

International Conference

Universities, Entrepreneurship and Enterprise Development in Africa

19 – 20 February 2020



INTERNATIONAL CONFERENCE: **UNIVERSITIES, ENTREPRENEURSHIP AND ENTERPRISE DEVELOPMENT IN AFRICA**



Hochschule
Bonn-Rhein-Sieg
University of Applied Sciences



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We welcome you to the 8th annual conference

Universities, Entrepreneurship and Enterprise Development in Africa

Dear Conference Participants,

We welcome you to the 8th annual conference "Universities, Entrepreneurship and Enterprise Development in Africa".

The conference is organized by Hochschule Bonn-Rhein-Sieg University of Applied Sciences and is part of the project "BET Ghana – Building Expertise and Training for growth in the consumer goods and food processing industry"¹, 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 Hochschule Bonn-Rhein-Sieg University of Applied Sciences in Germany and the University of Cape Coast in Ghana.

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:



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¹ <https://www.bet-ghana.net/>

Description of session formats

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

- **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.
- **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 as well as specific poster presentations slots on both conference days.



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 April 2020
- Submission email address: ueed.conference@h-brs.de
- Maximum length of paper: 7,500 words
- A template for the paper will be available as download on our website: <https://www.h-brs.de/en/entrepreneurship-conference>

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. Dr. Winfried Polte, Bonn-Rhein-Sieg University of Applied Sciences, Germany
Prof. Dr. Klaus Deimel, Bonn-Rhein-Sieg University of Applied Sciences, Germany
Dr. Luc Da Gbadji, Bonn-Rhein-Sieg University of Applied Sciences, Germany
Dr. Mavis Benneh Mensah, University of Cape Coast, Ghana
- **Subtheme 2: Entrepreneurial education for employment and economic growth**
Prof. Dr. Rosemond Boohene, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany and University of Cape Coast, Ghana
Christine Freitag, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany
Prof. Dr. Francis Boachie Mensah, University of Cape Coast, Ghana
Oghenekome Umuerrri, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany
- **Subtheme 3: Consumer goods & Food Processing Industries**
Marc Zander, africon, Germany
Oghenekome Umuerrri, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany
- **Subtheme 4: Tourism as entrepreneurial opportunity in Africa**
Prof. Dr. Peter Thuy, IUBH - International University of Applied Sciences, Germany
Dr. David Rempel, IUBH - International University of Applied Sciences, Germany
- **Subtheme 5: University- Industry Linkages (Applied research and teaching)**
Prof. Dr. Rosemond Boohene, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany and University of Cape Coast, Ghana
Prof. Dr. John Garchie, University of Cape Coast, Ghana
- **Subtheme 6: E-Learning & Digitalization**
Daniel Seibert, Hochschule Bonn Rhein-Sieg University of Applied Sciences, Germany
Stefan Freitag, Hochschule Bonn Rhein-Sieg University of Applied Sciences, Germany
- **Subtheme 7: Sustainable/Responsible business**
Prof. Dr. Wiltrud Terlau, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany
Prof. Dr. Martin Hamer, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany
Eileen Küpper, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany

Wednesday, 19 February 10:45 – 12:00

Room: C 115

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

Presentation:

SME Growth in Ghana: The role of the telecommunication liberalization

Eric Osei Owusu-Kumi, Ghana Technology University College, Ghana

Millicent Asah-Kissiedu, Koforidua Technical University, Ghana

Frank Senyo Logio, Ghana Technology University College, Ghana

Globally, telecommunication sector has been undeviating in its evolution, and influence on all aspects of human lives. In contemporary times, Ghana's telecommunication history emerged after the liberalization of the sector in 1996, after the passing of the telecommunication reform legislation. Since then, developments within the sector have leapfrogged, making Ghana one of the few countries within the sub-Saharan Africa to pass the 100% penetration rate of mobile telephony. At the backdrop of this liberalization and deregulation success story is the rise and dominance of the Small and Medium Enterprises (SMEs) in Ghana. This research work aimed at finding an empirical evidence to support if any, the roles played by the deregulation of telecom sector on the steadily growth of SMEs in Ghana.

A survey research design and structural equation modelling (PLS-SEM) was applied in analyzing the 261 SME owner respondents across three major commercial towns in Ghana; Accra, Kumasi and Koforidua.

The results showed that, liberalizing the telecom sector has had an influenced on the growth of SMEs in Ghana through a mediating role of technology and innovations, market accessibility and resource availability; which are the main growth factors of SMEs in Ghana. This implied that the liberalization created an avenue for SMEs to use the technology tools available to them to innovate, create new channels of market and develop the right technology applications for an effective and efficient resource scouting, acquisition and developing for their use. In the process, SMEs in Ghana became competitive and consequently grew.

Wednesday, 19 February 10:45 – 12:00

Room: C 115

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

Presentation:

Entrepreneurship training and performance of businesses among youth school dropouts

Muhammed Ngoma, Makerere University Business School, Kampala, Uganda

Peter Ntale, Makerere University Business School, Kampala, Uganda

Richard Ntalumbwa, Makerere University Business School, Kampala, Uganda

We use randomized control trials to test the effects of entrepreneurship training on the performance of small businesses run by youths who dropped out of school. We also test the role of action regulation and self-efficacy in the relationship between entrepreneurship training and performance of the small businesses. We conducted a baseline survey in the four major regions of Uganda (eastern, northern, western and central regions). The baseline study sample was 691 small businesses owned by youth school dropouts.

The youth school dropouts were then randomly assigned to three groups; test group1 (STEP training); test group2 (PI training); control group (no training). The control group was promised one of the trainings much later. Thus, we have the STEP youths, the PI youths and the NT youths. All the trainings combined both theory and action principles. Data was collected from both the test and control groups while businesses of the respondents were on-going (excluding the

festivity seasons to rule out the spurious effects of better performance resulting from the Christmas and New Year festivities). We measured the effects of the trainings on entrepreneurship behavior and performance of small businesses owned by the youth school dropouts in each group.

The results indicated that entrepreneurship training had significant positive effects on business performance in both groups. The results further revealed that Self-efficacy and Action Regulation were strong predictors of small business performance. Self-efficacy turned out to be a moderator, while Action Regulation a mediator in the relationship between entrepreneurship training and small business performance. The study recommends that the training of small business owners who have dropped out of school should be action-based with a focus on improving entrepreneurial self-efficacy and action regulation. This will enhance small business performance.

Wednesday, 19 February 10:45 – 12:00

Room: C 117

Session Chair: Christine Freitag, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

University-Industry Linkages in Kenya: Institutional Capacities and Gaps.

Laban P. Ayiro, Daystar University, Kenya

Universities in Kenya and globally are recognized as sources of knowledge creation, innovation and technological advances. Across the globe, they are being positioned as strategic assets in innovation and economic competitiveness, and as problem-solvers for socio-economic issues affecting their countries. Collaborations between higher education institutions and industry can play a critical role in securing additional resources for higher education, promoting innovation and technology transfer, and ensuring that graduates are exposed to the skills and knowledge required in the workplace. Kenyan universities face considerable constraints that affect their institutional research capacity yet many of them are taking steps to initiate and promote measures to strengthen institutional capacity so as to enhance linkages with industry. There is, however, a paucity of data to provide a concrete and realistic picture of what has already been achieved and what remains to be done so as to provide a strengthened and synergetic engagement with industry.

The findings of this study reveal that a number of universities in Kenya have made strides in establishing viable linkages with the industry by embedding the linkages with industries into their strategic plans and establishing functional units to operationalize these linkages. It was however, noted that the units operate on minimal budgets in a number of the universities, and that the staff component is lacking in expertise in areas such as entrepreneurship, intellectual property right management, and impactful marketing

strategies. It was further evident that while most universities have flagged industry linkages in their strategic plans, many lack the requisite policies and mechanisms for ensuring meaningful interactions with the productive sector.

Research output in Kenyan Universities lies low as in many African universities an aspect that is driven by the low percentage of academic staff who hold doctoral degrees and are exposed to the rigours of research. It was established from the study that only 4 universities out of 99 had some rudimentary representations of science parks and technology incubators. Considering that these entities serve as the 'seed-beds' for the rapturing of novel and innovative solutions, it is obvious that this is a serious gap and impacts negatively on research outputs such as patenting and licensing. Most of the linkages with the productive sector were found to be predominantly in the agriculture and agribusiness; ICTs; environmental management; computer engineering; and mining sectors of the economy.

In contrast, only three universities reported collaboration with the manufacturing, mining and entertainment industries. Based on the capacities and gaps reported by universities, and their proposed intervention mechanisms, the study suggests that funding, skills development and support for establishing and managing technology incubators and business parks would help directly respond to the needs and priorities of Kenyan universities as they strive to build stronger linkages with the productive sector.

Wednesday, 19 February 10:45 – 12:00

Room: C 117

Session Chair: Christine Freitag, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Promotion of Entrepreneurial Education at Mount Kenya University

Dr. Peter G. Kirira, Mount Kenya University, Kenya

Prof. Dr. Peter Wanderi, Mount Kenya University, Kenya

Bonface Joel Malala, Mount Kenya University, Kenya

Fiona Oyatsi, Mount Kenya University, Kenya

Dr. Bibianne Waiganjo-Aidi, Mount Kenya University, Kenya

Universities are at the forefront of any country's economic development efforts. They play an invaluable role in passing knowledge on to the next generation and creating new knowledge through research. Due to low growth of demand for skilled labour against a backdrop of a large number of students exiting Higher Education Institutions (HEIs) every year, the transition rate from college to the workplace is very low. Consequently, more HEIs around the world are paying attention to entrepreneurial education.

The idea is that graduates with entrepreneurial skills may have a high chance of creating work and livelihoods for themselves and their communities). In Kenya, the concept of academic entrepreneurship is not new. However, there is no clear road map or curriculum for producing graduates with sufficient entrepreneurial skills and mindset. Therefore, entrepreneurship education is yet to be institutionalized though different institutions have adopted various strategies intended to foster positive attitudes about entrepreneurship as well as to develop skills for starting a business. Mount Kenya University (MKU) is one of the largest private University in Eastern Africa region.

