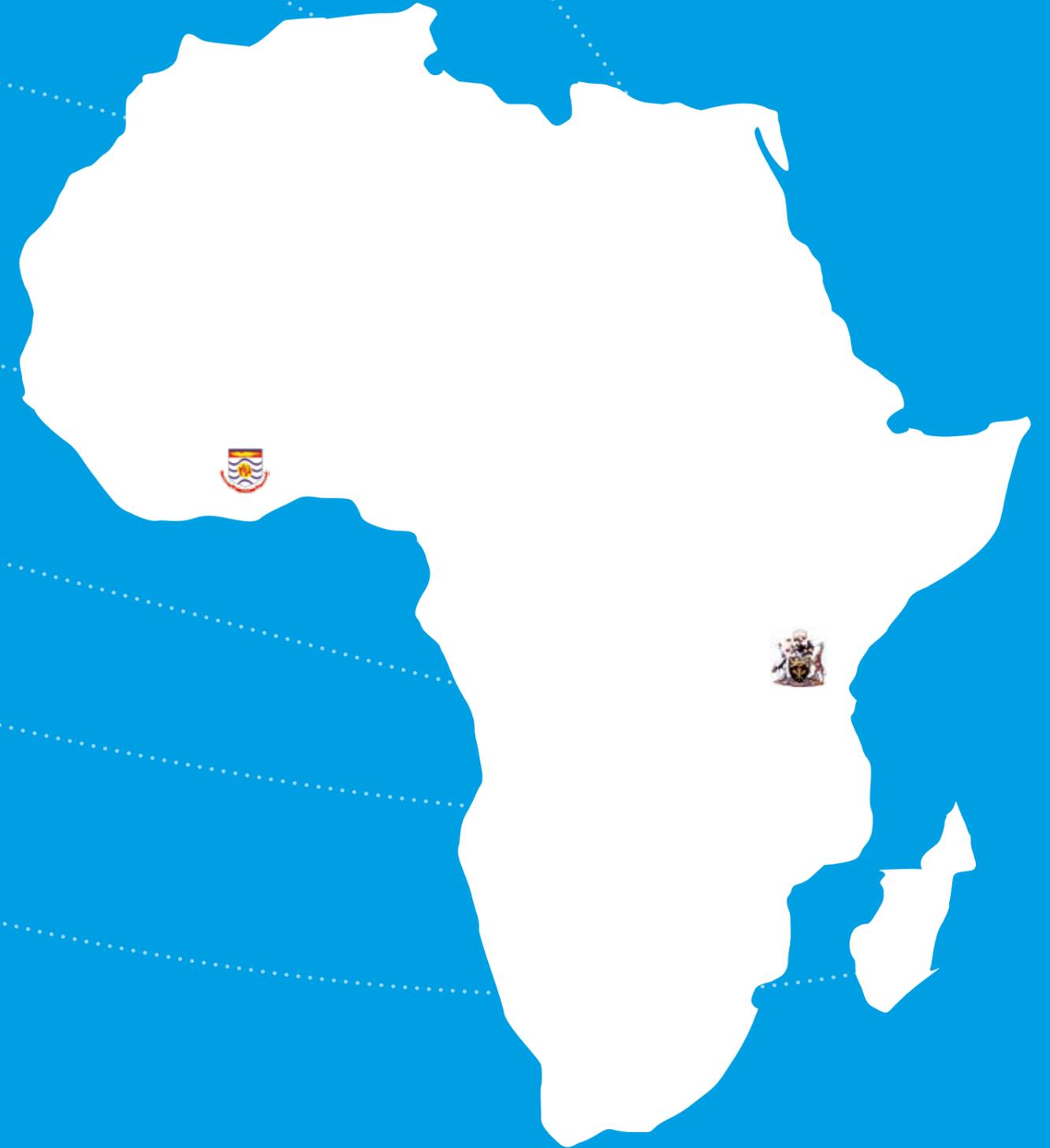


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We welcome you to the 7th annual conference

„Universities, Entrepreneurship and Enterprise Development in Africa“.

Dear Conference Participants,

We welcome you to the 7th annual conference „Universities, Entrepreneurship and Enterprise Development in Africa“.

The conference is organized by Bonn-Rhein-Sieg University of Applied Sciences and is part of the project “German-African University Partnership Platform for the Development of Entrepreneurship and SMEs” , financed by the German Federal Ministry of Economic Cooperation and Development (BMZ) and administrated by the German Academic Exchange Service (DAAD). The project is conducted through the Bonn-Rhein-Sieg University of Applied Sciences together with its partners, the University of Cape Coast in Ghana and the University of Nairobi in Kenya.

The conference continues the successful tradition of the previous years and provides a unique platform in Germany, allowing the exchange among businesses and between industry and academia from Europe and Africa. The conference highlights the issues entrepreneurship and Small and Medium Enterprises (SME) in Africa, market entry and market development in Africa, international business between Germany and Africa, as well as enterprise development and the training and recruitment of qualified personnel. Consideration will be given especially for the opportunities of networking between universities and businesses.

During the conference you have internet access through WiFi:



Event ID: Entrepreneurship Conference
Password: September2018



In emergency cases, you can reach the organization team on this number: **+49 2241 865-9676**
#UEEDA18

Description of session formats

This conference especially aims at facilitating networking and personal exchange. We therefore offer a variety of innovative discussion formats:

- **Workshops**
A workshop is a type of interactive training where participants carry out a number of training activities rather than passively listen to a lecture or presentation.
- **Panel Discussion**
A discussion of a subject of public interest by a group of persons forming a panel before an audience.
- **World Café**
The World Café provides a set-up of café tables, each one with a specific topic to discuss in small groups.
- **Fish Bowl**
A fish bowl consists of a panel discussion that allows active and immediate involvement of the audience.
- **Presentations and Discussions**
In each session two presentations are held, with ample time for subsequent discussion.
- **Poster sessions**
We have poster presentations throughout the entire conference.



We have reserved substantial time slots during coffee and lunch breaks that allow further networking.

Guideline for authors (Deadline, limit of 7,500 words)

As a result of the conference all submitted papers will be published in a collected edition. Please notice the following guidelines for submitting a paper:

- Paper submission deadline: 15 November 2018
- Submission email address: paper@german-african-entrepreneurship.org
- Maximum length of paper: 7,500 words
- A template for the paper will be available as download on our website: <https://www.german-african-entrepreneurship.org/2017/11/14/7th-annual-conference-universities-entrepreneurship-enterprise-development-africa/>



Session abstracts

Conference committee and session chairs for presentations and discussions

We would like to thank our conference committee for the interesting collection of conference sessions.

- **Subtheme 1: Business and entrepreneurship in Africa**
Prof. Winfried Polte, Bonn-Rhein-Sieg University of Applied Sciences, Germany
Prof. Klaus Deimel, Bonn-Rhein-Sieg University of Applied Sciences, Germany
Dr Luc Da Gbadji, Bonn-Rhein-Sieg University of Applied Sciences, Germany
Prof. Justus Munyoki, University of Nairobi, Kenya
- **Subtheme 2: Entrepreneurial education for employment and economic growth**
Dr Udo Scheuer, Bonn-Rhein-Sieg University of Applied Sciences, Germany
Prof. Dr. Rosemond Boohene, University of Cape Coast, Ghana
- **Subtheme 3: Intercultural challenges in the collaboration between Africa and Europe**
Eileen Küpper, Bonn-Rhein-Sieg University of Applied Sciences, Germany
Regina C. Brautlacht, Bonn-Rhein-Sieg University of Applied Sciences, Germany
- **Subtheme 4: Sustainable/Responsible business**
Prof. Dr. Wiltrud Terlau, Bonn-Rhein-Sieg University of Applied Sciences, Germany
Dr Martin Hamer, Bonn-Rhein-Sieg University of Applied Sciences, Germany
- **Subtheme 5: Tourism as entrepreneurial opportunity in Africa**
Prof. Peter Thuy, International University of Applied Sciences Bad Honnef, Germany
Dr David Rempel, International University of Applied Sciences Bad Honnef, Germany
- **Subtheme 6: Digital entrepreneurship**
Prof. Thorsten Bonne, Bonn-Rhein-Sieg University of Applied Sciences, Germany
Christian Keller, African Founders, Germany
- **Subtheme 7: Fast moving consumer goods**
Marc Zander, africon, Germany



Thursday, 13 September 10:45 – 12:00

- Room: B 060

*World Café:
What if public development aid programmes and the private sector work together? And how it can be done!*

Chair:
Gerhard Weber
Chamber of Industry and Commerce Bonn/Rhein-Sieg, Germany

Table hosts:
Anne Lauenroth
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Germany

Julia Müller
sequa, Germany

Nenja Niggeling & Isabel Plaßwilm
Senior Expert Service (SES), Germany

Kathrin Drews
Don Bosco Mondo, Germany

Dorothea Netz
Germany Trade and Invest (gtai), Germany



BDI-BMZ-GIZ cooperation project: „Growth, contacts, partnerships: the joint initiative „Creating Perspectives“ of the Federation of German Industries (BDI), the Federal Ministry for Economic Cooperation and Development (BMZ) and Gesellschaft für Internationale Zusammenarbeit (GIZ) supports selected companies in East Africa to grow and thereby create jobs. It initiates new projects and partnerships between German and East African business. It involves German companies in management trainings and mentoring tandems to upscale East African SMEs. With knowledge transfer and joint business activities with German companies, East African firms are supported to become more productive, competitive and innovative. German companies can contribute to the development of the region while laying the foundation for new business relationships.“

sequa is a globally operating organisation that carries out development projects and programmes in international development cooperation in close collaboration with the German private sector since 1991.

The developPPP.de-programme provides grants accessible by companies based in Europe whose entrepreneurial projects are linked with development objectives in development and transition countries. Project costs will be shared between the company and the German Government. The grant may amount up to a maximum of 50% of the total project costs, with a top limit of 200,000 EUR per project. Eligible applicants are European (EU/EFTA) companies (or their owners) as well as their subsidiaries in the partner countries. (The European company must have a share of at 25%). It is also possible to set up a consortium (with additional companies in Europe or abroad, BMOs, NGOs, VET Centres, et al) that is operated by a European company.

Senior Expert Service (SES) offers further training of local staff through assignments of SES Experts, who are either retired or on temporary leave (Weldienst 30+). Our clients are small and medium-sized enterprises, providers of vocational training and health care services, as well as national and inter-

national organizations/institutions. The duration of these honorary assignments ranges usually from three to six weeks; the maximum duration is six months. SES Experts can be requested for follow-up assignments – to ensure the sustainability of his or her work.“

Don Bosco Mondo is globally active in over 130 countries in close cooperation with the Salesians of Don Bosco and the Salesian Sisters of Don Bosco: a strong partnership for marginalized children and youth worldwide. Vocational education and training is one of the building blocks of a holistic approach to education for youth. Don Bosco Mondo works with companies to provide this opportunity to young people. The Corporate Cooperation department develops tailor-made solutions for businesses, ranging from collaborative partnerships in vocational education and training, exposure and dialogue programs to strategic partnerships and CSR activities.

Germany Trade & Invest (GTAI) is the economic development agency of the Federal Republic of Germany. GTAI supports German companies in their international business activities, and it supports foreign companies looking to locate to Germany. For firms active in foreign trade, GTAI provides a full economic, legal & social reference for various regions and countries, with a focus on comprehensive Export Market Information. In order to successfully compete, Germany’s export-oriented SME sector has to know its markets and the import regulations and characteristics of its target countries. GTAI experts at more than 50 locations worldwide analyze the latest trends and developments in all strategic growth markets. Our databases are updated daily and offer a diverse variety of status reports and analyses with around 3,000 new articles each year.