The University has a population of 40,000 students distributed in various campuses in

Kenya, Uganda, Burundi, Rwanda and Somaliland. In the last five (5) years, MKU has established, participated and promoted various initiatives geared towards institutionalizing entrepreneurship education. Some of the initiatives include; strategic partnerships (examples Industry, Non-Governmental Organizations (NGOs) and Community Based Organizations (CBOs), Micro & Small Enterprise Authority), University entrepreneurship core unit, Graduate Enterprise Academy, Enterprise Fund, Student Training in Entrepreneurial Promotion, Boot Camps amongst others. These initiatives have contributed to institutionalization of entrepreneurship to some degree at MKU.

This paper will report on i) the nature of the initiatives, and ii) the experiences, challenges and opportunities that these initiatives have had on transformation of a HEI into an entrepreneurial University. In conclusion, our experience has demonstrated that entrepreneurial training cannot be achieved through a classroom environment alone. The University should invest in initiatives that promote practical entrepreneurial experience. The value of value-adding partnerships in this process cannot be gainsaid.

Wednesday, 19 February 10:45 – 12:00

Room: C 118

World Café:

Diversity (Competence) as entrepreneurial asset and universities contribution

Chair:

Sarah Friedrichs, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany

The World Café aims at finding out, how to foster and develop diversity competence at universities and in enterprises. Diversity competence here stands for the ability to deal with diversity, similar to e.g. intercultural competence.

At work you can't help but meet people who are different from you. Studies report time and again that various teams deliver better results. However, this is only possible if employees are able to work with people who are different. But how does a productive cooperation of diverse people succeed and how can this diversity be made usable? This is where the interaction between universities and companies begins. Already at the university the most different personalities meet each other. Campus life thereby forms a microcosm and serves as a mirror of society. The universities are

challenged not only to educate their students in their subjects, but also to develop their social skills and contribute to their personal development. This prepares the students well for their professional life and increases their employability. Companies also benefit from these skills. How exactly this is possible is to be worked out in the workshop. Measures to increase the sensitivity to diversity and against discrimination will also be discussed.

Methodology

After a short input on the definition of diversity and diversity competence and an insight into the various dimensions of diversity (with the help of a short video, link see below in the section 'Procedure'), the participants will become active themselves and deal with

various topics in the form of a World Café. In this way, everyone is given the opportunity Diversity (Competence) as entrepreneurial asset and universities contribution to get involved and take something out of the workshop for themselves and their daily work. Through group work, participants can inspire each other and benefit from each other's knowledge and experience.

Three tables with different themes are planned. Each topic will be considered from the perspective of the universities and from the perspective of enterprises. Participants move between the different tables so that each can discuss any topic.

Focus of the 3 thematic tables:

Development and Use of Diversity (Competence) for a better Employability

How can universities contribute to the development of diversity competence? | What added value can companies gain from diversity (competence)?

Diversity measures and anti-discrimination

Which measures to promote/appreciate diversity and against discrimination are already taking place at your university/company? | What other measures could universities/companies take?

Marketing Diversity (competence)

How can universities improve the teaching of diversity competence and participation in diversity activities? | How can enterprises use a diversity-sensitive work environment to recruit and increase job satisfaction/success?

Wednesday, 19 February 10:45 – 12:00

Room: C 119

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

Presentation:

Redevelopment of Fosu Lagoon, Cape Coast, into an Ecotourism Enclave

Haruna Ndebugri, Cape Coast Regional Chamber of Commerce and Industry, Ghana

Patricia Abena Kissi, Cape Coast Regional Chamber of Commerce and Industry, Ghana

The Central Region is considered as the heartbeat of tourism in Ghana; and Cape Coast, its capital, has many tourist sites which when well-developed, maintained and enhanced could create jobs for the youth and improve the economic activities within the metropolis. Statistics indicate that eight out of every ten tourists who come to Ghana visit the Central Region, and Cape Coast in particular. Thus, the competitive advantage of the region is tourism. In line with the above, there is an important tourist attraction, the Cape Coast Fosu Lagoon which has the potential to be developed into a major ecotourism enclave to contribute to the socio-economic development of the Cape Coast metropolis, and the Central Region and Ghana. However, there are artisans such as welders, mechanics, and spare parts dealers, and garages, whose activities and work along the lagoon, pollute the lagoon, reducing the quality of water in the lagoon, endangering and destroying aquatic life in the lagoon, risking the health of the members of the communities surrounding the lagoon; and hampering the development of the lagoon into a potential tourist enclave.

Therefore, the Cape Coast Regional Chamber of Commerce and Industry is embarking on advocacy actions to help in the relocation of the artisans working alongside the lagoon, in order to redevelop the lagoon into a sustainable and vibrant tourist enclave. To carry out an effective advocacy, the Chamber undertook a survey to assess the acceptance or otherwise of the garages to the plan to

relocate them to a designated site; and the possible impact the relocation will have on their operations; and on tourism development in Cape Coast and beyond.

The study employed a descriptive design. The target population for the study were members of the Siwdu Garages Association; and the Cape Coast Metropolitan Assembly, specifically, the Metropolitan Chief Executive and the Investment Officer. Convenience sampling was used to select respondents for the study; thus, the respondents were selected based on their availability and willingness to take part in the survey. The instruments used for the survey were a questionnaire and the interview guide; and they were designed in line with the objectives of the survey. Findings from the survey indicated that the stakeholders did not oppose the relocation; but rather came out with the challenges impeding their relocation to the new site designated for their relocation. It can be said that, the plan to relocate the garages from the Cape Coast Fosu Lagoon area; and to develop it into an ecotourism enclave is a good initiative to accelerate development in the Cape Coast metropolis and beyond. And thus, the support of relevant stakeholders, including investors and international NGOs, is being sought to ensure that the relocation of the garages takes place; and the Fosu Lagoon is redeveloped into a sustainable eco-tourism enclave. This, it is hoped, will contribute to tourism development in Ghana.

Wednesday, 19 February 10:45 – 12:00

Room: C 119

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

Presentation:

Paragliding as a Tool for Promoting Tourism in Ghana

Michael Kissi, Cape Coast Technical University, Ghana

Lucy Deborah, Cape Coast Technical University, Ghana

Ghana joined South Africa and Kenya as African countries where the exciting aviation sport of paragliding has been organised. The addition of this aviation sport to the tourist attractions of Ghana, took place on the first Ghana Hang and Paragliding Festival, from Good Friday, March 25 to Easter Sunday, March 27, 2005 in the Kwahu South District (KSD) of the country (Ayim, 2005). Since its inception in the country, the paragliding festival has been organised every year, except 2009, and purportedly, the participation and engagement of international and domestic tourists in the festival has been massive over the years (Imbeah, Hodibert, & Amankwa, 2016).

Thus, the main objective of the study was to assess the impact of the paragliding festival in the promotion of tourism in the KSD of Ghana. The specific objectives of the study

were to ascertain from local residents and businesses how the festival was promoting tourism; find out from the visitors their perceptions of the role of the festival in promoting tourism in the district; and solicit recommendations from the local residents, and visitors how the festival could be enhanced. The answers to the objectives were found by administering two sets of questionnaires to Local Residents and Visitors; and analysing the data in the light of the objectives.

The study established that, for both Local Residents and Visitors, the paragliding festival had a favourable impact on the promotion of tourism. However, they pointed out some challenges facing the organisation of the festival; and gave some recommendations for improving the festival to make it more attractive for visitors and tourists.

Wednesday, 19 February 10:45 – 12:00

Room: C 120

Panel Discussion:

Anatomy of an Entrepreneurial University: a case of Cape Coast Technical University

Panellists:

Dr. Nina Afriyie, University of Cape Coast, Ghana

Prof. Dr. Rosemond Boohene, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany and University of Cape Coast, Ghana

As universities strive to become entrepreneurial, tension arises between this new role and that of the traditional academic culture. Nevertheless, Universities must cohere entrepreneurship as this new mission has feedback into and enhances their overall activities. This paper aims to present a review of models to establish what the possibilities and challenges of becoming entrepreneurial Universities are for Cape Coast Technical University. The study attempts to invent new models by reviewing existing models and factors available in literature and adapts them for best use in the Cape Coast Technical University (CCTU). This study employs both qualitative and quantitative approaches in achieving its aims. Regarding the qualitative part, data were collected from 12 scholars in Cape Coast Technical University by means of in-depth interviews with open-ended questions. Regarding the quantitative part, 50

scholars among the instructors and professors of (CCTU) were selected purposively. Data were collected through closed ended questionnaires. Research model was also analyzed through structural equation modeling approach by means of Partial Least Square (PLS) software. It was revealing that entrepreneurial university creates entrepreneurial students through mentoring teacher that explore opportunity via government and industrial connection. In addition, greater involvement of external stakeholders and greatest commitment of internal stakeholders is crucial in building an entrepreneurial University. Breaking barriers in the rigid internal structure of the universities seems to be also very important in increasing the ability of implementing entrepreneurial concept.

Key words: Entrepreneurial University, CCTU, external stakeholders, internal stakeholders, internal structure, PLS

Wednesday, 19 February 10:45 – 12:00

Room: C 130

Session Chair: Stefan Freitag, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Boosting Digital Africa: A framework to run digital transformation

Karim Baïna, ENSIAS, Mohammed V University in Rabat, Morocco

Salah Baïna, ENSIAS, Mohammed V University in Rabat, Morocco

Bouchaïb Bounabat, ENSIAS, Mohammed V University in Rabat, Morocco

For African Countries as for others, Digital Transformation is a necessity. It is the case for Governments and Private organisations regardless of their size. Meanwhile, African countries need to recognise this potential, bypass dependencies, and develop its own new economy based on entrepreneurial education, innovation, and digitalisation. Less than ten years ago, in 2005, barely two percent of Africans (including North Africans) were connected to the Internet; today, nineteen percent venture online. This percentage is clearly still much lower than the worldwide average of 40.4%, but it's just as clear that the gap is closing at a dizzying pace. The number of African internet users this decade has increased by more than a thousand percent. The internet penetration rate worldwide is twice that of Africa, but ten years ago it was seven times greater.

Internet penetration growth may be a very good indicator; however, it is not the only ingredient to make digital revolution in Africa. African countries suffer from many problems that keep innovation and entrepreneurship very difficult:

- difficult access to information, and knowledge

- inadequacy between teaching and the market
- Discontinuity between government, universities & industries

In this paper, authors expose different use cases and success stories of digital transformation that have been deployed in African countries, Morocco as main example. Developing large scale digital strategies inside companies turns often to be an open innovation problem where ecosystems have a major role. Despite the problems that may encounter innovation and entrepreneurship incentives in Africa, this paper exposes some Moroccan initiatives to enhance the impact of University programs and Entrepreneurship programs to encourage digital ecosystems.

The paper finally presents a holistic approach for digital transformation, most approaches focus on the technological aspect of this revolution, however other pillars are to be considered. Data usage, Innovation management and Ecosystems building. Human Centricity is also a real challenge for digital revolution, Humanizing Digital will be one of the greatest issues in Africa but also in other continents.

Wednesday, 19 February 10:45 – 12:00

Room: C 130

Session Chair: Stefan Freitag, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Codeshare-Teaching – How to teach in two locations simultaneously

Prof. Dr. Ralf Meyer, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany

Prof. Dr. Daniel Agyapong, University of Cape Coast, Ghana

Bonn-Rhein-Sieg University of Applied Sciences (H-BRS) and the University of Cape Coast/Ghana (UCC) have developed together a course that is taught jointly by Prof. Ralf Meyer (H-BRS) and Prof. Daniel Agyapong (UCC). The course focuses on international aspects of Finance and will be offered at H-BRS and at the UCC simultaneously. Teaching will alternate between the two professors and videotaped for the students in the respective other location.

In addition, the students are assigned to mixed teams across the two locations. The

teams work on a semester-project together using digital tools (videoconferencing and digital platforms) to facilitate their projects. In the Winter Semester 2019/2020, the teams focused on the consumer good foods and food processing industry in Ghana supporting H-BRS and UCC's 3-year BET project.

The presentation at the 8th Annual Conference "Universities, Entrepreneurship and Enterprise Development in Africa" highlights the key learnings from this innovative teaching concept and discusses the next steps that have been planned

Wednesday, 19 February 13:30 – 14:45

Room: C 115

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

Presentation:

Exploratory Study of the Entrepreneurial Eco-system in Central Region, Ghana

Dr. Mavis Mensah, University of Cape Coast, Ghana

Dr. Edward Nii Amar Amarteifio, University of Cape Coast, Ghana

Entrepreneurial eco-system comprises interdependent actors and factors that are strategically coordinated to promote productive entrepreneurship. Through the lens of institutional theory and resource-based view theory, major factors within the entrepreneurial eco-system are government policies and public and private infrastructure and services in the legal, regulatory, financial, educational, commercial, physical and social landscape of a given geographic area. A sound eco-system is an imperative for entrepreneurs to engage in productive entrepreneurship that will drive economic growth and development. Although Ghana is considered a top economic performer in Sub-Saharan Africa, its entrepreneurial eco-system is far from being supportive, especially for productive entrepreneurial activity that will place the country on the pedestal of transformational growth. For instance, national and international surveys indicate that Ghana is among the bottom ten countries in the world in terms of ease of doing business, global competitiveness and trading across borders. While acknowledging the importance of such surveys, it is imperative to note that often national surveys, for example, unfairly mask critical regional and local disparities and are unable to gain the right policy attention.

The purpose of this study is, therefore, to explore the entrepreneurial eco-system in the Central Region of Ghana. Relative to other regions in Ghana, the Central Region is endowed with aquatic and marine resources,

cultural monuments, top educational institutions, forest and other resources that present business opportunities in the transport, fishing, tourism, agro and food processing sectors. The region is, however, not economically vibrant. The latest Ghana Poverty and Inequality Report (2016) shows that poverty rate of the region is high (18.8%) as compared to Greater Accra Region (5.6%) while the formal industrial sector keeps dwindling with an estimated annual job loss of 606. It is generally claimed that the region does not have effective and efficient entrepreneurial eco-system but there are virtually no studies that analyse the entrepreneurial eco-system and its elements. This study seeks to set the pace with an exploratory study guided by two major research questions: (1) Which factors within the entrepreneurial eco-system do entrepreneurs consider critical for productive entrepreneurship? (2) What are the key constraints that entrepreneurs encounter within the entrepreneurial eco-system?

Informed by a descriptive research design, quantitative data were collected using self-administered questionnaires from an accidental sample of 44 entrepreneurs who took part in the business and entrepreneurial training of the presidential business support programme in the Central Region of Ghana in July 2019. The entrepreneurs participated in the training with the aim of enhancing their entrepreneurial competencies and to tap into funding opportunities meant to help them scale up their businesses. As work in progress, exploratory factor analysis is being conducted with the IBM SPSS 20. The findings of the

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study will provide initial insights into the current state of the entrepreneurial ecosystem in the Central Region. It will also be a

means to validate an adapted instrument for regional and local studies while advancing knowledge for scholars, practitioners and researchers



Wednesday, 19 February 13:30 – 14:45

Room: C 115

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

Presentation:

Assessing tax evasion among SMEs on the Ghanaian economy

Dr. Abdul-Aziz Abdul- Rahaman, Kumasi Technical University, Ghana

Taxation plays an important role in economic development by sustaining the existence of the state and financing both social programmes and infrastructure investment. It also aids in the allocation of resources, redistribution of income, and correction of negative externalities as well as protection of domestic industries, including SMEs, by restricting imports. There are some determinants which breeds fertile grounds for tax evasion, which results in the low level of taxation in Ghana which subsequently affect the economy.

Therefore, the study focused on identifying the key determinants of tax evasion and assess its effects on the Ghanaian economy. Case study research design was adopted, and cluster sampling technique was also employed to gather data from SMEs who ply their businesses in and around Sunyani. Structural Equation Modelling was utilized to model the data.

The results identified nine key determinants of tax evasion among SMEs. However, seven of

these tax evasion determinants were significantly affecting or influencing the Ghanaian economy. These include waste and corruption by government, complex tax system, high tax burden, compromised tax agents, inadequate tax education, non-consideration of taxpayers' view, lesser punishment for tax evaders. On the other hand, the remaining two determinants of tax evasion such as owners' unawareness to pay tax and the notion of only the rich pays tax were found not to contribute significantly, in terms of effect, on the economy.

Also, tax evasion was found not really depend on the type of business engaged in by SMEs. It was recommended that policy makers and stakeholders alike should consider implementing the following; developmental oriented spending by the government, reduced tax rate, increase tax education, enforcement of penalties on those who evade tax and instituting computerized tax administration structure to eliminate human involvement.

Wednesday, 19 February 13:30 – 14:45

Room: C 117

Session Chair: Prof. Dr. Ralf Meyer, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Fostering self-employment after graduation: Lessons from the Supervised Agribusiness Projects at the University of Cape Coast, Ghana

Dr. Martin Bosompem, University of Cape Coast, Ghana

Graduate unemployment has become a national security issue in most African countries, including Ghana. It is estimated that there were over 271000 unemployed graduates in Ghana as at 2015. One of the main reasons given is the unavailability of jobs for these graduates. Experts advocate that teaching entrepreneurship courses in tertiary institutions is one of the ways to reduce graduate unemployment since they would be prepared to start their own business after graduations. Agribusiness has also been identified as the pivot of jumpstarting economic transformation in Africa through the development of agro-based industries (Byerlee, García, Giertz, Palmade, & Gurcanlar, 2013).

The Supervised Agribusiness Project (SAP) is a critical component of the B.Sc. Agribusiness programme in the University of Cape Coast, Ghana. As part of SAPs, students are given the opportunity to identify agribusiness opportunities, write feasible business plans and implement the identified plans on a miniature basis under the supervision of coaches and mentors made of faculty members and industrial partners. Hence, the

SAPs offer students opportunity to put into practice agribusiness and entrepreneurial knowledge and skills they had acquired during the period of their training in the university.

The intent is to stir-up students' willingness and ability to start their own agribusiness venture after graduation, therefore reducing graduate unemployment. The SAPs, therefore, serve as the conduit to connect agro-technology and agribusiness business models that can serve as case studies and learning centers for research, learning and industry.

This paper reviews the philosophy and the principal components of the SAPs as part of BSc. Agribusiness programme at the University of Cape Coast, Ghana. It also assesses students' and graduates' impression of the SAPs components of the programme and its potential impacts on their willingness to start their own business after graduation. The lessons learnt could serve as a way of improving the programme and also a model for preparing undergraduates to be self-employed after graduation in the Ghanaian and African context.

Wednesday, 19 February 13:30 – 14:45

Room: C 117

Session Chair: Prof. Dr. Ralf Meyer, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Contents, curricula and teaching methodologies of entrepreneurial education

Augustus Mutemi Mbila, Mount Kenya University, Kenya

Most economies across the globe rely on entrepreneurship for growth. There is evidence to suggest that entrepreneurship creates job opportunities and spurs economic growth and development (Pacheco, Dean, & Payne, 2010; Mojica, Gebremedhin, & Schaeffer, 2010, and Solomon, 2007). Despite the fact that entrepreneurship is one of the fastest growing education disciplines globally, researchers are still divided on what should be taught and how it should be taught in institutions of higher learning. Entrepreneurial decision-making is laced with uncertainty and drawbacks. Hence, entrepreneurship learners must be taught using practical and conceptual methodologies to equip them with the requisite knowledge and skill that will enable them to confront such challenges in their entrepreneurial activities.

This calls for entrepreneurship teachers to be innovative and to also encourage their learners to be innovative as entrepreneurship involves the generation of new business ideas. Traditional teaching methodologies of entrepreneurial education placed the teacher at the fulcrum about which the pendulum of entrepreneurial education oscillated (Gibb, 1993 a, b, c). Students would play a passive role in the learning process, the teacher would dictate notes, students would be encouraged to read books in the library, and minimal teaching aids would be utilised. Arasti et al. (2012) argue that this method only prepares students to look for jobs after school, instead of being creators of jobs.

This presentation will criticise the traditional teaching methodologies of entrepreneurial education as being theoretical in nature and unable to prepare students to respond to entrepreneurial challenges of the moment. The presentation will therefore recommend innovative teaching methodologies of

entrepreneurial education that can be utilised by the teacher to prepare students adequately so that they are in a good position to generate entrepreneurial ideas and to identify entrepreneurial opportunities.