Thursday, 13 September 10:45 – 12:00

- Room: B 062

Workshop:
Evaluating impact of business simulation on the entrepreneurial intention among business students in Africa (Laptop needed)

Chair:
Syed Afraz Gillani and Julia Krätz
 Bonn-Rhein-Sieg University of Applied Sciences, Germany

Entrepreneurship is a current topic in business and academic world and contributes immensely to economic growth. Universities can play a vital role in the development of entrepreneurship, only if they provide practice-oriented teaching. The purpose of our study is to present a concept, how African universities can adopt new entrepreneurial pedagogy for their students. Focusing in Kenya, this paper presents an online business simulation learning program. We present the business simulation game, named CESIM, which support the student's awareness how it could be helpful to manage a new venture. This business simulation guides students through a virtual company with several business decision-making processes.

The student's sample size on which the results are based is N = 212 from five different public and private sectors Kenyan universities. The questionnaire was sent through WhatsApp to the students or they could easily download on a given website. The questions were divided into superordinate categories such as Entrepreneurial Education Components, Self-efficacy, Perceived Desirability and Entrepreneurial Intention Variables. The CESIM business simulation questionnaire consists of 8 items. We used a 5-point Likert scale. The first question about the simulation shows, that 89.6% of respondents have the opinion that the business simulation will contribute to their learning experience with (S.D = 0.858, Mean = 4.21).

87.7 % of students feel confident that business simulation will teach important skills with (S.D = 0.834, Mean = 4.24). 85.4% of participants show that the business simulation will be useful for decision-making with (S.D = 0.963, Mean = 4.18).

Students agreed by 84.5%, that the simulation will contribute to their future company's performance with (S.D = 0.928, Mean = 4.20). If the Simulation will encourage intellectual challenges were agreed by 83.5 % with (S.D = 1.056, Mean = 4.09). 84.9 % are of mind that the business simulation will help to develop independent thinking with (S.D = 0.888, Mean = 4.24). If the simulation seems interesting for students were asked and agreed by 82.6 % with (S.D = 0.881, Mean = 4.20). The last item was if the simulation will help to increase the ability for team decision making. This was confirmed by 88.2 % with (S.D = 0.803, Mean = 4.27). With the focus on entrepreneurial intention components, question 1 "I am interested in setting up my own business" are very positive about 94.8 % agreed with this statement with (S.D = 0.895, Mean = 4.58). We also ask if students are already working towards owning their own business. The answer with the agreement was 92 % with (S.D = 0.865, Mean = 4.43).

And the last item which seems to be interesting is if student's intent to start their own business within the next 2 years. 75.4% confirmed their intention to start their business with (S.D = 1.058, Mean = 4.09). Given results show that the high values of mean and the low values of standard deviation indicates that students of entrepreneurship class are agreed with all given statement in the questionnaire. Hence students have a very positive attitude towards business simulation learning and have very positive intention for their startups.

Thursday, 13 September 10:45 – 12:00

- Room: Hörsaal 7 / Lecture Hall 7

Panel Discussion:
Destination Development for Entrepreneurial Tourism in Lake Bosomtwe and Kintampo Falls (Ghana)

Chair:
Vida Commey
 Kumasi Technical University, Ghana

Panelists:
Dr Felix Narku Engmann
 Kumasi Technical University
Priscilla Osae-Akonnor
 Kumasi Technical University
Monica Frimpong
 Kumasi Technical University
Harrietta Akrofi-Ansah
 Kumasi Technical University
Dr Eudora Hagan
 Takoradi Technical University

The tourism industry is one of the world's largest industries (direct, indirect and induced). In 2014, Travel and tourism's total contribution to global GDP reached 7.58 trillion U.S. dollars out of which 3.85 trillion came from leisure spending. In terms of the number of travelers, in 2014, there were some 973.8 million international tourist arrivals worldwide, over half of these visiting Europe. This number had increased by around 250 million since 2005 and is forecasted to almost double to 1.81 billion by 2030. (The Travel & Tourism Competitiveness Report 2015 (world bank, 2013) Revealed as a development option, rural tourism is viewed as a panacea, increasing the economic viability of marginalized areas, stimulating social regeneration and improving the living condition of rural communities.

However, less developed countries afflicted by debilitating rural poverty have considerable potential in attracting tourist in search of new adventures. Africa has the potential with its cultural and natural resources to outpace other regions in attracting valuable tourism dollars. This study explores the elements and success factors of Tourism Destination Development and using these as a checklist to identify the strength and weaknesses of selected Tourist Destinations in Ghana West Africa. The rationale behind the study is to outline the crucial Destination Management (DM) criteria of all aspect that contribute to boost ultimate visitor experience, articulating the roles of the different stakeholders and identifying clear actions for effective Tourism Development in Ghana and in Africa.

Thursday, 13 September 10:45 – 12:00

• Room: C 115

Session Chair: Dr Luc Da Gbadji, Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

The effects of personalized and standardized finance trainings on small business owners

Helke Seitz

German Institute for Economic Research (DIW) Berlin, Germany

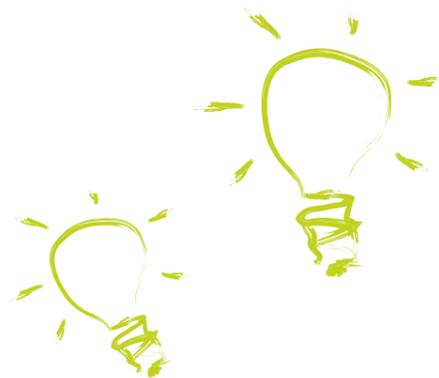
Micro and small enterprises in developing countries typically remain small and hardly grow beyond subsistence level.

Therefore, we designed a training that tries to improve financial behaviours of business owners with a strong focus on improving investment strategies.

In this study we examine two different financial trainings and compare them against each other. The first training teaches simple rules for investment decision making, "rule-of-thumb"- training.

For the second training the content is the same as for the rule-of-thumb training but it additionally provides personalized feedback on business owners past financial performance and practices.

The intervention targets 500 small and micro entrepreneurs Kampala, Uganda. The results show that entrepreneurs apply the training contents to their business. We find significant effects on investments which are financed by increased savings. The significant increase in sales outweighs the increase of costs. The training shows effects on profits in the intended direction, however the increase is not significant. We find that only the personalized feedback training leads to significant effects.



Thursday, 13 September 10:45 – 12:00

• Room: C 115

Session Chair: Dr Luc Da Gbadji, Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Marketing strategies, environmental dynamism and performance of spare parts dealership in Ghana

Prof. Francis Boachie-Mensah and Dr Gloria Agyapong

University of Cape Coast, Ghana

In today's business world, the success or failure of any business depends largely on how its customers are satisfied. Marketing strategies are fundamental to any organization, whether it provides services or goods and whether it has intentions of making profits or not. This study examined the relationship between marketing strategies and performance, and possible moderating role of external environmental variables in the spare parts dealership sector in Ghana. The study adopted the explanatory research design with a questionnaire to collect data from 220 spare parts dealers in the Accra and Kumasi Metropolis. The results showed a strong positive effect of marketing strategies (product, price place, promotion, CRM) on performance of spare parts dealers. Of the marketing strategies examined,

CRM had the most significant influence on performance. The results also revealed the moderating role of environmental variables on the relationship between marketing strategies and performance. The implications are that, even though these spare parts dealers face a plethora of problems from a turbulent business environment, the proper implementation of these marketing strategies will lead to high performance with regard to improved market share and growth of the spare parts dealerships.





Thursday, 13 September 10:45 – 12:00

- Room: C 117

Session Chair: Prof. Wiltrud Terlau & Dr Martin Hamer, Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Socially responsible investment and performance of microenterprises in Nairobi, Kenya

Dr Cyrus Iraya Mwangi

University of Nairobi, Kenya

Today access to finance is still by far the largest obstacle to growth for microenterprises, particularly in developing countries like Kenya. Such enterprises largely depend on self-financing or informal financing solutions, as mainstream commercial banks and financial institutions continue to under serve their needs. It is therefore paramount that a group of investors, for example impact or socially responsible investors, make a deliberate decision to finance microenterprises. Social Responsible Investment (SRI) can help any business to succeed. It can build sales, develop the workforce, boost enthusiasm and innovation, enhance trust in an enterprise and increase a company's reputation and standing.

This study aims at determining how socially responsible investments have been influencing the growth of microenterprises in Kenya. Primary data is being collected from 100 microenterprises in Nairobi County that have benefitted from funding by impact investors that are

members of Aspen Network of Development Entrepreneurs (ANDE). Diagnostic tests will then be performed on the data to determine its suitability for analysis before undertaking inferential analysis. The results of this study will add to existing knowledge in the area of SRI and performance of microenterprises. This study will help owners of microenterprises to understand the impact of their corporate social responsibility on the value of the firm which is important because many companies spend part of the shareholders' wealth on social responsibility with the hope of creating social value and attracting socially responsible investors to the firm.



Thursday, 13 September 10:45 – 12:00

- Room: C 117

Session Chair: Prof. Wiltrud Terlau & Dr Martin Hamer, Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Government-church partnership in promoting agribusinesses in Ghana

Daniel Ofori and Dr Alex Yaw Adom

University of Cape Coast, Ghana

There are successful partnerships between the government and the church in areas like education, health, housing and others. The church in Ghana is noted for its ability to mobilise both financial and human resources usually at low or no costs. Besides, churches continue to invest in human capital development such as, training and education; health care delivery, real estate and other businesses. The church has potentials to partner with the government in setting up small scale agri-businesses if the right partnership frameworks are developed.

The study analysed the government – church (G-C) partnership with the orthodox churches (the Roman Catholic Church, the Presbyterian Church, the Methodist Church and the Anglican Church) and the Pentecostal and Charismatic churches (the Pentecost Church, the International Central Gospel Church, the Lighthouse Chapel International, Action Chapel International and the Assemblies of God Church). Partnership engagements between these two bodies was explored for mutual benefit.

The study examined the role played by government in promoting this partnership; whether there are obstacles militating against collaboration; the attitude of churches towards partnership with government for promoting a better society for Ghanaians. The study employed both quantitative and qualitative methods which was juxtaposed for purposes of triangulation. Data was obtained by administering structured questionnaires and interviews. In the qualitative approach, data was analysed theme by theme in order

to generate grounded theory. As for the quantitative approach, means and standard deviations was used to describe data. In order to test hypotheses formulated, inferential statistics, namely; chi-square and t-test for independent samples was used. Altogether, 250 participants were purposely selected for the study. Our findings indicate that there is potential for successful partnership between the government and the church in promoting agribusinesses in Ghana. However, this study wishes to recommend a better framework for sustainable partnership.



Thursday, 13 September 10:45 – 12:00

• Room: C 119

Session Chair: Prof. Rosemond Boohene, University of Cape Coast, Ghana

Presentation:

Designing an accelerator for art graduates' start-ups in MENA region

Dr Mohammed Khalil

Zuyd University of Applied Sciences, The Netherlands

Amina Akkach

Academy of Traditional Arts, Morocco

Despite their growth, many emerging economies still produce more young university graduates than corresponding qualified jobs for them. Given the difficult social situation of many of these graduates, having an income soon after graduation is of high urgency. As a consequence, many end up accepting underqualified jobs. The option of creating their own job is often not considered.

Morocco is a country with renowned handicraft industry. The industry provides employment to more than 400.000 people with a large number of them belonging to bottom of the pyramid of the society. In 2015, the sector had a turnover of 21.8bn dirham (\$2.2bn). 90 to 95% of the products (often customised) are produced on a small scale, using local raw materials in small workshops with low capital investment.

In 2012, the Moroccan government created the Academy of Traditional Art (AAT) dedicated to Moroccan craft education. Each year, about 100 of its students earn a degree at master's level spread over 10 specializations. Once on the job market, graduates experience competition from handicraft workers who also combine artistic and manual skills and most of the time are active in informal or semi-informal economy. AAT graduates' discriminators, namely their competencies in advanced design, management, technology, innovation are often not optimally used. AAT decided to coach its graduates to valorise these competencies through entrepreneurship. This is expected to transform several graduates from job seekers into qualified job creators for themselves and for low educated but highly skilled handicraft workers.

There is a need to create a context where traditional art graduates learn and experiment starting and effectively running creative products and services businesses. It is proposed to do this through stimulating the creation of cooperatives and enterprises by graduates within an accelerator. The learning approach chosen for the accelerator is the 70-20-10 approach (Scott, 2016; Jennings and Wagnier, 2012). In this paper we present the accelerator design process to meet the requirements of graduates and of the local business culture and environment. To ensure relevance of the accelerator design and its embedding in the Traditional Art Business context on one side and have rigorous evaluation of the designed accelerator on the other side, we iteratively use case studies in the framework of Design Science Research Paradigm (Hevner, 2007). It is also to ensure that the accelerator model created is replicable and scalable in similar institutional and economic contexts



Thursday, 13 September 10:45 – 12:00

• Room: C 119

Session Chair: Prof. Rosemond Boohene, University of Cape Coast, Ghana

Presentation:

Transformational entrepreneurship through educational transformation: Entrepreneurship in the wider curricula

Stephen Dobson, Paul Jones, Gideon Maas and Joan Lockyer

Coventry University, United Kingdom

Over the last decade many African countries have seen significant economic growth however it is argued that industrial diversification has not necessarily followed this path. Youth under the age of 25 account for 62 per cent of the total population. Growth and diversification in formal jobs will fail to meet the increase in demand and address youth unemployment and as a consequence 87 per cent of new work (both employment and selfemployment) is in the informal sector. Also, 75 per cent of young people (15-29) are engaged in informal work (Shenu and Nilsson 2014). This is partially the result of the formal economy not creating sufficient number and diversity of jobs to the meet economic growth and demographic change.

Entrepreneurship Education (EE) has the potential to address this need and create a socioeconomic renaissance in the continent however we argue here that what is needed is a widespread approach for higher education and to build programmes of EE across all subject areas. This paper presents case studies from Vietnam, Mexico and Sub Saharan Africa in offering entrepreneurship programmes across numerous disciplines including chemical and mechanical engineering, architecture, urban design and planning as well as the creative industries.

By embedding EE across curricula and promoting entrepreneurship and innovation competencies in all subject areas it is asserted here that the diversification needed for inclusive growth may be achieved.





Thursday, 13 September 13:30 – 14:45

- Room: B 060

World Café:

BRS Market Attractiveness Index SME Africa - An Africa index developed for SMEs

Chair:

Jan Koetsier

BRS Institute of International Studies at Bonn-Rhein-Sieg University of Applied Sciences, Germany

Erik Deitersen

africon, Germany

Table Hosts:

Jan Koetsier

BRS Institute of International Studies at Bonn-Rhein-Sieg University of Applied Sciences, Germany

Erik Deitersen

africon, Germany

Bienvenue Angui

Bundesverband mittelständische Wirtschaft, Unternehmerverband Deutschlands, Germany

Burkhard Völkner

Ebner Stolz, Germany

African markets have long been regarded as stagnant and difficult. However, more and more countries in Sub-Saharan Africa are becoming increasingly successful in transforming their governments and economies, resulting in relatively stable and high-growth markets. Most SMEs in Germany, however, are not yet aware of the potential that awaits them on the continent.

The BRS Market Attractiveness Index SME Africa is intended to help companies to select attractive African markets for potential market entries and raises awareness for African markets. It will motivate to investigate new avenues of international growth, supports companies in the early stages of their market entry decision with profound knowledge and helps them plan the next steps of their market entry. The index will be focused especially on the needs of German SMEs and will provide customized ratings and information on a sector level, and cross-sector level. The **BRS Market Attractiveness Index SME Africa** uses the combined knowledge of academic research and hands-on experience. First-hand research for the index is conducted with German companies on the one hand and locally in African countries on the other hand to provide information of unparalleled accuracy and balance.

The world café with its different groups will give the participants the opportunity to discuss, the important issues for the development of a German SME specific index and how such an index can support companies in ways that are currently not available.

This discussion should provide insights into the following questions:

- What are key skill and resource constraints faced by (especially German) SMEs when entering the African markets?
- What are key advantages of (German) SMEs compared to e.g. larger firms?
- Which aspects of market environments in African countries are particularly important for a successful market entry of a (German) SME?
- How exactly do (German) SMEs handle new market entries? What are their first steps, their needs during the process etc.?
- What alternatives are currently available to (German) SME as first sources for information about African markets and support in the first steps of market entry? How can BRS Market Attractiveness Index SME Africa be an improvement to these alternatives

Thursday, 13 September 13:30 – 14:45

- Room: B 062

Workshop:

If it ain't broke, fix it! African entrepreneurs and preparation for the Fourth Industrial Revolution

Chair: Heindri Adré Bailey

Managing for Excellence (PTY), South Africa

For years, the common logic that underpinned entrepreneurship was to find a niche within in a market/sector and then solidify business practice to achieve success in the market segment. The dawn of technologically-based disruptive enterprises, such as Uber and Air B&B, coupled with the nearing Fourth Industrial revolution seriously call into question the conventional business logic. In this paper the projected impact of these forces on African entrepreneurs is explored. Specific focus is placed on the need for entrepreneurial skills and training to prepare for the impact of the Fourth Industrial revolution. We also explore the importance of innovation, both in terms of products and processes to mitigate against the impact of these forces.





Thursday, 13 September 13:30 – 14:45

- Room: Hörsaal 7 / Lecture Hall 7

Panel Discussion:

Empowering students to overcome intercultural barriers through Web 2.0

Chair:

Regina C. Brautlacht

Bonn-Rhein-Sieg University of Applied Sciences, Germany

Panellists:

Prof. Daniel Agyapong

University of Cape Coast, Ghana

Dr Joseph Owino

University of Nairobi, Kenya

Cultural differences across nations create barriers for business and subtly generate psychological and emotional conflicts among people in a global context. Failure to understand and appreciate culture of other nations locks out emotional connections denying entrepreneurs the opportunity to conduct successful business. Culture shapes people's mindset, behaviour and predisposed expectations. Communication is a powerful tool for connecting people and opening the doors for understanding each other. However, communication through physical connections and interactions globally is expensive and more difficult without prior knowledge of other people's culture. A global mindset has the implication of understanding the different cultures, and at the same time maintaining the local content. International collaboration of any form requires the appreciation of cultural diversity of the different countries involved. This is because intercultural challenges are inevitable in international collaboration. The main issue is how to learn how to deal with such challenges to help sustain partnerships, especially if the parties involved are experiencing certain cultures for the first time. The aim of the Building Bridge Across

Continents (BBAC) Project was to expose students from four countries (Germany, Ghana, Kenya and USA) to distinct cultures through a competency-based approach to learning. Using Web 2.0 tools, students from four different universities domiciled in Germany, Ghana, Kenya and America were paired in teams to explore cultures from the various countries involved in the project. The students carried out a joint survey and wrote a research report. The project took about 10 weeks. The exit survey for the students revealed students broke cultural barriers by learning intercultural aspects pertaining to lifestyles, family, time management, communication style, political systems, language, religion, technological development and media literacy. Other international collaboration skills learnt were power of negotiation and tolerance. In order to reduce intercultural challenges, it is recommended collaborating partners make the effort to study and appreciate the uniqueness of each culture. We conclude that successful entrepreneurial ventures require early exposure to cultural differences, identification of opportunities for business in different cultures and managing cross cultural diversity.

Thursday, 13 September 13:30 – 14:45

- Room: C 115

Session Chair: Dr Luc Da Gbadji, Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Universities contribution towards Kenya President's "Big Four" agenda: MKU Case

Prof. Peter Wanderi

Mount Kenya University, Kenya

Kenya, like all other developing countries in the world, is faced with the task of working strategically towards the achievement of the Sustained Development Goals (SDGs) 2030. These goals whose due date of accomplishment coincides with those of the national development blueprint, namely, the Kenya Vision 2030, have become a major focus of attention in the country. Conferences, workshops, and seminars are organized throughout the country on regular bases by joint multiplicity of organizations to address modalities of ensuring a timely achievement of SDGs in the country. Universities either individually or jointly are working towards this same target. More specifically, there are great areas of concern or priority areas that the country is focusing on as a strategic focus towards the achievement of the Kenya Vision 2030 and SDGs 2030. These strategic areas of focus have been isolated and declared by the President of the Republic of Kenya, His Excellency Uhuru Kenyatta as the country's "big four priority areas", namely, affordable housing, affordable health care, food

security, and manufacturing as a grandiose effort towards achievement of the SDGs, Kenya Vision 2030 as well as job and wealth creation. Similarly, Mount Kenya University's top management established the Graduate Enterprise Academy (GEA) in 2013 under the direct Patronage of the university's Founder with the primary aim of assisting graduates to be job and wealth creators rather than being job seekers. So far, over twenty start-ups are running throughout the country under Graduate Enterprise Academy (GEA). Incidentally, although the Graduate Enterprise Academy's diverse areas of focus extend beyond the President of Kenya's "Big Four" to include ICT and creative arts, there are justifiable cases to indicate that GEA's activities are also in support of the national "Big Four" agenda. This paper is an exposition of different start-ups under MKU's Graduate Enterprise Academy to show-case them as an effort towards the achievement of the national "Big Four" agenda.





Thursday, 13 September 13:30 – 14:45

• Room: C 115

Session Chair: Dr Luc Da Gbadji, Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

University business incubators: A state of knowledge overview.

Ademola Taiwo

Bonn-Rhein-Sieg University of Applied Sciences, Germany

Objective:

This paper introduces the theme University Business Incubation (UBI) while exploring extant literatures surrounding the concepts of UBI theme. The paper focusses on aggregating all quantitative literatures in the theme and developing a conceptual framework that could be used for further analysis.

Although the successes of these UBIs over the past three decades have spurred several researches, a unified framework is absenting on the study of the impact of the immediate environment on the overall performance of a UBI. This necessitate the need to develop a concise study framework for the UBI theme.

Theoretical Background:

University Business Incubators are innovative systems designed to assist entrepreneurs, in particular academics and students in the development of new firms. This is achieved by providing support (e.g. management, knowledge, financial services and network) to tenant companies or start-ups by effectively linking talent, technology, capital and know-how to develop new companies thereby speeding technology commercialization (Lee and Osteryoung, 2004).

This paper explores the theme University Business Incubation (UBI) by examining critical underlying questions in the study of the theme:

- How has UBI been studied in the past decades, what are the empirical & theoretical concepts, level of analyses that have been used in the study of UBIs and

- What constructs and variables have been used & how do these variables and constructs impact UBI overall performance, incubates expectations and outcome and the local & regional communities?

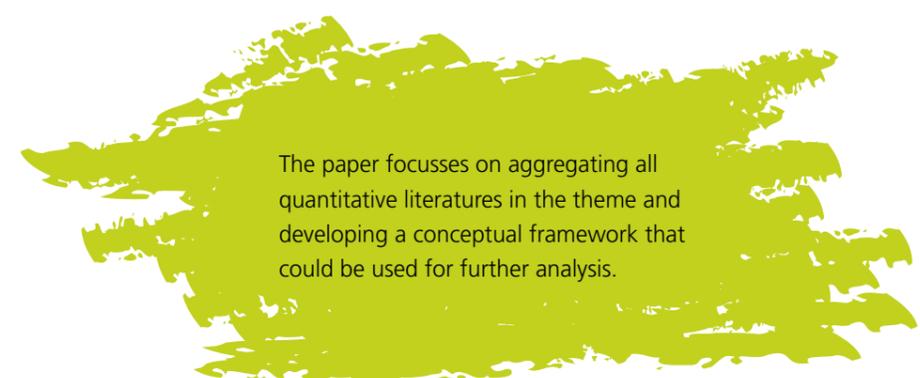
(Mian S.A ,2011) added that although UBI research is a relatively underexplored terrain, UBI research is difficult and conflicting claims exist and extant literatures span across many disciplines which makes the studies fragmented. It's also largely anecdotal and focusses only on success stories and a unified theoretical lenses or basis is lacking. These gaps explain the dire need for a unified form of UBI study. This paper will address these gaps and aggregate quantitative research about UBI and thus provide a conceptual framework that could be useful for a more concise study in the UBI field.