Regarding the content that should be taught in an entrepreneurship class, preliminary research suggests that learners taking entrepreneurship should be taught “about” entrepreneurship, “for” entrepreneurship, and “through” entrepreneurship. Teaching them “about” entrepreneurship requires the teacher to focus on such concepts as business plan generation, marketing, financial management, and business management. Teaching “for” entrepreneurship requires the teacher to inculcate such concepts to the learners as idea generation, innovation, creativity, networking, opportunity recognition, expecting and embracing failure, and adapting to change. Teaching “through” entrepreneurship requires the teacher to inculcate the use of real entrepreneurial activities so that the students experience being entrepreneurs and not just pretending to be entrepreneurs. Use of internships, incubators, person-induced business simulation, and product creations are some of the contents utilised.

Suggested teaching methodologies include innovative teaching methodologies like group projects, business plan generation and development, role play, and computer simulation of business games, other methodologies include entrepreneur presentations, case studies/project-based learning, and problem-based learning. Teachers will be encouraged to invite guest speakers who comprise entrepreneurs in the market, and to make use of real-life examples of successful entrepreneurial activities in different industries.

World Café:

Doing business between SMEs: Personal interactions as success factor

Sonja Mattfeld, Jacobs University Bremen, Germany

SME development in African countries and building partnerships with German SMEs is a common goal of many national and international development schemes, exchange of business associations, private consultants and other programs and stakeholders. However, creating business networks and platforms, organising delegation trips, B2B-meetings etc. can only be accompanying measures and the starting point for the direct contact and communication between business partners.

It is the subsequent personal interaction which is crucial for the success of negotiations, partnerships and investments - particularly on SME-level where individuals are not as easily replaceable as in big corporations. The idea of this World Café is therefore to shed light on the background of these interactions, detect common pitfalls and best practices as well as to identify catalysers which increase/ decrease the chance for successful interactions by discussing the following topics:

Table 1:

Discuss a controversial statement: "At the first meeting many German SMEs/ individuals have the preconceived notion of superiority of their products and services and do not listen to new concepts and ideas of their Africa counterparts. Reason for this is that Germans do not look for true partners and a conversation on equal-ranked basis but are rather looking for subordinated relationships." Lead questions: Do you agree? Why yes? Why no? Own examples?

Table 2:

Put yourself in the shoes of an African SME. What might be the more promising strategy during a first meeting with a German SME when targeting a successful long-term relationship on equal footing? Discuss the 2 provoking statements:

- Present yourself inferior to the potential German partners, neglect your own skills

and knowledge and show that you are willing to learn and adopt the German way of engineering, management etc.

- Be aggressive to your German counterpart, name your own achievements, correct him on his potential eurocentric superiority claims and educate him on the needs of the markets and how German products and management methods should be adapted.

Table 3:

Imagine an African and German SME meeting for the first time. What kind of patterns/ backgrounds/ prejudices might influence their interaction and in which way?

- Social/ personal aspects like nationality, culture, sex, age, title
- Business expectations based on given information like size of company, turnover, country policies, economic growth rates, etc.
- Introductions, selections and judgements of third parties prior to the meeting: type of stakeholder (consultant, public institution, private contact), intensity of preparation and briefing, type of assessment (positive, negative)

Finally, the results of all tables will be shared in a common plenum session. The aim is to use the outcome of the World Café in order to create new transdisciplinary models for the analysis of success factors of business relations between German and African SMEs. The interactive World Café seems to be ideal format in order to motivate international and interdisciplinary participants to share their academic and practical knowledge and experience in an easy and informal atmosphere. However, the concept can also be adapted to a workshop or panel discussion format if needed.

Wednesday, 19 February 13:30 – 14:45

Room: C 119

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

Presentation:

Women entrepreneurial journeys through tourism in Ghana

Albert Kimbu, University of Survey, United Kingdom

Anna de Jong, University of Survey, United Kingdom

Manuel Alector Riberio, University of Survey, United Kingdom.

Cristina Figuora, University of Survey, United Kingdom

Dr. Issahaku Adam, University of Cape Coast, Ghana

Ewoenam Afenyo-Agbe, University of Cape Coast, Ghana

Ogechi Adeola, Pan Atlantic University, Nigeria

Entrepreneurship possesses the potency to spur job creation and economic growth as well as advance gender equality leading to poverty reduction among economically vulnerable groups including women, thereby contributing towards achieving Sustainable Development Goals 5 and 10.

Entrepreneurship is an important venture, especially for women in sub-Saharan Africa who constitute about half of the population but experience a high incidence of poverty and social exclusion compared to men. Nonetheless, the proportion of successful women entrepreneurs is lower than that of men, with many operating in the informal sector in sub-Saharan Africa, even in tourism, a sector that provides an accessible entrepreneurship gateway due to its low entry requirements. Meanwhile, entrepreneurship is often presented as a way to enhance gender equality in sub-Saharan African countries. Yet, there are significant gendered barriers influencing women's potential to benefit from entrepreneurship in Ghana and other African countries. This study aims at understanding women's experiences in tourism entrepreneurship in Ghana including examining their access to capital and support resources to start tourism businesses, analysing the constraints they encounter and analysing their life satisfaction as entrepreneurs.

The study focused on women entrepreneurs in the tourism industry in Ghana, precisely in Accra and Cape Coast due to their importance

in tourism trade. A sequential explanatory mixed methods approach was used to gather data for the study using questionnaires and in-depth interviews. A stratified random sampling technique was used to draw respondents 300 women entrepreneurs in tourism for questionnaire administration while purposive sampling was used to select 17 others for follow-up in-depth interviews.

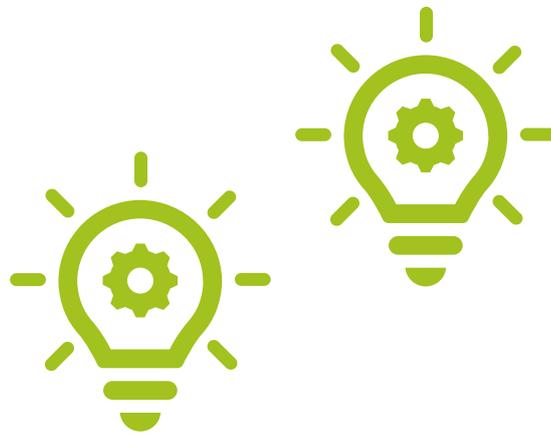
The findings revealed that women entrepreneurs encountered challenges in accessing capital to start their tourism businesses as a result of their inability to provide collateral demanded by financial institutions. Therefore, they relied on their savings to start their businesses, a reason that explained why most operate micro and small enterprises. In operational terms, they were constrained by the inability to penetrate the market due to the small nature of their businesses as well as irregular supply of inputs, high taxes and levies. They were equally inhibited by lack of information and support from state agencies in terms of mentoring and business registration. The competing demands of their household duties as women also presented challenges for some of the women, particularly those in the hotel and restaurant industries, resulting in breaking down of the marriages of some of the women with some also being stereotyped as being promiscuous. Interestingly, most of the women were satisfied with their lives as entrepreneurs because entrepreneurship has helped them gain economic freedom, and

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enhanced their social status, particularly in the area of decision making. It is recommended that women entrepreneurs should form collaborative networks to be able to produce collaterals required to secure capital from

financial institutions. The Ministry of Business Development, as well as the Ministry of Gender and Social Protection and tourism authorities in Ghana, should set-up specialised businesses advisory and support units targeted at women entrepreneurs.



Wednesday, 19 February 13:30 – 14:45

Room: C 119

Session Chair: Prof. Dr. David Rempel, IUBH - International University of Applied Sciences Bad Honnef, Germany

Presentation:

Market Potential of Eco-Mountain-Bike Cycling Tours in Kenya – Expert survey

Prof. Dr. Felix Wölfle, IUBH – International University of Applied Sciences, Germany

Marcel Kremser, IUBH – International University of Applied Sciences, Germany

Tourism in Kenya is already known quite well for its safari tours, what is more or less typical for several African countries. To ensure a sustainable tourism development, different forms of tourism has to be considered. One out of these forms could be Eco-Mountain-Bike Cycling Tours, as these tours are gaining in popularity, for example in Germany. The purpose of the study underlying this abstract was the analysis of the market potential of Eco-Mountain-Bike Cycling Tours in Kenya,

Key words: Mountain-Biking, Eco-Cycling, Kenya, Active Eco-Tourism in Emerging Tourism markets.

estimated by focusing the German source market. The operationalisation of this estimation was an expert survey to get a deep insight in the according estimation of biking tour operators, destination managers and other Mountain-Bike experts. The findings should give indications for the possibilities to develop Eco-Mountain-Bike tourism as a touristic alternative and addition to existing touristic products.

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Panel Discussion:

Universities, Entrepreneurship and Enterprise Development in Africa

Almuth Dörre, Agentur für Wirtschaft & Entwicklung, Germany

The Agency for Business and Economic Development (AWE) is the key contact partner of German development cooperation for German and European companies planning to get involved in developing and emerging countries.

The AWE is supported by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and the KfWs

Group's Deutsche Investitions- und Entwicklungsgesellschaft (DEG) and is financed by the German Federal Ministry for Economic Cooperation and Development (BMZ).

AWE's advisory services relate to funding and financing instruments of German development cooperation as well as international development banks. In addition, companies benefit from the international networks of development cooperation in Germany and abroad in around 130 countries.

Africa offers great economic opportunities, but many German companies still find it difficult to get involved in the market. Market entry can be successful with good preparation, a local presence and intensive networks.

The cooperation between companies and universities/universities of applied science from Germany and Africa can be one strategy. This can be advantageous for all parties involved.

Research and science cooperation enable companies to open up new markets with innovations and

adapt them to the local context; the universities receive impetus for their application-oriented research. Practical and demand-oriented initial and further training of skilled workers for the labour market is essential to ensure "employability" in companies.

German development cooperation supports cooperation between German universities/universities of applied sciences and African universities through various support programs. In addition, companies specifically establish cooperation with science in Africa within the framework of funding programs.

Within the framework of the conference "Universities, Entrepreneurship and Enterprise Development in Africa", a panel discussion with participants from industry (and possibly academia) will address and discuss the following issues:

- What was implemented with which partners (outline of the project)?
- Which goals should be achieved by the project?
- What is the entrepreneurial added value?
- What were the biggest challenges and how were they met?
- What are the lessons learnt from the projects?