Methodology:

Based on a systematic review of the existing literature on Academic Entrepreneurship, Academic spin-offs, Incubating Students and graduating start-ups, University Business Incubation, by organizing extant literatures/articles in Business management, Innovation, Entrepreneurship & Technology. Using a methodical review process, 3 databases were utilized: Science Direct, Web of Science & EBSCO to target the UBI domain. The following keywords were used in the search: University Based Incubation, University Business Incubation, academic spin-offs/entrepreneurship. The list was further filtered to include articles only from highly ranked journals. This list highlighted (37 quantitative methodology-based articles) list of highly ranked journals publishing UBI research from 1988-2017) which are prominent and relevant to my research.

Findings/Contributions:

This paper contributes to the identification of successful University Business Incubation Models that have proved their worth in developed countries such as in Germany. Furthermore, the paper develops a conceptual framework and suggests adapted University Business Incubation Models taking into context some specificity of European countries.



The paper focusses on aggregating all quantitative literatures in the theme and developing a conceptual framework that could be used for further analysis.



Thursday, 13 September 13:30 – 14:45

• Room: C 117

Session Chair: Prof. Peter Thuy & Dr David Rempel, International University of Applied Sciences Bad Honnef, Germany

Presentation:

Entrepreneurial intentions in ecotourism development, using cycling around a tropical rainforest

Prof. Samuel B. Owusu-Mintah & Amos Noye

Cape Coast Technical University, Ghana

Higher educational institutions in developing countries offer entrepreneurship education to make their graduates job creators, instead of job seekers; due to their countries' high unemployment rates. Achieving this objective is not based only on entrepreneurial intentions of students, but also on their involvement in innovative business incubation at college. Such businesses could be built on the natural resource base of these countries. In Tropical Africa, the pristine forests could be used for ecotourism activities, such as cycling; a novelty in Ghana. In this paper, we examine the entrepreneurial intentions of tourism and catering students in a Technical University in Ghana, on the students' willingness to be involved in developing cycling as an ecotourism activity in a tropical rainforest around

the Kakum National Park. For the study, entrepreneurial intentions of about 200 students from these two groups of clusters will be compared using Chi-square tests to determine any statistical differences between their willingness to be involved in the cycling venture to be associated with the proposed Eco-Guesthouse project. Based on literature review of models of entrepreneurship development in ecotourism, this paper will present arguments on entrepreneurship intentions of students as well as hindrances to their achievement as entrepreneurs. Implications for policies for successful entrepreneurship development by graduates of higher education, and cycling as an ecotourism activity, will be presented.



Thursday, 13 September 13:30 – 14:45

• Room: C 117

Session Chair: Prof. Peter Thuy & Dr David Rempel, International University of Applied Sciences Bad Honnef, Germany

Presentations:

The potential and marketability of Ghanaian sea-turtle rescue projects for the German eco-tourist

Dr David Rempel

International University of Applied Sciences Bad Honnef, Germany

Phanuel Wunu

University of Cape Coast, Ghana

The German Eco-Tourism demand is quite large and Moscardo et.al showed that 46% of this market share are coastal and marine tourists. Visitors are prepared to pay higher user fees to access marine protected areas, many are willing to actively be involved in volunteer projects. Up to now the market for the German Eco Coastal and Marine Tourist for Ghanaian Rescue Projects is virtually untapped. Focused surveys on willingness of German Eco-Tourists to travel to support the protection of endangered species, specifically various Sea Turtles will be analyzed. Not only is Germany at the forefront of environmental awareness its government actively promotes the sustainable develop-

ment of tourism in the country's 130 National Natural Landscapes (Environmental Report 2015), and according to Waldmann, Germany is becoming an emerging leader in global marine conservation efforts. This study uses a survey in cooperation with various German sea turtle and marine protection foundations to explore the awareness of the Sea-Turtle Rescue Initiatives, the ecosystems and the willingness of German Eco-Tourists to visit Ghanaian Marine Rescue Projects as a main destination. The economic impact of the same will be explored.





Thursday, 13 September 13:30 – 14:45

- Room: C 119

Session Chair: Dr Udo Scheuer, Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Explorative study of entrepreneurship education and training programs in two Christian denominations in Ghana

Dr Keren Naa Abeka Arthur and Dr Alex Yaw Adom

University of Cape Coast, Ghana

Recently, researchers have become interested in understanding the dynamics of religion and entrepreneurship. Despite this, studies have focused primarily on micro issues such as understanding how religion shapes individual entrepreneurial decision making, individual perception of the contribution of business enterprises to society and the entrepreneurial engagements of Christian leaders with limited understanding of the nature of entrepreneurial education and training (EET) programs initiated by churches. We describe results of a study conducted in two Christian denominations in Ghana on the design, delivery, content and wrap-around services, if any of EET programs identified in these churches; and compare and contrast these with literature on best practices in the field. Using a qualitative approach and data from both secondary and primary sources, we found that although targeting of EET schemes are considered important for effective outcomes, programs identified within our cases were not targeted to specific groups with limited understanding of who the beneficiaries were. These were focused on labour rather than business outcomes. Findings also showed major differences in terms of trainers, delivery, class size, intensity and duration between the two studies. While trainers in Pentecostal churches involved practitioners and consultants who were church members, facilitators in the Latter-Day Saint church (LDS) were non-practitioner church members whose actions were guided by prescriptive rules on how to manage the class. Similarly, class size was unlimited for Pentecostal churches with trainings organized as and when needed or sometimes as one-off event or

over a short period of time while class size for the LDS church was usually limited to a maximum of 12 members, with scheme taking place once a week over 14 weeks. Content for both cases emphasized general management, sales, marketing, accounting, financing and entrepreneurial skills in line with common areas of interest used by current practitioners when targeting higher education students, potential entrepreneurs and practicing entrepreneurs. Nevertheless, teaching of gospel principles for both cases underpinned delivery of the scheme in a bid to foster personal discipline in translating lessons learnt into action. It appears that both denominations focused on the individual using primarily the networking approach as a wrap-around service. Despite this, the Pentecostal denomination supported its training with efforts to help beneficiaries' business get access to finance. We conclude that current practices of EET in the studied denominations are to a good extent similar to best practice guidelines suggested in the literature with few variations. We recommend that studied denominations target their EET programs to specific groups; and add to their goals a focus on developing their business competencies, specifically the technical skills of beneficiaries in their respective occupations. Further, research should be conducted to understand the effectiveness of these programs and lessons that could be useful for other providers of EET programs in society.

Thursday, 13 September 13:30 – 14:45

- Room: C 119

Session Chair: Dr Udo Scheuer, Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

An applied approach of teaching entrepreneurship – A method of poverty alleviation as well as wealth creation: A Study of the success factors of the “Mully Model of Applied Entrepreneurship Teaching”

Dr Charles Mutua Mulli

Mully Children's Family, Kenya

Dr David Rempel

International University of Applied Sciences Bad Honnef, Germany

This paper stresses the importance of entrepreneurship education towards enhancing sustainable development in Kenya. The problems facing the country range from a high rate of poverty, youth and graduate unemployment to overdependence on foreign goods and technology.

This paper therefore argues that entrepreneurship education will equip the students with the skills with which to not only be self-reliant, but to become wealth creators. The intervention level of entrepreneurship education has been at tertiary institutions and universities. This paper argues that attitudes and values are acquired at formative stage in life. Based on literature review of the models that have been used and yielded positive results, this paper proposes an innovative approach to the teaching of entrepreneurship education that is inclusive of pre-school, primary, secondary, tertiary and university levels. The Young Enterprise Scotland (YES) Company Program, a similar program in New Zealand, The Student Enterprise Program (SEP) of University of Utara Malaysia

and Durham University Business School (DUBS) models are among the successful ones in raising pupils and students self efficacy and other related entrepreneurial qualities. This paper explores and compares the “Mully Model of Applied Entrepreneurship Teaching”, and discusses the success factors within the Kenyan context.

The paper also recommends that educational programs at all levels of education should be made relevant to provide the youth the needed entrepreneurial skills. This paper recommends that policy makers should consider revising the entrepreneurship education policy to include secondary, primary and pre-primary levels. Further, it recommends that experiential learning methodologies be emphasized in the delivery of entrepreneurship education.





Thursday, 13 September 15:15 – 16:30

- Room: B 060

World Café:

Let's become instructional designers in a world café

Chair:

Laura Althaus

StartHub Africa, Germany

The contribution will bring participants through the journey of discussing and designing an effective program for entrepreneurial education. The session will be highly interactive and applies the World-Café format. In teams of 4 to 6 people, participants will sit around a table with a paper tablecloth, on which they will be noting their brainstorming results.

Procedure

First, we will start with a more analytical question on the required competences and equipment for becoming a successful entrepreneur:

Q1: What kind of competences and equipment are needed to be a successful entrepreneur?

Examples of competences: accounting skills, taking own initiative, creativity, rapid prototyping, work experience, etc. Examples of equipment: bank account, capital, access to computers, access to production machines, etc.

Secondly, participants will have the opportunity to become instructional designers and translate the requirements into a suitable entrepreneurship program. We assume that we target every African person wanting to start a business. Thus, the participants will focus on training opportunity entrepreneurs rather than necessity entrepreneurs. They will brainstorm around following concretizing question:

Q2: How could an entrepreneurship program look like, that addresses the concluded required competences and equipment?

To conclude more specific results and provide some guidance, we will ask participants to concretize at least following dimensions of their program. Of course, they are also asked to think innovatively and outside the box.

1. For each concluded and clustered requirement (competence and equipment), specify one specific intervention. E.g. for bank account: providing an information session from banks to the program participants; for design thinking: conducting a design sprint of one week in a rural area.

2. For each intervention, specify the teaching methodology (if applicable). E.g. online, in class, challenge-based, team projects vs individual projects, action-oriented, etc. 3. A final program overview with:

1. A clear order on the proposed interventions. E.g. design thinking sprint plus bank information session in the end.
2. Length of the program's blocks/interventions. E.g. design thinking sprint lasting 7 full time days and bank information session lasting 3 hours.

3. Setup of each block. E.g. design thinking sprint in teams in a rural area and bank information session held by bank representatives.

Afterwards, each team will shortly present their designed program. To conclude, we will present StartHub Africa's approach on entrepreneurship education and how we addressed our concluded required competencies.

The contribution aims to bring different perspectives together on what is really needed to promote entrepreneurship effectively. Where some might put emphasis on the teaching methodology, others may think that accounting skills are crucial. In this way, the participants learn from each other's perspectives and gain new insights on actual needs. But most importantly, participants actively translate their conclusions into concrete programs with effective interventions by joining forces and becoming instructional designers.

Content of the presentation

The content of the presentation will include a short introduction about StartHub Africa as an NPO (www.starthubafrica.org) and provide guidance through the whole workshop procedure. In the end, we will present StartHub's instructional approach and provide some examples and insights of our entrepreneurship academy.





Thursday, 13 September 15:15 – 16:30

- Room: B 062

Workshop:

Hospital Engineering Workshop: PPPs in Sub-Saharan Africa's Healthcare

Chair:

Johannes O. Bockmann

Hospital Engineering / ISM University Hamburg, Germany

All over the world governments are confronted with challenges in healthcare such as sufficient funding, professional management and cost-effective procurement systems. Often fiscal constraints occur, or the Public Sector is indebted (Nikolic und Maikisch 2006, Reich 2002). The emerging trend towards private involvement in the form of Public Private partnerships (PPPs) represents for many decision makers the future of global health (Reich 2002, Ciccone 2010).

Lewis und Miller (1987) concluded in 1987 that many African governments chose to provide health services directly to their people (with only minimal involvement of private firms), thereby often overlooking the managerial and financial requirements of such an approach. In the meantime, however, PPPs have become a feasible option since they are seen as an innovative method to overcome existing health systems deficits (Reich 2002). This is also confirmed by UN Secretary-General Kofi Annan (1999) who reflected that „peace and prosperity cannot be achieved without partnerships involving governments, international organizations, the business community, and civil society“.

The speaker will summarize relevant research about PPPs in Africa with a focus on Health. This will be followed by a workshop, where participants analyze existing cases in Sub-Saharan Africa and develop possible solutions to improve the performance and likely success of PPPs.

For more than 50 years Hospital Engineering has been providing holistic solutions to clients all over the world, including planning, construction, equipment and maintenance of medical facilities. With its Headquarters in Tuttlingen, Hospital Engineering is located in the Centre of German Medical Technology, supported by affiliates mainly in Sub-Saharan Africa. More than 130 projects make Hospital Engineering one of the leading Turn-Key Projectors, developing unique solutions for private and public customers with the goal to deliver state-of-the-art health care.



Thursday, 13 September 15:15 – 16:30

- Room: C 115

Session Chair: Regina C. Brautlacht, Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Pan African University - German government higher education cooperation in Algeria

Margaret Koli

United Nations University, Germany

Introduction

The Pan-African University Institute of Water and Energy Sciences (including Climate Change) (PAUWES) is one of the five hubs of the Pan African University (PAU) and hosted at the University of Tlemcen in Algeria. The Pan-African University (PAU) was initiated by the African Union Commission (AUC) in 2008 with the objective to promote higher education, science and technology on the African continent at a high academic level. The focus is on the development of post-graduates, PhD-candidates and applied research.

In partnership offers graduate students access to leading academic research and the latest theoretical and hands-on training in areas vital to the future of Africa's development.

The project is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) through the German Academic Exchange Service (DAAD) aims to support the development of PAUWES by enhancing its teaching and research activities in water and energy sciences. The United Nations University – Institute for Environment and Human Security (UNU-EHS), the Institute for Technology and Resources Management in the Tropics and Subtropics (ITT) at the Cologne University of Applied Sciences (CUAS) and the Center for Development Research (ZEF – Uni Bonn) are partners in a consortium for the implementation of the project.

Scene of the Project

The first phase (July 2014 - June 2016) incorporated the support for teaching at PAUWES (through workshops and summer schools in Germany, e-learning materials and tools, internship offerings and MSc-theses supervision), the organization of networking events and the linking of PAUWES with relevant partners as well as the exchange of experiences and concepts and the setup of entrepreneurship capacities to enhance PAUWES' institutional development. This phase brought together over 50 students from over 15 African countries to pursue their masters education. The 2nd phase of the project (2016-2018) now aims to provide targeted support in teaching establishing links to institutions and administrations as well as companies and strengthening the exchange of staff and students between PAUWES and the consortium partners. The project has grown to host over 70 students from over 20 African countries.

To further strengthen the links between research and practice in the energy, water and climate change nexus, a networking conference will be jointly organized between partners in Germany and Algeria. This is the PAUWES Research-2-Practice Forum, which will be held from 16th to 18th April 2018 in Tlemcen, Algeria.



Thursday, 13 September 15:15 – 16:30

• Room: C 115

Session Chair: Regina C. Brautlacht, Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Enhancing university industry linkages through marketing and entrepreneurship

Prof. Justus Munyoki and Dr Joseph Owino

University of Nairobi, Kenya

Inter-cultural experience in Higher Cooperation with PAUWES.

This paper draws from the various areas of experience within the cooperation. The paper will center on the German-PanAfrican collaboration experience. Furthermore, it will explicate the challenges and opportunities in terms of project governance, socio-economic landscape of the project location, project management experience and multi-culturalism of the beneficiaries. Additionally, the paper will delve into the tools such as the PAUWES Community of Practice which was used to support the cooperation, promote cultural understanding and communication.

Conclusion

By sharing an analysis of this experience, it will give other international researchers, entrepreneurs and consortiums collaborating an objective view of critical elements that should be considered in international cooperation.

The link between universities and the industry has been of concern both locally as well as globally for a long time, for the obvious reason that it is perceived to enhance organizational performance. The gap between universities and the industry has been widening in developing countries leading to lost opportunities for joint research, product development and job creation. Marketing and entrepreneurship could play a pivotal role in reversing the weakened linkages by building mutual relationship and strengthening bonds between universities and industry. This study seeks to examine the role of marketing and entrepreneurship as important tools for enhancing the university industry linkages. It considers the nexus of entrepreneurship and marketing exemplified by the attributes of innovativeness, creativity, risk taking; proactive orientation and value creation as crucial for creating, nurturing and developing sustained linkages between universities and industry. Using a sample of 150 small and medium sized enterprises in Nairobi City County, the study seeks to determine the aspects

of marketing and entrepreneurship that have the highest influence on enhancing the university industry linkages. Data will be collected using structured questionnaire administered to managers of small and medium sized enterprises engaged in manufacturing, retail, banking and hospitals. In addition, qualitative data will be gathered through depth interviews conducted with purposively selected Deputy Vice Chancellors in charge of Research, Production and Extension or their equivalents depending on administrative configuration of the university. Survey data collected from small and medium enterprises will be analyzed through descriptive statistics including mean scores and standard deviation. We will test our hypothesis through regression analysis. Qualitative data obtained from depth interviews will be context analyzed to explain how entrepreneurship and marketing can be used to build university-industry linkages.





Thursday, 13 September 15:15 – 16:30

• Room: C 117

Session Chair: Dr Luc Da Gbadji, Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Social capital and performance of small and medium- sized enterprises in the Accra Metropolis, Ghana

Regina Appiah Gyimah

Accra Technical University, Ghana

Prof. Rosemond Boohene

University of Cape Coast, Ghana

This study sought to examine the relationship between the components of SMEs social capital and firm performance. Using the resource-based view as the theoretical foundation and census, 1,532 SMEs were selected in the Accra Metropolis for the study. Empirical results from 717 SMEs, utilising the hierarchical linear regression model, revealed that owner/manger's network relationships are beneficial to the firm depending on when the relationships are closed or opened. Moreover, the study found that social capital has a significant impact on the sales and market performance of small and medium-sized enterprises. The results also brought to the fore the fact that most social networks of SME entrepreneurs are family, friends and relatives, which most times can only be used for expressive purposes and not for instrumental gain. The practical implications of the results are also discussed.



Thursday, 13 September 15:15 – 16:30

• Room: C 117

Session Chair: Dr Luc Da Gbadji, Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Adoption of human resource management practices by SMEs in Ghana

Prof. Gabriel Dwomoh

Kumasi Technical University, Ghana

The increasing call by the Ghana government for foreign investors coupled with trade liberalization has created dynamic business environment with high risk and uncertainty for local businesses which Small and Medium Scale Enterprises (SMEs) tend to dominate. This high risk and uncertainty can be manifested in the decrease of market share and inefficiency due to the unforeseen presence of these foreign businesses. Many Human Resource Practitioners believe that what makes an organization to compete effectively with each other is the stock of knowledge, skills and abilities (KSAs) it possesses. These KSAs can be acquired through effective human resource management (HRM) practices which many HRM practitioners believe is missing in the management of employees by owners of SMEs. Over the years, human resource researchers have largely ignored the SMEs and focused their attention on corporate entities even though these SMEs contribute more to the GDP of Ghana than the larger organizations. If these SMEs are to be competitive, then there is the need for HRM practitioners to pay attention on how within the limited resources of these SMEs, they can adopt HRM practices that can equally help them acquire the full complement of the KSAs they need to compete effectively in the business environment. Based on this premise, this study looks at adoption of HRM practices by SMEs in Ghana and how they can be improved so that they can compete favourably in this volatile business environment.

The target population for the study is all the registered SMEs in the Ashanti Region of Ghana amounting to 900 based on the information obtained from the Registrar Generals Department as at 2017. Simple random sampling using the lottery method was used to select 250 SMEs mainly business owners for the study. The data collection instrument used was questionnaires to solicit information from the selected SMEs. The researcher used Pearson Correlation as a statistical tool to test the strength of relationship between the various HRM practices and SMEs competitiveness in terms of their growth. The results of the study revealed that SMEs in Ghana are handicapped in adopting best HRM practices that will enable them to acquire, develop and retain its human resources to compete effectively in the Ghana's business environment. This handicap in best HRM practices was attributed to many factors which lack of education and technical know-how in the field of HRM by owners of these SMEs were dominant. The study recommended the need for SMEs to adopt HRM bootstrapping techniques and also the Government of Ghana to develop the capacity of owners of these SMEs since they are the engine for the government to achieve its vision of turning the country into an industrialized economy.



Thursday, 13 September 15:15 – 16:30

- Room: C 119

Session Chair: Prof. Peter Thuy & Dr David Rempel, International University of Applied Sciences Bad Honnef, Germany

Presentation:

Eco-mountain-bike cycling tours, in Ghana – Market potential

Dr David Rempel and Felix Wölfle

International University of Applied Sciences Bad Honnef, Germany

Higher educational institutions in developing countries offer entrepreneurship education to make their graduates job creators, instead of job seekers; due to their countries' high unemployment rates. Achieving this objective is not based only on entrepreneurial intentions of students, but also on their involvement in innovative business incubation at college, and the marketability of the product to the appropriate market. Such businesses could be built on the natural resource base of these countries. In Subtropical and Tropical Africa, the pristine forests and hilly landscapes could be used for ecotourism activities, such as mountain biking; a novelty in Ghana. One proposed entrepreneurial idea is to offer Mountain-Bike Tourism opportunities in Ghanaian National Parks. Cycling as an ecotourism activity, is already well-established and a growing (trend) in the European Tourism market. Studies show significant benefit to economic impacts to local communities, where mountain bike tourism has been established. This paper explores the "European Mountain Biker" on the receptiveness of eco-mountain biking adventure-tours in Ghana and the potential economic impact.



Thursday, 13 September 15:15 – 16:30

- Room: C 119

Session Chair: Prof. Peter Thuy & Dr David Rempel, International University of Applied Sciences Bad Honnef, Germany

Presentation

The role of well-regulated hunting tourism in Namibia – A debatable necessity for effective conservation management and sustainable tourism

Dr David Rempel & Lisa Schmitt

International University of Applied Sciences Bad Honnef, Germany

This study critically investigates the ecological, economical and conservation impact of well-regulated hunting tourism in Namibia. Different factors are taken into consideration, regarding the country's attributes that differ significantly from other sub-Saharan African countries and their methods to achieve successful conservation management strategies. Decades worth of secondary data from local and national Namibian authorities is analyzed as to how well-regulated hunting tourism in Namibia is an important part of biodiversity conservation. The results outline that hunting tourism is crucial for the value of wildlife and yields for wildlife to have a greater conservation, environmental and economic benefit than livestock and crop farming in Namibia. The results show that Namibia's controlled hunting, has played a large role in conserving the country's natural habitat. As a result, a steeply growing number of wildlife has been recorded over the last 50 years. Well-regulated hunting tourism favors the development of rural areas and yields incentives to fight poaching and the illegal trade of wild animal products, while at the same time having a substantial positive economic impact on rural areas. Potential growth and impact of regulated hunting tourism as effective conservation management is explored.





Friday, 14 September 10:30 – 11:45

- Room: B 060

World Café:
African SMMEs and the need for prompt payment legislation

Chair: Heindri Adré Bailey
 Managing for Excellence (PTY) LTD, South Africa

African Small, Medium and Micro Enterprises can play a vital role in job creation and advancing the general welfare of Africa's people. Among the many risks faced by African SMMEs is the lack of frameworks for prompt payment to SMMEs by both the public sector (government departments) and larger private sector companies. This paper explores this phenomenon using case studies and explores best practices in prompt payment regulations and legislations that can assist in addressing this risk to the survival and prosperity of African SMMEs.



Friday, 14 September 10:30 – 11:45

- Room: B 062

Workshop:
Finding work - binding talent: How companies and alumni find each other

Chair:
Dr Jörg Kleis
 Co-Founder, AfricaWorks, Germany

There are up to 30.000 African students enrolled at German speaking universities every year. While many of them are sponsored, there is a growing number of free movers. However, a degree does not automatically translate into a job, which raises the issue of employability.