Wednesday, 19 February 13:30 – 14:45

Room: C 130

Session Chair: Prof. Dr. Rosemond Boohene, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany and University of Cape Coast, Ghana

Presentations:

1. BET Ghana Baseline Survey of the Consumer Goods and Food Processing Industry in Ghana

Prof. Dr. Ernest Abano, University of Cape Coast, Ghana

2. GTAI in Africa – supporting trade and investment with business information.

Wolfgang Karg, German Trade and Invest (GTAI), Germany



Wednesday, 19 February 15:15 – 16:30

Room: C 115

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

Presentation:

Strategic Planning Competitive Advantage: Employee Behaviour Structure Perspective

Jackson K. Maingi, University of Nairobi, Kenya

Zachary B. Awino, University of Nairobi, Kenya

Peter O. K'Obonyo, University of Nairobi, Kenya

Ganesh P. Pokhariya, University of Nairobi, Kenya

Several studies have been carried out in the past to find out how strategic planning and competitive advantage are connected and the causes of differences in competitive advantage among firms. Scholars have argued that competitive advantage can emanate from either internal or external sources and is usually in several forms which include; valuable resources, the position held within the industry, position within the marketplace, operating at lower costs than rival firms, differentiation, capabilities and dynamic capabilities. This study sought to advance knowledge and was based on the premise that strategic planning influences competitive advantage both directly and also indirectly by way of the mediating influence of employee behaviour and the moderating effect of organizational structure. The study was underpinned by the competitive advantage typology/theory, the resource-based theory, dynamic capabilities theory, goal-setting theory and contingency theory. The study used a positivist research paradigm and a

cross-sectional survey design. Data collected from 122 large manufacturing firms was analysed using both descriptive and inferential statistics. Hypotheses were tested using both simple and multivariate regression analysis as well as hierarchical analysis for mediating and moderating effects. The findings indicate that overall strategic planning has a statistically significant influence on competitive advantage and that employee behaviour completely mediates the relationship between strategic planning and competitive advantage while organizational structure has a partial moderating effect between strategic planning and competitive advantage. In addition, the joint influence of employee behaviour and organizational structure is different from the influence of individual variables on the relationship between strategic planning and competitive advantage. The outcomes from this research lend support to previous enquiries and support all the theories used to underpin the study.

Wednesday, 19 February 15:15 – 16:30

Room: C 115

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

Presentation:

Exploring the determinants of German SMEs internationalization in Sub-Saharan Africa

Tarek Lafi, Mara Baier, Dr. Luc Da Gbadji, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany

This study aims at exploring the determinants of German SMEs internationalization in Sub-Saharan Africa. The study seems 1.) to identify patterns that may explain, the willingness, motives and decision of German SMEs to undertake an expansion in Sub-Saharan Africa, and 2.) to investigate their internationalization success factors, paths and strategies.

A systematic review of the literature has been conducted and secondary data have been analysed. The results have shown among others that a greater access to quality information related to the SSA market increases the likelihood and the interest of German SMEs to enter a specific SSA market.

Finally, alliances with partners (in Germany and in the targeted host country) with local knowledge and experience in SSA can be an effective strategy for SMEs to mitigate risks, overcome the deficiencies they face in terms of resources and capabilities, when they expand in Sub-Saharan African countries. The study has shown the need for further research in this context.

This paper includes the outcomes from a literature review and a secondary data analysis and will serve as the starting point and theoretical background for a more comprehensive primary empirical research on German SME business activities in Sub-Saharan Africa.

Wednesday, 19 February 15:15 – 16:30

Room: C 117

Session Chair: Prof. Dr. Francis Boachie Mensah, University of Cape Coast, Ghana

Presentation:

PAUWES-MDE: An Online Programme for Mini-Grid Digitalization Entrepreneurship Pan African

Dr. Erick Gankam Tambo, Pan African University Institute for Water and Energy Sciences (including Climate Change) and United Nations University Institute for Environment and Human Security (UNU-EHS), Germany

Brian Oduor, Pan African University Institute for Water and Energy Sciences (including Climate Change) and United Nations University Institute for Environment and Human Security (UNU-EHS), Germany

Axel Nguedia Nguedoung, Pan African University Institute for Water and Energy Sciences (including Climate Change) and United Nations University Institute for Environment and Human Security (UNU-EHS), Germany

Daniel Harding, United Nations University Institute for Environment and Human Security (UNU-EHS), Germany

Alberto Sanchez, United Nations University Institute for Environment and Human Security (UNU-EHS), Germany

Academia and research institutions play a substantive role in stimulating innovation and entrepreneurship in Africa by contributing scientific discoveries, technological advancements, and recognizing opportunities that ensure research meets market demands. However, collaboration between the academic and entrepreneurship spheres remains lacking. To bridge this divide, 'entrepreneurial education' should be considered an effective approach in connecting stakeholders. Thus, the African Union in its Continental Education Strategy for Africa (CESA 16-25) acknowledges that "Quality and relevant education, training and research are core for scientific and technological innovation, creativity and entrepreneurship" [1]. Moreover, entrepreneurial education will contribute to areas identified by the African Union in its "1 Million by 2021 Initiative", aiming to provide opportunities for African youth [1] [2].

As one of the five hubs of the Pan African University (PAU), the Pan African University Institute of Water and Energy Sciences (including Climate Change) (PAUWES) holds a unique position in understanding Pan-African problems and is equipped to solve challenges faced by African countries with regards to water, energy and climate change.

Consequently, developing programmes in water, energy and climate change will promote the potential of African youth and develop their capacity towards entrepreneurship, innovative thinking and employability [2].

More specifically, with over half a billion people living without electricity [3], the growing interest in smart mini-grid technology as an effective solution for off-grid electrification offers an opportunity for digital transformation in the Sub-Saharan micro-grid sector. Not only as an alternative to off-grid electrification, but as a niche for entrepreneurial opportunities and employment in the energy sector. Accompanying facilities implemented at PAUWES to support students in their entrepreneurial development, a new online postgraduate programme also aims to build capacity by nurturing innovative business ideas in this area.

This presentation will share PAUWES' approach towards entrepreneurial education and focus on the PAUWES-MDE online postgraduate programme. It will discuss the innovative and collaborative approach to curriculum design, including its structure, innovation incubator model and approach used to disseminate the course.

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Entrepreneurship is embedded in all aspects of the curriculum, with an emphasis on problem-based learning and practical case studies.

Components address key topics such as entrepreneurial practice, sustaining a successful business, feasibility studies, prototyping, business planning etc.

Furthermore, interlinking an internship with a master's thesis will support students in the creation of their own start-up. This is envisaged in 3 phases:

1. Internship and mentoring of students:
Students will be mentored by experts from start-ups, NGOs and policy making institutions to identify and solve real life problems.
2. Development of a business case: Students will develop solutions to the problem(s) identified, resulting in an academic thesis and technical prototype or business case for the proposed enterprise.
3. Incubation/acceleration of the start-up/product: Following graduation, students can join an optional incubator/accelerator programme, lasting between 3 to 6 months and followed by a maturation period designed to deploy their product/service.

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Room: C 117

Session Chair: Prof. Dr. Francis Boachie Mensah, University of Cape Coast, Ghana

Presentation:

Higher Education Institutions Entrepreneurial Interventions: A South African Perspective

Dr. Nancy Cheseto, Mount Kenya University, Kenya

Youth unemployment statistics in Kenya show that 60% of the Kenyan population is under the age of 30. The World Bank indicates that Kenya's unemployment rate is currently at 40%, with 64% of unemployed Kenyans being youth. The major causes of unemployment, inter alia, include ill-trained workforce that is not in tandem with the market dynamics. In recognition that many graduates lack adequate soft and technical skills to transit to the labor market, Mount Kenya University has established the **"Workforce Transition Program" (WTP)** meant to equip its graduates with relevant and adequate skills to make them competitive in the job market. The University also reckons that although it is important to produce employable graduates, it is no longer tenable to only train "job seekers". **WTP** aims to address graduate unemployment by actively promoting a paradigm shift in Kenya from the premise of "university education for employment" to "university education for job creation". This approach is meant to empower students to be self-reliant through innovation and entrepreneurship upon graduation. Therefore, the Program is also geared towards addressing the problem of unemployment through training a critical mass of "job creators". To this end, the university has established **Research, Enterprise and Innovation Development Centre (REIDC)** whose motto is **"transforming job seekers to job creators"** with the ultimate object of aiding the Kenyan youth participate in job and wealth creation through nurturing innovative business ideas as well as commercialization of innovations to address socio-economic challenges of our society. Currently, REIDC has three incubation programmes viz.: Technological Incubation Programme, Hospitality Incubation Programme and Microfinance Incubation Programme. In

recognition of the fact that the ultimate indicator of a successful innovation or business idea is its social impact as well as its commercial value, the University has recently established an **Enterprise Academy** to bridge the gap between knowledge generation and knowledge utilization. The Academy received a generous initial 5-year funding from the University management through injection of Kshs. 40 million into the MIEF. From the fund, a total of 10 young apprentices (innovators/entrepreneurs) will benefit with initial seed grant of Kshs. 800, 000 per year for every innovative business idea. It is envisaged that the Academy will spur the discovery and development of new knowledge and its subsequent exploitation for the socioeconomic development of the Kenyan people and Africa region in line with the objects of Kenya Vision 2030. This program has been running for six (6) since 2013. Courses taught at the academy include;

- Leadership and team work
- Managing personal finance
- Planning the future of your business
- Creating a vision for your business
- Presenting and pitching for investors
- Business planning and pitching
- Monitoring performance of your business
- e-Marketing and website design
- Marketing plan
- Dealing with customers
- Procuring supplies
- Market research and analysis
- Financial planning and implementation
- Business law
- The entrepreneurial mindset
- Brand development and promotion
- Business development
- Book keeping

Monitoring and Evaluation is done quarterly.

Wednesday, 19 February 15:15 – 16:30

Room: C 118

World Café:

Entrepreneurial Universities - How can joint international university projects contribute to universities becoming entrepreneurial universities?