At the same time companies are expressing their interest in the potential that lies in African markets ("Chancenkontinent Afrika"). Surveys show that finding and binding qualified staff is one of the keys to successful business implementation. Meanwhile, the lack of skilled workers ("Fachkräftemangel") is already a serious problem for German companies – and diversity at the workplace has become a competitive factor in a global economy.

Can this situation be developed further for the good of both sides? This interactive workshop conducted by AfricaWorks, a spin-off by the University of Leipzig, will shed light on the obstacles, goals and wishes of employers and employees. Do both sides really know what the other is looking for? We will create solutions and share advice on how talent and companies can find each other, but also on how to grow together and unfold the potential that lies in collaboration.





Friday, 14 September 10:30 – 11:45

- Room: Hörsaal 7 / Lecture Hall 7

*Panel Discussion:
Promoting employment and economic growth in agriculture and agri-food:
Agripreneurship*

Chair:

Dr Anne Roulin

Agripreneurship Alliance, Switzerland

Panelists:

Dr Florence Opondo

University of Laikipia, Kenya

Ines Burrus

University of Lausanne, Switzerland

Dr Teun Dekker

Swedish University of Agricultural Sciences (SLU), Sweden

It is estimated that food production will need to increase by 70% by 2050 to meet the needs of a growing global population and the escalating demand for more animal sourced protein. This situation is exasperated by a backdrop of climate change, water scarcity, high food waste and an ageing farmer population worldwide. The latter is even more severe in rural areas with less than 5% of farmers being under the age of 35. These factors are particularly critical in Sub-Saharan Africa (SSA) where agricultural yields are frequently very low and access to new technologies is extremely limited. It is young people that have the creativity and dynamism to adopt new technologies to increase productivity whilst reducing environmental impact. For these reasons, it is essential to build more effective ways to motivate young people and help build the business skills required to enter agriculture and create sustainable businesses. Without this, who will be the farmers of the future? Furthermore, it is anticipated that the population of youth in Africa will double to over 830 million by 2050 (ILO 2017). Already 10 million youth enter Africa's labour market annually and unemployment is high. Thus, agriculture and the agri-food sector provides significant opportunities for young people. "A focus should thus be on tapping the dynamism and resourcefulness of youth to establish

productive and pro-poor ventures, especially in agriculture, and helping them to create jobs for themselves (and others) within the agriculture value chain. Only by doing this will the potential of a brighter future for Africa be realised" (AGRA, Kenya 2015).

The panel will be composed of representatives from NGOs, international organisations and academia all active in the field of Agripreneurship in East and West Africa. Each panel member will give a short presentation (5 to 8 minutes) about their activities and explain how this is helping to promote youth employment and economic growth. Then the floor will be opened for discussion with questions such as:

- How to attract young people into agriculture when it is frequently seen as a "default" occupation rather than an ambition?
- How can entrepreneurial education relevant for agriculture be further expanded?
- How can incubation centres be set-up specifically focused on new agricultural technologies relevant for the African context? What can European Universities do?



- How can both local and export markets be opened for the products of these new entrepreneurial activities?
- How can this be financed?

The moderator from the Agripreneurship Alliance will summarise the discussion and make the concluding remarks with the aim to initiate an on-going dialogue.

- How can both local and export markets be opened for the products of these new entrepreneurial activities?
- How can this be financed?

The moderator from the Agripreneurship Alliance will summarise the discussion and make the concluding remarks with the aim to initiate an on-going dialogue.



Friday, 14 September 10:30 – 11:45

• Room: C 115

Session Chair: Dr Udo Scheuer, Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

University education and Waste-to-Wealth entrepreneurship for youth employment in Uganda

Dr Frederick Kakembo

Ndejje University, Uganda

In fulfilling the core functions of teaching, research and community outreach, universities have options of partnering with external agencies to promote entrepreneurial research and training. However, studies reveal that typical university communities (professors and students) live in relative isolation. Most of their research happens to be more basic than applied, detached from the reality of local production systems. As observed by Sutz (2005), small-scale collaborations between researchers, government, industry and other actors in many developing countries fail to grow into national trends. External agencies (which offer internship opportunities for students to practice entrepreneurship) are misconceived either as pockets of need and laboratories for experimentation or passive recipients' of university expertise. Conceptually, linkages between universities and external agencies (industry, government, private sector and communities) diversify universities' income while creating entrepreneurship training opportunities. This study focused on;

1. determining how could entrepreneurship education be fostered by external agencies?
2. Establishing how universities' resources could promote entrepreneurial research for sustainable development.

In this study, entrepreneurship education and research was narrowed to Waste-to-wealth Enterprises (WWE) that harness the Food, Agriculture, Biodiversity, Land-use and Energy (FABLE) nexus.

Materials and methods:

The three dimensions/phases of WWE which were piloted for experimentation are; 1) Technical & Business Models; 2) Capacity building; and 3) institutional frameworks. A complete chain of briquettes production and consumption piloted by Ndejje University has the following components; i) waste collection/sorting at source ii) bio-waste carbonizing; iii) crushing carbon into biochar; iv) extruding biochar into briquettes; v) solar drying; vi) briquettes storage, packaging and transportation; viii) briquettes-based ovens; ix) institutional cook-stoves; xi) biochar used as fertilisers and biocides. For capacity building, non-conventional approaches used included; field trips and hands-on practical sessions; educational entertainment (edutainment) to reduce psychosocial and cultural sensitivities associated with waste recycling and reuse. To connect students with communities and external agencies, Ndejje University uses Block-Placement initiatives, exhibitions, expos, trade-fares; resource centers, communal markets and products-distribution structures. One of the features of multi-disciplinary curriculum development for entrepreneurship education is the Research and Development Centers at Ndejje University.

Findings:

Within the framework of WWE, scalable bio-waste recycling generate bio-energy (bio-gas and briquettes), organic fertilizers and bio-cides which in turn help in; a) substituting firewood/charcoal with bio-energy; b) promoting organic farming; c) improving munic-

ipal sanitation; d) reducing youths' unemployment. i) briquettes could be used for institutional cooking/heating (without firewood); ii) cooking for 1100 students consumes 7000 Kg of briquettes in 100 days; iii) average net profits generated by producing 7000 kg of briquettes is \$ 1000. With capital investment of \$ 12,250, operational costs of \$1000, the payback period on investment is 14.7 months. Twelve agencies including 2 government; 5 five private-sector and three international contributed financially and technically in setting up research and development centers.

Conclusion:

As an innovative pathway for sustainable development, WWE goes beyond technology, equipment and physical infrastructure. It incorporates non-tech initiatives that include psycho-social, cultural; economic and policy dimensions. The briquette-based WWE makes economic sense even in absence of social-benefit accounting.





Friday, 14 September 10:30 – 11:45

- Room: C 115

Session Chair: Dr Udo Scheuer, Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Culture, financial literacy and SME performance in Ghana

Dr Samuel Kwaku Agyei

University of Cape Coast, Ghana

This study examines whether cultural values (Catholicism and Protestantism) of SME owners explain their financial literacy levels and moderate the relationship between financial literacy and SME performance (growth) in a developing economy, Ghana. The results, from 300 randomly sampled SMEs and based on Ordinary Least Squares and Logit regression estimations, suggest that cultural values militate against financial knowledge acquisition. Furthermore, Protestant beliefs strengthen the probability that SMEs would take advantage of growth opportunities as a result of financial literacy. Thus, the study finds support for the resource-based view and the contagion effect hypothesis and conclude that the relationship between financial literacy and SME growth is cultural-context dependent. The study recommends that religious bodies should inculcate financial education in their teachings while cultural beliefs of SME-Owners are factored in the design of tailor-made financial literacy training programmes



Friday, 14 September 10:30 – 11:45

- Room: C 117

Session Chair: Prof. Wiltrud Terlau & Dr Martin Hamer, Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

The Eco-Guesthouse Pilot Project

Sonja Keller

Bonn-Rhein-Sieg University of Applied Sciences, Germany

Dr David Rempel

International University of Applied Sciences Bad Honnef, Germany

Since sustainability took centre stage in global development agenda and discourses, it has become imperative for business enterprises in the various sectors of national economies, to rethink the approaches, models and methodologies of development and growth. This is not merely to challenge conventional wisdom and 'unsustainable' practices, but in light of the Triple Bottom Line, to ensure that businesses are economically viable (profitable), while simultaneously making contribution to the quality of life of people and the planet. It is a move intended to ensure that businesses exist in harmony with the natural environment, and the social fabric of the host community on which it will depend, over their economic lifespan. In the view of this paper, for hospitality and tourism businesses, one way of reaching this goal is to rethink the approaches to the design and construction of the facility, and as a consequence the tools for decision-making. This is important because the design of a tourism and hospitality facility can affect its business success: it affects the functionality and quality of accommodation provided, and the overall pricing of services, which is a function of the operational and maintenance costs of the facility over its life cycle. A research by PKF Consulting (1996) concluded that innovative design can rewrite traditional hotel pricing rules. McNeill (2008) suggests that the design of hotel space is expressive of consumption choices; and whether standardized or an expression of uniqueness, the design reflects contemporary trends in consumer marketing, distinction, and branding. In particular, the facility design affects branding of the business, which help different it from the competition, secure higher rates and occupancies, and repeat business.

But how can tourism and hospitality businesses take advantage of these through the facility design, and thus create value for the customer while at the same time making economic gains with positive footprints for the environment? This paper argues that adopting a Cradle-to-Cradle approach to design (McDonough & Braungart, 2002) based on the principles of Sustainability in Building and Construction (ISO 15392: 2008) can help achieve this. Using the design of an Eco-Guesthouse facility at Cape Coast Technical University (CCTU) as a case study, this paper examines how such an approach and set of principles can inform the decisions and choices made at the business inception and planning stage, in order to create more value for people and planet, while making profit. The paper combines desk study with personal observation and analysis to examine the facility design process showing how decisions on site, materials, components and systems for the facility were made to achieve the above goals. The study concludes that, like a good research work, the approach to facility design as part of the inception and planning of tourism and hospitality businesses, can help 'get it right first time', create value for customers, and contribute to long-term sustainability. The paper contributes to recontextualisation of an existing concept by showing its applicability in a new context.



Friday, 14 September 10:30 – 11:45

- Room: C 117

Session Chair: Prof. Wiltrud Terlau & Dr Martin Hamer, Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Study of rainfall water energy for micro hydroelectric power generation

Kwabena Addo, Bernard Effah, Osei-Wusu Achaw, Mike Agbesi Acheampong and Emmanuel Osei Yeboah, Kumasi Technical University, Ghana (tbc)

This paper presents the analysis of technical and economic feasibility of a micro – hydroelectric power system for domestic use with energy from harvested rainfall water and application in various houses of residence in Ghana. The flow measurement was determined through rain water discharge calculation method. The appropriate survey with components of pipes, battery bank, turbine and storage tanks were analyzed in order to identify the most convenient ways of power flow. Hydroelectric power potential was then calculated to determine the appropriate power systems that would be available in a particular house of residence in Kumasi. On completion of the preliminary engineering study of the micro hydroelectric power generation potential, evaluation was made to determine the present costs and estimate the future costs of the electrical energy for the entire life span of the micro hydroelectric power system.



Friday, 14 September 10:30 – 11:45

- Room: C 119

Workshop:

Young movers beaded art work enterprise: Entrepreneurship for self-employment in Kenya

Chair:

Dr Michael Orucho Ngala

Co-operative University of Kenya, Kenya

Prof. Zachary Bolo Awino

University of Nairobi, Kenya

According to 2016 World Bank Annual Report, the future of Kenya's competitiveness in the global economy remains bleak as the country struggles to contain the heaviest youth unemployment burden in East Africa. Kenya recorded 39.1 percent unemployment rate according to recent report by United Nations; Human Development Index (HDI) 2017. The latest statistics continue to reflect a shockingly high youth unemployment rate due to harsh economic and political environment. As so many addicts and former addicts have discovered, there is a strong relationship between alcohol/drug abuse and unemployment. The fact is that unemployment heightens a person's likelihood to drink, smoke, or have a drug addiction. In order to address the highlighted unemployment challenges. In Kenya today, and by extension many parts of Africa, young people are no longer guaranteed any meaningful employment after graduating from training institutions. They are increasingly expected to explore their own talents and exploit any opportunities available, in order to break-off from the white-collar job seeking norm. Young people are expected to be more enterprising and innovative thus utilize locally available materials in order to make ends meet. In an attempt to respond to these societal challenges, Young Movers Beaded Art Work Enterprise (YMBAWE) was born with the main aim of providing an opportunity to unemployed youths to explore their talents in art work thus generate little income for subsistence. YMBAWE is an upcoming Kenyan hand crafted beaded art enterprise, located at the outskirts of Mathare slums within Kiamaiki ward in Nairobi City, Kenya. Each product at YMBAWE is handcrafted in limited edition batches to provide much sought-after

appeal to the pieces, while offering unique designs that are handmade to the highest standards possible. The products include beaded flowers, plants, hair clips, wall frames, wall clocks, logo designs and other artifacts. The raw materials involved are simple beads, wires, metals, hangers, card boards, glass materials and plastic planters. Most of these raw materials are acquired from the waste materials. This further contributes immensely to environmental conservation. These products add value, ambiance and long lasting beauty to any environment such as offices, homes, hotels, wedding, anniversary parties and all manner of events. As opposed to natural flowers which are highly perishable, a beaded flower comes in almost all required color codes and can stay as long as the owner wants to continue using it. YMBAWE has so far employed six (6) young people and four (4) individuals to oversee its operations. The vision is to provide employment for at least one hundred (100) young people by the year 2022.

RESOURCE PERSONS

1. Dr. Michael Orucho Ngala (PhD)- Co-operative University of Kenya
2. Prof. Zachary Bolo Awino (PhD)-University of Nairobi
3. Prof. Munyoki Justus Mulwa-University of Nairobi.
4. Kenneth Mugiki (Student) Co-operative University of Kenya



Friday, 14 September 12.00 – 13.15

- Room: B 060

*World Café:
Change dynamics for sustainable industrial area in Tunisia*

Chair:
Bilel Bellaj
University of Sfax, Tunisia

The sustainable management of industrial zones in Tunisia is a fairly important area for the development of the country because the development of investments is correlated with the state of the industrial zones. Waste recovery and job creation are affected by this development. The industrial area capacity building was a project sponsored by GIZ in Tunisia. Our study deals with the case of a company in the field of paper and cardboard recycling and its environmental impact that was initially very harmful, but thanks to the actions undertaken by the GMG (industrial area management) and the municipality, solutions could be envisaged to eliminate the danger and preserve the ecological environment. The relationship between the GMG and stakeholders is to be transposed to other areas to create positive change without relying on restrictive administrative procedures. The entrepreneurial spirit of the manager has contributed to innovative solutions while creating a positive dynamic between the stakeholders.



Friday, 14 September 12.00 – 13.15

- Room: B 062

*Fish Bowl:
Softskill check: How does attitude influence the success of an entrepreneur?*

Chair:
Andrea Koikai
Kaysa LTD, United Kingdom

Now we come to the education of softskills of entrepreneurs. Why is the attitude counting?

In this session we will explore the attitudes and believes which are supporting the success and the ones which distract from it. The results may surprise.

To give a good example for the whole field we provoke the discussion about a very important topic. The perception of money in the field of entrepreneurship.

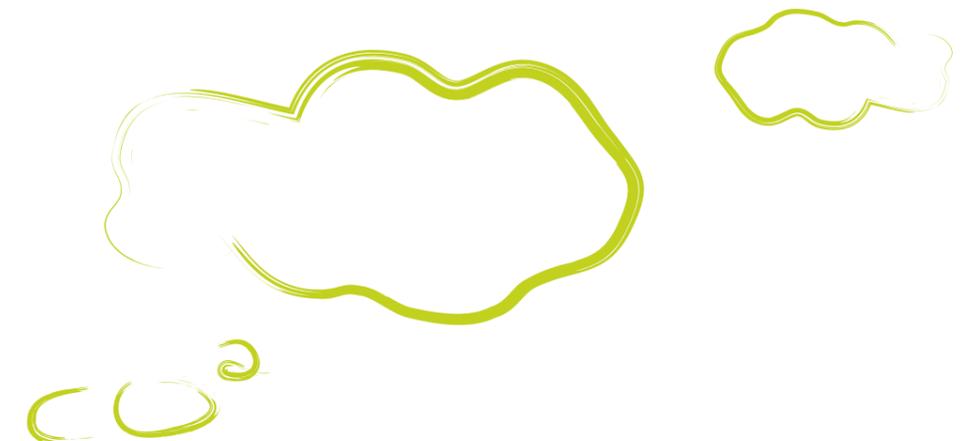
First step of a sustainable leadership is to change one's own attitude. We started the new century and it could be the one for freedom and wealth in the whole world but still the mindset is the one of feudalism even in Europe.

Let's explore this assumption. Where are we kept unconsciously in the mindset of feudalism? Or not?

What if we start to change our own mindset and the mindset of the people around us? How could we be the ones who bring actively freedom and wealth to the people in your environment? I will give the best examples of my own field studies in Africa.

We will work out in discussion what makes the big difference between the great leader in the world and the ones who have to oppress people to reach their aims. A discussable comparison between actual leaders will be shown.

Finally, a controversial statement about poverty will be discussed and I am very excited about the results. It is provoking and changes a lot. I explored this in my classes for entrepreneurship in South Africa, Brazil and Europe.





Friday, 14 September 12.00 – 13.15

- Room: Hörsaal 7 / Lecture Hall 7

Panel Discussion:

Tourists' perceived safety and fairness at Kenyan airports' screening

Chair:

Dr Waithaka Njuguna Iraki

University of Nairobi, Kenya

For a developing country like Kenya tourism is key to the development of the country as it contributes to job creation and the well-being of the community. However recent security related threats have had a negative effect on tourism. It is recognized that an airport is the last point of contact of a country by many travelers. At the same time airports are also part of the country's security system. A review of the literature reveals that the fairness of security screening is debatable given the multiple arena and circumstances it is experienced. In today's world of heightened security as a result of the global threat of terror, there is a need to re-examine the evidence from different lenses in order to understand its effectiveness. The purpose of this study is to review the conduct and fairness of airport security screening in the context of the enhanced screening that is demanded by airports today. Further it looks at the experience of a major aviation hub in East Africa that is considered a tourism and travel gateway for the rest of the continent. Based on past studies in developed economies the study will seek to uncover how airport security procedures impact the travel experience for travelers departing through the airport. The

study recognizes that there are differences in market sophistication that could impact on customer expectations. The conceptual foundation is based on justice literature. The aim is to contribute knowledge from a developing nation perspective. Given recent developments in regards ease of access for African travelers to Kenya as well as the desire to connect to other global aviation hubs in Europe and America, it is relevant now more than ever to examine the consumer perceptions of the legally mandated security measures at Kenyan airports. The target population is departing passengers who have just experienced the final airport security screening. The study proposes to collect primary data through a self-administered questionnaire over the course of a fourteen day cycle with a target 400 respondents.

This paper shall be a collaboration between Dr. X.N Iraki of the School of Business, University of Nairobi and Mr. Simon Peter Njoroge, Airport Manager at Jomo Kenyatta International Airport, Nairobi

Friday, 14 September 12.00 – 13.15

- Room: C 115

Session Chair: Prof. Winfried Polte, Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Innovation challenges encountered by small and medium enterprises in Nairobi

Dr Mercy Gacheri Munjuri and Hottensiah Nyokabi Gachara

University of Nairobi, Kenya

The current business environment is characterized by tough and unpredictable competitions. All organizations, regardless of their size and scope of operation are faced with tough competition challenges and in order for them to cope with this state of affairs, SMEs are turning to innovation in order to stay afloat. Kenya has a sizeable SME sector that the government is making efforts to grow and develop. Recent studies have looked at the effective factors which are seen to lead to the increase in SME innovativeness and performance. However, there is still a gap in knowledge that this study aims at addressing by attempting to answer the question what innovation challenges do SMEs in Nairobi encounter? This study applied descriptive research design and targeted 100 small and medium enterprises in the top 100 medium sized companies' East Africa 2016. Data collection was done by use of questionnaires and analyzed through descriptive statistics such as percentages, means, frequencies and standard deviation. One of the major findings of the study was that the level of innovativeness in the businesses varies from

one business to another, where, 41% of the businesses report to have good innovation levels, 32% have average level, 19% are excellent in innovation while 8% are poor. Regardless of the level of innovation, 45% of the businesses still find innovation very challenging, 37% of the businesses find innovation moderately challenging while the remaining 18% find innovation not challenging at all. Another major finding of the study was that there are several innovation challenges that affect SMEs in Nairobi. The findings from primary data show that the innovation challenges can be categorized as knowledge-based challenges, Resource based Challenges, Technological based Challenges, Legal and Policy based Challenges and Environmental based Challenges. The study therefore recommended that SMEs should partner with other large corporations that offer various services to jointly invest in common innovative activities as doing so leads to cost reduction while achieving similar goals.





Friday, 14 September 12.00 – 13.15

- Room: C 115

Session Chair: Prof. Winfried Polte, Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Socio-economic factors influencing entrepreneurship activities in Cape Coast, Ghana

Chair:

Nana Yaw Oppong

University of Cape Coast, Ghana

Entrepreneurship involves the creation of jobs and wealth in an economy. There may be problems in performing these functions by entrepreneurs, because of certain factors, which affect their involvement in entrepreneurial activities. In Ghana, this has been the concern of the government and this increased interest in entrepreneurs' role in the economy has led to a growing body of research attempting to identify the factors that promote or hinder entrepreneurship. However, a thorough initial investigation conducted in the Cape Coast Metropolis to ascertain how socio-economic factors affect entrepreneurial activities revealed predominantly small scale enterprises (SSEs). This study therefore assesses how socio-economic factors influence the activities of SSEs in the Cape Coast Metropolis in Ghana. Focus of this research on SSEs in the Cape Coast Metropolis is informed by three reasons: 1) due to dominance of SSEs; 2) due to the very low concentration of medium and large scale enterprises; and 3) the availability of database on SSEs in the Metropolis. The research design was descriptive survey that simply looks at the intense accuracy of the phenomenon of the moment and then describes precisely what the research sees. A simple random sampling method is used to select 181 out of a population of 2000 entrepreneurs, a list provided by the Cape Coast office of the National Board for Small Scale Industries (NBSSI) that keeps database of SSEs in the Metropolis. Data were collected through questionnaire adminis-

tration by the participating entrepreneurs. Structural Equation Model-Partial Least Square version 2.0 was the analytical tool, which was adopted in order to allow for the processing of more precise and quantifiable information about the socioeconomic factors that affect SSEs activities and performance. The study reveals that entrepreneurship activities are highly welcome in Cape Coast, and there are incessant calls to encourage such activities to boost the local economy characterised by very low density of business enterprises. However, for a successful entrepreneurship performance to be achieved there is the need for good socio-cultural conditions and sound economic policies to be put in place. It is further found that socio-economic factors that significantly influence entrepreneurial activities and performance in the Metropolis include high inflation, high tax rate, strong religious beliefs, and lifestyle of the entrepreneurs. It is therefore recommended that the government of Ghana should reduce the interest rate to make borrowing easier and flexible, and also initiate lower tax regime to encourage low-level income earners to have access to funding for entrepreneurship activities. Also, the Ministry of Trade and Industry, through its agencies, should introduce interventions to educate the local investors and potential ones about socio-cultural practices and their impacts on entrepreneurial success.