Christine Freitag, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany

Dr. Mildred Nawiri, Kenyatta University, Kenya

Dr. Peter Kirira, Mount Kenya University, Kenya

Elisabeth Erning, Leuphana University, Germany

Robert Meyer, Leipzig University, Germany

Dr. Hartmut Domröse, Hochschule Wismar University of Applied Sciences, Technology, Business and Design, Germany

The construct of the entrepreneurial university gained international relevance in the previous years and developed into a worldwide model of successful higher education and science policy. The Entrepreneurial University conceives the scientific Triple Helix Model from Etzkowitz from an economic point of view. According to Etzkowitz (2008, 2014), after the first academic revolution, which introduced research as a second core task alongside teaching at universities, the contribution of universities to the social and economic development of society has now been added as a third mission (task) in a second academic revolution. This third mission encompasses both the application orientation of research and teaching as well as entrepreneurial activities and closer cooperation between universities and business enterprises. The Triple Helix Model conceptualizes network relationships between

state, university and business as three overlapping spheres. Universities are subsequently the source and place of new knowledge and new technologies, the economy the place of production and the state the mediator between both spheres. At the center is the Entrepreneurial University, which is characterized by strong academic leadership, legal control over its academic resources, organizational capacity for technology transfer through specific organizational units in administration, and an entrepreneurial ethos.

Using the example of the DAAD/BMZ-funded project "Collaboration for Entrepreneurial Universities - CEPU", the world café will discuss to what extent joint international university projects can support universities in becoming an entrepreneurial university.

Wednesday, 19 February 15:15 – 16:30

Room: C 119

Session Chair: Marc Zander, africon, Germany

Presentation:

Participatory Action Research to Developing Acceptable Provitamin A Fortified Gari

Prof. Ernest Ekow Abano, University of Cape Coast, Ghana

Enoch T. Quayso, University of Cape Coast, Ghana

Dr. Martin Bosompem, University of Cape Coast, Ghana

Emmanuel Atorah, University of Cape Coast, Ghana

Margaret Forson, Municipal Assembly, Elmina, Ghana

There is severe clinical vitamin A deficiency (VAD) prevalence among Ghanaians and many African countries. Food-based diets has been suggested as a more sustainable approach to solving the VAD situation in Africa. In this study, A participatory action research between orange flesh sweet potato farmers, gari processors within central region and academia was adopted to develop gari containing provitamin A beta-carotene.

Gari is a major staple for Ghanaians and people in the West African subregion due to its affordability and swelling capacity. It is mainly eaten raw with water, sugar, groundnut and milk as gari-soakings or with hot water to prepare gelatinized food called gari-kai in Ghana or “eba” among Nigerians. However, gari is limited in provitamin A carotenoids. Orange fleshed sweet potato (OFSP) is known to contain large amount of vitamin A precursor. Therefore, addition of OFSP to gari would have the potential to fight the high prevalence rate of vitamin A deficiency amongst less developed regions of Africa.

To develop this, different proportions of orange fleshed sweet potatoes (OFSP) was used to substitute cassava mash and fermented spontaneously to produce composite gari - a gritty-crispy ready-to-eat

food product. Both the amount of OFSP and the fermentation duration caused significant increases in the β -carotene content of the composite gari. OFSP addition reduced the luminance while roasting made the composite gari yellower when compared with the cake used. Addition of OFSP negatively affected the swelling capacity of the gari although not significant. The taste, texture, flavour and the overall preferences for the composite gari decreased due to the addition of the OFSP but fermentation duration (FD) improved them. The sample with 10% OFSP and FD of 1.81 days was found to produce the optimal gari. One-portion of the optimal gari would contribute to 34.75, 23.2, 23.2, 27, 17 and 16% of vitamin A requirements amongst children, adolescent, adult males, adult females, pregnant women and lactating mothers respectively.

The study demonstrated that partial substitution of cassava with OFSP for gari production would have the potential to fight the high prevalence rate of vitamin A deficiency amongst less developed regions of Africa while involvement of farmers and processors prior to the design of research phase enhanced the adoption of intervention strategies.

Wednesday, 19 February 15:15 – 16:30

Room: C 119

Session Chair: Marc Zander, africon, Germany

Presentation:

Factors influencing consumers' choice of rice in the Tamale metropolis

Albert Anumel, University of Cape Coast, Ghana

Dr. Gloria K.Q. Agyapong, University of Cape Coast, Ghana

Prof. Francis O. Boachie-Mensah, University of Cape Coast, Ghana

The main aim of the paper was to identify factors influencing consumers' brand choice of rice in the Tamale Metropolis, the Northern Region of Ghana. The specific objectives of the study were to: identify the most important attributes that consumers consider when purchasing rice; analyse consumers' perception towards the branding of rice and examine the effect of rice attributes on consumer willingness to pay for rice. The study adopted the quantitative research approach using explanatory design.

The population comprised residents within the Tamale Metropolis in Northern Ghana. 250 residents participated in the survey by responding to Questionnaires, which, was the main data collection instrument. The data collected from the respondents were coded and analysed, using Statistical Package for Social Sciences (version.16).

The results revealed that the key attributes that consumers considered when purchasing rice in the metropolis were price, brand,

packaging, taste, aroma, texture, colour, size of grain, and ease of cooking. Again, most residents preferred foreign rice to the local one because the foreign rice was well packed and has nice aroma. In examining which of these rice attributes had significant effect on consumers' willingness to pay, the results revealed that brand, packaging, taste, aroma and ease of cooking influenced consumer purchases.

The implications are that, rice marketers need to be abreast with changes in consumer tastes and preferences in order to deliver the most important attributes. Again, since preference for foreign rice is higher, it could affect the sales of local rice. It is therefore, recommended that there should be increased private sector investment in modern processing facilities for local rice growers as this would improve the finished product in terms of packaging and brand positioning. This would further afford the farmers a good price for the local commodity being produced.

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Room: C 120

Session Chair: Prof. Dr. Klaus Deimel, Hochschule Bonn-Rhein-Sieg University of Applied Sciences

Presentation:

MEETAfrica: Support programme for diaspora entrepreneurship in Africa

Danielle Briche, Campus France, France

Kerstin Schaub, GIZ, Germany

The MEETAfrica programme, launched in 2016, aims to support innovative business start-up projects by African graduates of French or German Higher Education Institutions. The programme covers 6 partner countries: Algeria, Cameroon, Mali, Morocco, Senegal, Tunisia.

Diaspora members are major drivers for the development of their countries of origin through their business start-up projects. Supporting those initiatives that contribute to revitalizing territories and creating wealth and skilled employment for the long term is thus a major focus area.

That is the reason why the programme meets a triple challenge: supporting the professional integration of African students on completion of their studies in Europe; the desire of the authorities of the African countries to encourage the involvement of diaspora in the economic development; and the need to better promote North / South research partnerships and to promote technology transfer.

The first phase was implemented by a consortium composed of Expertise France, Campus France, GIZ (Gesellschaft für Internationale Zusammenarbeit) and IRD (French national Research Institute for sustainable Development), in partnership with African organizations in each of the 6 countries.

A flagship programme of the Rabat Process, MEETAfrica was funded by the European Union (1.7 M. €, PanAfrican Instrument) and co-funded by the French Ministry of Europe and Foreign Affairs.

A second phase is under preparation and due to start in early 2020 bringing together Expertise France, Campus France and GIZ.

Funding has been requested from the EU Emergency Trust Fund for Africa, the Agence Française de Développement (AFD) and the German Federal Ministry for Cooperation and Development (BMZ).

It plans to cover 8 countries: Cameroon, Ghana, Ivory Coast, Mali, Morocco, Nigeria, Senegal and Tunisia. 80 entrepreneurs have been supported during the first phase, and more than 30 start-ups were created. Those entrepreneurs benefited from tailor-made assistance including services such as coaching, technical and economic feasibility studies, improved access to funding mechanisms. In the second phase, 1000 entrepreneurs should be provided with counselling services and 250 entrepreneurs should benefit from specific support services. The MEETAfrica programme will provide them with additional support, mainly through networking events and funding. In addition to that, a platform for diaspora entrepreneurship in Africa dedicated to the mapping of organizations and initiatives that support entrepreneurs will be created.

The objective of the MEETAfrica programme is to offer an integrated public-private pathway mobilizing public stakeholders, and in particular an extensive network of private North-South stakeholders and associations that supports ecosystem for innovative companies, and to promote economic development in Africa through the mobilization of talents of the African diaspora. That is the reason why the programme also aims to support the entrepreneurial ecosystem through networking between entrepreneurship support organizations, capacity building, and funding of organizations' support activities for entrepreneurs.

Wednesday, 19 February 15:15 – 16:30

Room: C 120

This presentation will be an opportunity to describe how the entrepreneurs were supported, to present the main results of the

programme, to give examples of successful projects, to describe the challenges faced by the entrepreneurs. It will also enable to share best practices and identify synergies with other organizations and initiatives.



Wednesday, 19 February 15:15 – 16:30

Room: C 120

Session Chair: Prof. Dr. Klaus Deimel, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Research and teaching linkages among universities for sustainable development

Dr. Beatrice Bunyasi Awori, Kenyatta University, Kenya

Dr. Ong'ang'a Hudson Ouko, Kenyatta University, Kenya

Globally, Universities have over time been charged with knowledge creation, innovation and dissemination of knowledge for good practice. University linkages and collaborations have taken centre stage in the effort to promote knowledge and innovations. This is of particular importance in the 21st century where the international communities focus their effort towards achieving the sustainable agenda as spelled out in the MDGs and SDGs.

University-Industry-Linkages particularly in the area of applied research and teaching is key in not only mapping out what works best in the area of research, but most importantly in the area of pedagogical innovations and practice. Early years and special needs learners would benefit in interacting with exchange programmes that would enhance meaningful practices for desired outcomes. Scholars in this area not only work towards good practice, but most importantly their contributions as advocates of policy frameworks that appreciate all learners. There is need for researchers and the academia to provide leadership for what works best through collaborations in research and teaching. This is only practicable through workshop fora. Cross-cultural orientations should take centre stage in the vast shrinking global village. It is expected therefore that the workshop will

provide an open forum for resource persons to brainstorm, map out and make working suggestions geared towards developing workable linkages and collaborative opportunities that would benefit the child. Kenyatta University is a leading higher learning institution in southern and central Africa to develop and launch programmes for early childhood and special needs learners. The University leads in diversifying this subsector for purpose of inclusion of all learners with special needs. Currently the new competence-based curriculum (CBC) is being rolled out in lower primary school grades in Kenya. The university takes the lead in domesticating and embedding the new curriculum which is all-inclusive to ensure No Learner is Left Behind. It focuses on; early years education (EYE) that takes two (2) years, lower primary grades (1, 2 & 3), upper primary (4, 5 & 6), junior secondary (1 & 2) and senior secondary. Other levels are tertiary and University education. Every nation endeavours to provide an education that is progressive and relevant for the time. The intended linkages and partnerships would be timely for world scholars to engage profitably on ways of making our education systems and pedagogy effective through collaborative research.

Key words: Education, research, early years, special needs, linkage, teaching.

Wednesday, 19 February 15:15 – 16:30

Room: C 130

Session Chair: Ms. Eileen Küpper

Presentation:

Developing the Circular Economy in Uganda: Prospects for Academia-Public-Private-Partnerships

Dr. Frederick Kakembo, Ndejje University, Uganda

Issues: Circular economy is a production system that optimizes reusability of by-products/waste as raw materials. As the global population threatens to reach 9 billion by 2050, consumption levels grow proportionally; raising food, material and energy demands. In Uganda, soil nutrient depletion and energy poverty are key challenges faced by urban and rural communities. Rampant depletion of natural resources calls for transit from the linear economic models towards sustainable production/consumption technologies. This study investigated challenges and prospects for APPP to optimize reusability of by-products/waste as raw materials. Specifically, the study examined how Universities could; a) bridge technological gaps facing private and public sector agencies (PPA); b) optimize joint resources of PPA for development of Resource Recovery and Reuse (RRR) and; c) develop interactive platforms for sharing insights/best practices among APPA on RRR; d) generate through research, data for developing evidence-based policies on RRR.

Approach: Quantitative and qualitative tools were used to collect data via documents analysis, interviews, questionnaires, focus group discussions, and participant observations. The tools were administered to municipal authorities, private waste collecting agencies in cities and municipalities; officials in Ministries of energy and Agriculture; officials in universities research units and entrepreneurs that deal in agricultural and energy products; officials from civil society organizations. Taking case studies, participant observation was used to study and document a number of biotic and abiotic recycling projects to determine their feasibility and future prospects.

Findings: PPAs vary in size and resource endowment. Single-handedly, individual agencies lack requisite capacity to develop closed-loop production/consumption models.

This is attributed to gaps in technological, financial and policy requirements. RRR faces issues and challenges relating to; a) demand, supply and marketing structures for products; b) lack of public awareness of RRR; c) sensitivities and risk perceptions associated to reusing of recycled products; d) inertia, attitudes, lifestyle, behaviour, practices of managers and personnel; e) inadequate or non-supportive institutional/policy frameworks. Presumably, regulations, tax holidays, and subsidies would promote application of secondary raw materials, technology development, renewable raw materials and development of circular supply chain practices; f) inadequate financing; lack of sustainability of RRR operations. Analysis of RRR projects operated by selected universities suggest that Academia are positioned to address some of the above-mentioned issues/challenges. In particular, the projects demonstrate; a) technological and business RRR models; b) interactive platforms for promoting RRR; c) promotion of awareness/demand for RRR.

Conclusion: Transiting towards a circular economy requires joint ventures of APPP to optimize technological and financial resources and to develop policy and institutional frameworks. In Uganda, recycling biotic by-products has greater potential to promote environmental sustainability; reduce stress on natural resources; enable cost savings; promote green entrepreneurship and to create jobs/livelihoods. Within the framework of APPP, the role of Universities is; a) to provide support for enterprises to develop state-of-the-art technologies that promote circular business models; b) propose supportive policy and institutional frameworks to facilitate decision-making processes; c) Creating awareness and promote sensitization about green values through education and multimedia communication platforms.

Wednesday, 19 February 15:15 – 16:30

Room: C 130

Session Chair: Eileen Küpper, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Measuring the Performance of Socially Responsible Mutual Funds in Kenya: A DEA Approach

Prof. Dr. Cyrus Iraya Mwangi, University of Nairobi, Kenya

From a financial point of view, investing in Socially Responsible (SR) Mutual funds raises the question as to whether the social aim must be pursued at the expense of the financial performance of the investment. In theory, it would be generally expected that the SR funds underperform non-SR funds, since they select their portfolio of assets with social restrictions. In such cases, the investors are making a deliberate choice to concentrate on a sub-set of investment assets. In a mean-variance theoretical framework, such a strategy can result in a sub-optimal portfolio and may suffer poor performance as a result.

Nevertheless, such a portfolio may be a rational outcome if the investor derives sufficient compensatory utility from holding

socially responsible assets. It is therefore important that a measure that combines both financial and ethical returns is developed and used in evaluation of ethical mutual funds.

This study used a categorical DEA approach to measure the performance of socially responsible mutual funds in Kenya. The outputs in the DEA model were the financial returns which were measured using the Sharpe ratio and social returns measured using ethical coefficient. The inputs to the DEA model were funds transaction fees, funds age, total assets under management and portfolio risk. In total 69 mutual funds were ranked using their technical efficiency coefficient.

Thursday, 20 February 10:00 – 11:15

Room: C 115

Session Chair: Prof. Dr. Rosemond Boohene, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany and University of Cape Coast, Ghana

Presentation:

Intellectual Property Laws in Ghana: Implications for Small and Medium Enterprises

Prof. Dr. Daniel Agyapong, University of Cape Coast, Ghana

Dr. Keren Naa Abeka Arthur, University of Cape Coast, Ghana

Innovation is critical to the growth of an enterprise as it impacts on its competitiveness and sustainability. Process and product innovations serve as forces that help small and medium enterprises scale up and survive in an industry. In view of this, there are efforts and interventions introduced by stakeholders to foster innovation among entrepreneurs. Despite the numerous interventions and efforts by governments and policymakers, individuals and entrepreneurs are reluctant in taking initiative to innovate and invent. This may be because they are afraid others can easily steal their innovations and inventions. Indeed, the fear is even more among young entrepreneurs. This perception is an indication that our copyright law and intellectual property policies may not be providing the needed protection for inventors and innovators. Thus, discouraging creativity among small businesses and entrepreneurs.

The paper analysed the intellectual property and copyright laws with reference to the qualities of entrepreneurs and SMEs in Ghana. The paper employed an exploratory inductive approach to analyse provisions in patent, copyright and trademark laws of Ghana considering the characteristics of small businesses in Ghana, highlighting their implications for small enterprise development.

Data used was mainly text obtained from documents (laws and policies) and analysed using a latent content analysis of unobtrusive research methods. It emerged that the availability and effective enforcement of IP laws can promote innovations among entrepreneurs and facilitate creative intellectual pursuits and promotes first mover advantage among entrepreneurs. Nevertheless, Ghanaian IP laws are narrow and may not fit with small businesses within the country. The paper also finds that level of knowledge of owner/managers (e.g. awareness, understanding of the legal system and how it works), their resource capability (e.g. capital, infrastructure), and the nature of their innovations (normally low level innovation), are factors that characterise small businesses which create the mismatch between their activities and provisions in the IP laws.

There is the need for policymakers to strengthen business development services for SMEs by broadening the scope of the items/ideas patentable, and to have a mechanism to administer IP laws to encourage small businesses and young entrepreneurs to innovate. There is the need to provide support for inventors who cannot afford the cost involved in adjudication.

Thursday, 20 February 10:00 – 11:15

Room: C 115

Session Chair: Prof. Dr. Rosemond Boohene, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany and University of Cape Coast, Ghana

Presentation:

Effective legal protection through arbitration– a success factor for SME

Dr. Markus Burianski, White & Case LLP Frankfurt, Germany

The ability to enforce justified claims and to defend against unjustified claims – short: effective legal protection – is a key success factor for small and medium-sized enterprises (SMEs) and a prerequisite for economic growth in Africa and elsewhere. In international trade and foreign investment, both investors and businesses are often reluctant to rely on unfamiliar local legislation and courts. Arbitration is one tool to unlock the economic potential otherwise prevented by lack of effective legal protection. Arbitration is an alternative to state court litigation with the goal of obtaining a binding and enforceable decision rendered by legal and industry experts. The product of arbitration proceedings is an “award”, which is more difficult to appeal and easier to enforce than domestic judgments, based on international treaties, such as the New York Convention on the Recognition and Enforcement of International Arbitral Awards (NYC). Depending on the kind of legal protection sought, one can distinguish between commercial and investment arbitration.

In commercial arbitration, which is by far the more relevant of both categories, the parties agree under a contract to submit their disputes to arbitration, mostly administered by an arbitration institution, e.g. CRCICA or OHADA. Commercial arbitration permits parties to avoid state courts and thereby mitigate legal risks (e.g. incomplete or non-existent local law or lack of specialized state courts). An important aspect for parties seeking a resolution for a dispute by arbitration in an African state is the law of the seat. The domestic law must constitute a secure legal basis for the arbitration proceedings and enforcement of the award.

Several African countries have modernized their arbitration laws, and 36 African states have ratified the NYC. This step has made the enforcement of awards in these countries significantly easier.

Investment arbitration is a relatively rare, but powerful tool to protect foreign investors against political risks in host states. It enables the foreign investor to seek remedies

against the host state for unlawful state interference with the investment, often large-scale projects, such as infrastructure, energy, mining, etc. Similar to commercial arbitration, investment arbitration permits investors to bring their disputes with sovereigns to tribunals sitting outside the affected country and to obtain a binding and enforceable decision against the state. The key prerequisite for investment arbitration is the existence of a bilateral or multilateral investment treaty. Such treaties are concluded between states, whereby each state undertakes to ensure that investments made by (yet unknown) investors of another state party to the treaty are protected against unlawful state interference. Virtually all Africa-related Bilateral Investment Treaties (BITs) have provisions for dispute settlement, and in the vast majority, they refer to investment arbitration. 45 African countries have also ratified the Convention of the International Centre for Settlement of Investment Disputes (ICSID).

The growth of arbitration in Africa is supported by legal reforms across the continent. These legal reforms ensure legal certainty for parties and, thus, help increasing economic activity and investments in said regions. Arbitration can therefore be considered a central factor for success of SMEs in Africa.