Friday, 14 September 12.00 – 13.15

- Room: C 117

Session Chair: Dr Luc Da Gbadji, Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

How agricultural African firms can enter the European market: challenges and success factors - a multiple case study of two companies from Western and Eastern

Dr David Rempel

International University of Applied Sciences Bad Honnef, Germany

Dr Luc Da Gbadji

Bonn-Rhein-Sieg University of Applied Sciences, Germany

Dr Abigail Opoku Mensah

University of Cape Coast, Ghana

The global nature of competition, the global demands for high quality food supply and the increasing pressure to be sustainability-oriented have led to the growth of international production standards. These especially require Sub-Saharan African companies to initiate profound changes in their production, business process and employment politics in order to adapt their value chains and their trade strategies to the international market demands and to the market they are targeting. The purpose of this paper is to explore the patterns and the determinants that have led to the success of entrepreneurs from Western (Ghana) and Eastern (Kenya) Africa using a multiple case study of two selected companies. These companies, respectively Greenfield's and Foods GH. Ltd (Fresh pineapples) and MCF farms (French Beans), have been effectively exporting agricultural products to Europe for more than 10 years. This study seems to identify all key stakeholders involved in the certifications processes and standards schemes (entrepreneurs, farmers, managers, suppliers, trade agents, European partners, etc.). Moreover, it aims at analyzing the critical factors and changes within both selected companies that enable and sustain the success stories.

Methodology:

This qualitative study is based on a multiple case study and is focused on Ghanaian and Kenyan based companies. We used the transaction costs, the resources-based view, the institutional theoretical perspectives as well as literatures on entrepreneurship and innovation to investigate the impact of international standards and certification on the success and performance of firms in developing countries, from Western (Ghana) and Eastern (Kenya) Africa.

Findings/Contributions:

The authors identify several organization capabilities, such as innovative and entrepreneurial initiatives, sustainable use of the company's resources and assets, strong corporate social responsibility awareness, and strong network ties, which lead to the success and enable the establishment of Greenfield's and MCF on the domestic market as well as on the international export market to Europe.



Friday, 14 September 12.00 – 13.15

- Room: C 117

Session Chair: Dr Luc Da Gbadji, Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Determinant of firm innovation: An empirical investigation for Ethiopian firms

Mohammed Seid Hussen

Marmara University (tbc)

Economists agree that innovation is the key driving force not only for competitiveness and growth of enterprises but also for the national economy as a whole. Fewer consensus, however, exists as for determinants of firms' innovation performance. In the present study, we examine the determinant firm innovation in Ethiopia with a specific focus on the role of external factors. To this end, we used World Bank Enterprise Survey of 850 nationally representative enterprises in Ethiopia. Following the definition of innovation in the Oslo Manual of OECD, we specified two models for two types of innovations: product and process innovations. Using logistic regression to estimate the two innovation model, we have found that apart from internal factors such as the size of the firm, education level of firms' employee, and R&D expenditure, other factors outside of the firm itself also matter for innovation including access to finance and competition. Thus, the policy implications of the findings are that firms should be encouraged to engage in innovative activities using innovation policy instruments such as R&D tax incentive, accelerating the financial sector reform and controlling illegal competition.



Friday, 14 September 12.00 – 13.15

- Room: C 119

Session Chair: Marc Zander, africon, Germany

Presentation:

Product innovations and performance of a Kenyan medium sized company

Dr Seniorine Wasike and Dr Vincent Machuki

University of Nairobi, Kenya

The sustainable management of industrial zones in Tunisia is a fairly important area for the Innovation has been touted to be the central catalyst of entrepreneurship. This view has dominated research in start-ups as well as small and medium enterprises. Therefore, the relationship between innovation business growth and firm performance has been a subject of interest to many researchers and policy makers. There is a widespread observation that innovation has helped companies across the globe to gain and sustain competitive advantage. Innovation has also been a source of new additional revenues and a way that determines the success of a company in a very competitive market environment. It is, however, observable that majority of these studies have adduced evidence from a cross-sectional point of view and relying on largely primary data at one point in time, hence lacking in tracking, over time, the nature of innovation and its influence of business growth and performance. This deprives knowledge seekers, entrepreneurs and managers of small and medium enterprises evidence on the nature of innovation and the attributable portion of growth and performance of an entity. Through a longitudinal approach, this study investigated the influence of product innovation on the performance of Haco Tiger

Brands, a medium sized fast moving consumer goods (FMCG) company in Kenya's East Africa market. The study looked at the product innovation activities within the company for a period of 5 years for a total of 32 products across the five major brand categories of the company. Using a secondary data capture form, data on sales revenues for both the company and innovated products for the past 5 year was obtained. Data on the innovated products launch time and type of innovation was also obtained. Using time series and linear regression analysis, the results indicate that the total company sales revenues less innovation grew at a slower rate of 37% as compared to growth when product innovation sales revenues were included in the total company sales revenues accounting for a faster sales growth rate of 64%. These findings provide irrefutable empirical basis that product innovations have significant revenue growth rates, hence the need for managers of medium sized companies to invest in research and development to sustain product innovation and spur growth. The results sit well within theory and other empirical studies with additional contribution to methodology. Based on the study limitations, further areas for research have been suggested.

Friday, 14 September 12.00 – 13.15

• Room: C 119

Session Chair: Marc Zander, *africon, Germany*

Presentation:

Tapping in Kenyan untapped rural markets

Wamalwa Lucy Simani

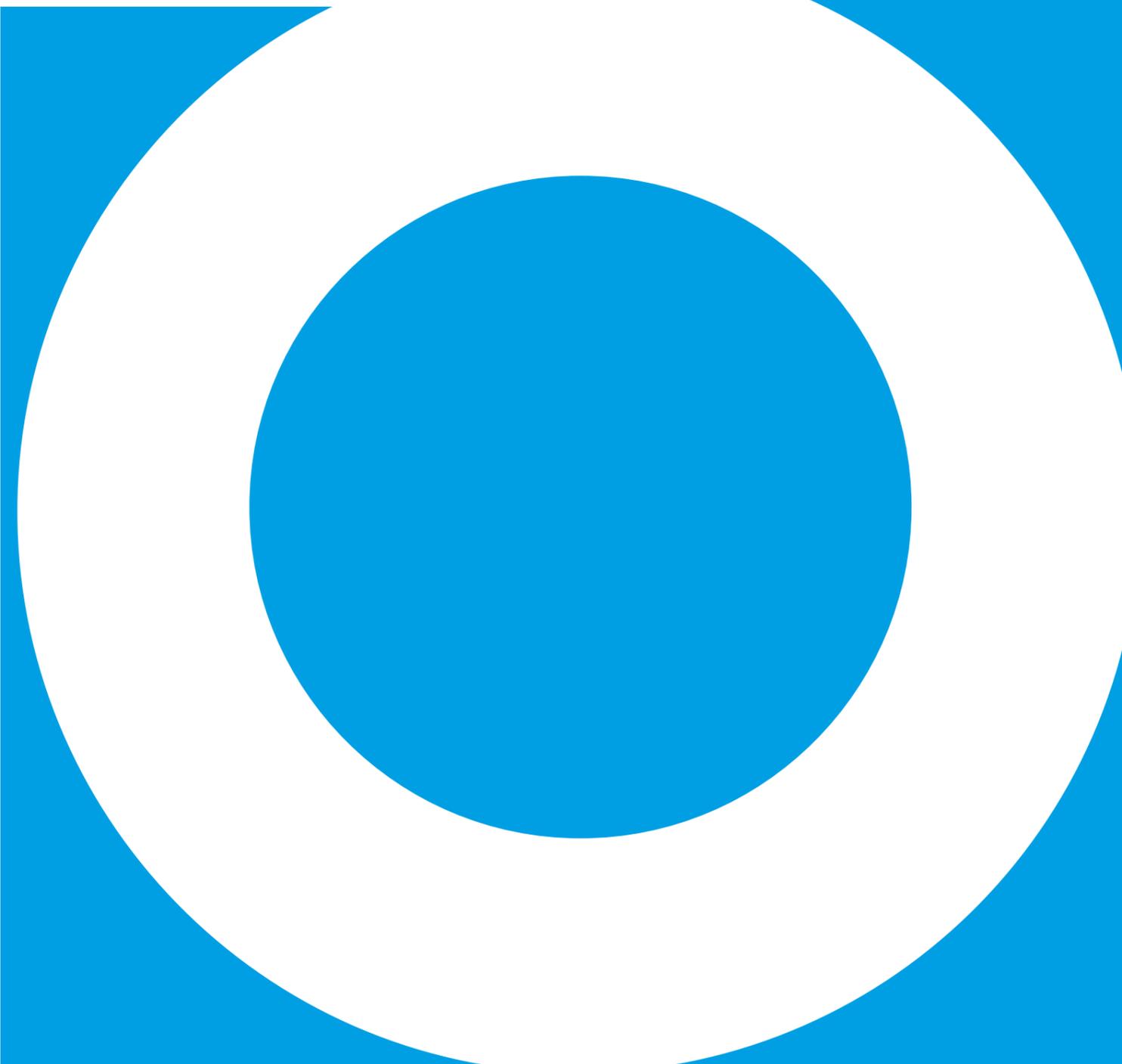
KCA University, Kenya

About 74% of the Kenyan population lives in rural areas. High percentage of the population engage in agriculture and subsistence farming. Though most Kenyans live in areas which have potential lands for agriculture, these lands comprises of about 18% of the entire territory of the country and are extremely stretched to provide income to a vast majority of the population, the population density is high in these area. Most of the rural population depends entirely on rain with very little irrigation or modern animal husbandry. Erratic weather patterns and the effects of climatic changes have wreaked havoc in their lives heightening the poverty levels in the rural areas. Because of the high levels of poverty most of the Kenyan rural areas market segment remains untapped. The paper argues that for organization willing to do business in the Kenyan rural markets they must first consider the culture of the people. Kenya is considered to have collectivist culture, the society fosters strong relationships where everyone takes responsibility for fellow members in the group. It

is also termed as a masculine society where individual's takes pride of their successes and the winner takes it all. Achieving success in the Kenyan rural market will changes in attitudes, behavior, strategy and business models. But maintaining a focus to the brand and corporate mission. The paper further proposes that the economic wellbeing of the poor was best understood through the capability development of the poor. As the poor acquire and develop more capabilities they are empowered to take advantage of economic and social opportunities. The paper further argues that social capital is a necessary ingredient for organization marketing strategies in the Kenyan. Considering that most Kenyans in the rural areas are below the age of 20 years organizations should consider the lifetime stream of the profits other than shorter financial profits. lastly it recommends method for product delivery, pricing, promotion and product design.



Poster Presentations



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- **Competitive forces, linkage strategies and performance of universities in Kenya**
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Prof. Zachary Bolo Awino, University of Nairobi, Kenya
- **Taking mobile payment to the next level by implementing effective risk management strategies**
Tadeo Bwire Kwoba, MTN Uganda, Uganda
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- **Entrepreneurial education for sustainable economic growth**
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- **Intercultural challenges in the collaboration between Africa and Europe: Implications for business**
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Pradeep Kumar Choudhury, Jawaharlal Nehru University
- **Preference for malt drinks among students of University of Cape Coast**
Dominic Owusu, University of Cape Coast, Ghana
- **Influence of entrepreneurial education and intentions on venture creations among graduate student in Kenyan universities**
Joshua Nyangidi Otieno, KCA University, Kenya
- **Entrepreneurial intentions among final year undergraduate business students of a private university in Ghana**
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- **Tourism in Kenya: Beyond the Big five**
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- **Unlocking home-based entrepreneurship through tourism in South-western Uganda**
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- **Influence of schemes size and location on the performance of community based health financing schemes at Kibera Informal Settlement in Nairobi City County, Kenya**
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Phelista Wangui Njeru, Mount Kenya University, Kenya
Syed Afraz Gillani, Bonn-Rhein-Sieg University of Applied Sciences, Germany
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Dr Edward Nii Amar Amarteifio, University of Cape Coast, Ghana

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- **Assessing the factors affecting employee retention in the hotel industry: A case study of Modern City Hotel in Tamale, Ghana**
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Dr Osita Aniemeka, South East Entrepreneurship Development Centre (SEEDC)
- **Be your own BOSS - Business opportunitis with solar systems in Africa**
Florian Martini, Phaesun, Germany

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