Thursday, 20 February 10:00 – 11:15

Room: C 117

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

Presentation:

Entrepreneurial intentions turnaround strategies and experiential learning: Review of literature

Dr. Evans Mwititi, Mount Kenya University, Kenya

Kenya like many developing countries especially in Africa has been suffering the double challenge of youth explosion and increasing unemployment. With large population of sometimes educated but unemployed youth, many social ills and crimes among the youth have significantly increased. In an effort to reverse the situation, government and development partners have explored entrepreneurship promotion strategies to trigger entrepreneurship culture, development of innovative small and medium firms and employment creation especially among the youth. One of the strategies adopted largely to trigger entrepreneurial culture and intention among the youth is introduction of entrepreneurship education promotions. Kenya for instance introduced integration of mandatory entrepreneurship education unit at all the middle and high education institutions in the country.

However, despite the widespread and mandatory teaching of entrepreneurship education in the country for over two decades, empirical evidence on the ground indicate there is very little correlation between entrepreneurship education programmes with entrepreneurial intention in Kenya. This has raised questions on relevance and appropriateness of entrepreneurship education programmes as applied in Kenya. Observation from review of relevant literature

on entrepreneurship promotion programmes in developed economies especially in the west indicate the need for application of experiential learning approaches i

n training of entrepreneurship as a turnaround strategy to trigger entrepreneurial intention. This study therefore sought to interrogate the application of experiential learning as a turnaround strategy to trigger entrepreneurial intention in Kenya. The study sought to review conceptual, theoretical and empirical literature to bring out the role of experiential learning on the entrepreneurial contextual aspect and validate with a case study of the Graduate Enterprise Academy at Mount Kenya University that employees experiential learning methods. Proposed conceptual literature that links entrepreneurial intension, experiential learning and social environment are proposed based on the gaps identified. This research study is anchored by the planned behaviour theory and experiential learning theory. The study finds a strong positive correlation between application of experiential learning and entrepreneurial intention among the beneficiaries of Graduate Enterprise Academy. The finding is in agreement with finding of relevant literature reviewed that recommends use of experiential learning as strategy to promote entrepreneurial intention among the learners.

Thursday, 20 February 10:00 – 11:15

Room: C 117

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

Presentation:

Workshop: Soft skills training and its effect on principal's performance in secondary schools in Kenya

Dr. Peter Nyaga Muchanje, Kenyatta University, Kenya

The success of a school leader is not what they learn in learning institutions but the way they package themselves in problem solving and decision making in practice. Though this requires a bit of hard skills taught, the bulk of school operation is dependent on the soft skills. Soft skills, however, are often overlooked, yet they play an important role in day-to-day operations of a principal as an instructional supervisor.

This study aims at investigating the relationship between soft skills training and Principals performance. The study adopted a cross sectional mixed survey design. Using Yamane formulae, the sample comprised of principals out of 167 principals from 286

public secondary schools in Kiambu County. These were proportionally distributed in all 12 sub-counties in the County. Research instrument was mainly questionnaire to the principals. Instrument reliability using Cronbach Alpha coefficient was at .73 which is deemed acceptable.

The results showed that there is a significant relationship between principal's training on soft skills and their successful duty performance. The study recommends that regular In-service training should be conducted in the county to enhance soft skills acquisition. It is also advisable that the in-service training in Kenya Management Institute includes soft skills as a unit.

Thursday, 20 February 10:00 – 11:15

Room: C 118

World Café:

Passport: Afrilabs' entrepreneur in-residence mobility scheme

Erich Thaler, AfriLabs, Switzerland

Since 2011, AfriLabs, a Pan-African network of innovation hubs, has been building up its membership basis and counts today more than 170 hubs across all Africa. At the occasion of its Annual Gathering 28 – 30 October 2019 in Addis, AfriLabs launched two investment and qualification instruments: Catalyst which supports early-stage supports of member hubs; Passport which supports mobility of entrepreneurs for in-residence-stays at member innovation hubs. By doing this, it increases awareness for new cross-border opportunities that come along with the recently signed African Continental Free Trade Agreement. By organizing a world café, tasks will be twofold. On the one side, invite participants to share their experiences and expectations with innovation hubs – both in

Germany, Switzerland and Africa. On the other side, learn from an AfriLabs representative about the opportunities offered within this network and the partnerships to develop in a near future.

The University of Basel operates within a mandate from its State Secretariat for Education, Research and Innovation (SERI) to foster research and innovation between Swiss and African scientists and science-based entrepreneurs. SABII, the Swiss – African Business Innovation Initiative is a program developed within this framework targeting early-stage science-based entrepreneurs. AfriLabs has come in as SABII African program partner in 2017.

Thursday, 20 February 10:00 – 11:15

Room: C 119

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

Presentation:

A model for Expansion of Start-ups into Emerging Markets

Dr. Mohammed Khalil, Zuyd University of Applied Sciences, The Netherlands

One of the biggest challenges faced by any start-up in its acceleration phase is to have market-fit products/services and quickly upgrade leads to paid accounts. In many sectors in developed domestic markets the law of handicap of head start, abundance of substitutes products or services can significantly lengthen new products introduction lead times and consequently limit the survival potential. To develop or even to survive, start-ups, traditionally local, need to consider international (Joensuu-Salo, Sorama, Viljamaa, & Varamäki, 2018)

In this paper we address expansion into emerging markets of start-ups, active in sectors where their products or services are fit for internationalisation and are in need of resources, experiences, learning and early customers for their development. Such sectors are for example, healthcare, agri-food, water, energy and education. Considering these sectors, emerging markets offer both new business opportunities and research opportunities as they are “fertile grounds” for testing existing internationalisation theories

and developing new ones (Wright, Filatotchev, Hoskisson, & Peng, 2005)(Hoskisson, Wright, Filatotchev, & Peng, 2013).

How to identify, access and capture business opportunities as a foreign start-up?

We present here a process we designed and developed to help expanding start-ups to answer these questions and to overcome two major challenges: their own specificities and emerging markets specificities. The process covers, entry mode, parentships selection and development, business and operations models. To show the relevance of this process, a case study was designed carried out in Casablanca in 2018 and 2019. The focus was on access to cardiac care services. It involved a Dutch start-up active in e-health and at acceleration phase, cardiologists, electrophysiologists, medical equipment distributors and cardiac patients. The study shows that leapfrogging traditional healthcare systems to a digitalised system with connected patients is expected to offer social, business and policy opportunities.

Hoskisson, R. E., Wright, M., Filatotchev, I., & Peng, M. W. (2013). Emerging Multinationals from Mid-Range Economies: The Influence of Institutions and Factor Markets. *Journal of Management Studies*, 50(7), 1295–1321. <https://doi.org/10.1111/j.1467-6486.2012.01085.x>

Joensuu-Salo, S., Sorama, K., Viljamaa, A., & Varamäki, E. (2018). Firm Performance among Internationalized SMEs: The Interplay of Market Orientation, Marketing Capability and Digitalization. *Administrative Sciences*, 8(3), 31. <https://doi.org/10.3390/admsci8030031>

Wright, M., Filatotchev, I., Hoskisson, R. E., & Peng, M. (2005). Strategic research in emerging markets: challenging the conventional wisdom. *Journal of Management Studies*, 42(1), 1–33.

Thursday, 20 February 10:00 – 11:15

Room: C 119

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

Presentation:

Digitization and innovation as a driver of Sole proprietorship in Ghana

Linus Agbleze, Astute Business Consulting, Ghana

The study compared the financial performance of male-owned and female-owned micro and small enterprises in Ghana and tested the female-underperformance hypothesis. The results are drawn from a comprehensive survey data obtained from the Economic Growth Centre (EGC) and the Institute for Statistical, Social and Economic Research (ISSER) Socio-Economic Panel Survey which was collected between 2009 and 2010. This is a national representative survey from 334 enumeration areas across the ten regions in Ghana. The data covered 5009 households with a total of 18,889 individuals. Most literature generally agrees that female-owned enterprises underperformed male ones but most often than not, no appropriate methods have been employed to empirically test these assertions. Literature suggests that the stereotype of underperformance attributed to female management may not be the result so much of poorer management skills as to using unsuitable comparative performance measures, as well as not taking into account structural characteristics that may be detrimental to the financial performance of companies managed by women. Most of the studies did not take risk into consideration when comparing performance. It remains unclear as to whether females in non-farm enterprises in Ghana are under-performing or equally productive in that sector as compared to males even if adjustment is made for risks.

This study has broadened the scope in knowledge by including risks in the analysis which adds fresh impetus to the understanding of risks, gender and enterprise performance in Ghana. The study adjusted for risks using the reward-to-variability ratio by Watson and Robinson (2003). The study

found that when risks are not adjusted for, female-owned enterprises underperformed male-owned ones but when risks were adjusted for, female owned enterprises performed no differently from men. This is consistent with social feminism theory, which argues that men and women are inherently different by nature and these differences will cause them to operate their ventures differently. The results from the Sharpe Ratio indicate that male-owned enterprises had a higher Sharpe ratio (0.473) as compared to female-owned (0.399). The lower Sharpe Ratio for female-owned enterprise suggests that females are more risk averse and perhaps may decide to grow their businesses more slowly as compared males. The study confirmed that female-owned enterprises appear to underperform male-owned enterprises because females prefer to take fewer risks and hence accept lower returns. The findings point to the fact that females are not necessarily discriminated against, but that females prefer to take fewer risks and grow their businesses more slowly as compared to men. It is worth making the point that men and women are both capable in managing micro and small enterprises, and that the conclusions from past research indicating that female-owned enterprises underperform male-owned ones are rather due to the fact that risks were not taken into consideration. The recommendation is for a rethinking and reconstruction of the mindset regarding female underperformance hypothesis. Women should be given equal chances as men because they are equally capable. What is required is dispelling risk perception among female-owned entrepreneurs. Capacity building for female-owned entrepreneurs in risks management is relevant.

Thursday, 20 February 10:00 – 11:15

Room: C 120

Session Chair: Dr. David Rempel, IUBH – International University of Applied Sciences, Germany

Presentation:

The “Hospitality Entrepreneur” In Tourism Education in Ghana, Africa

Monica Frimpong, Osae-Akonnor, Quist Evelyn, Sunyani Technical University, Ghana.

Vida Commey, Kumasi Technical University, Ghana

Studies in entrepreneurship education in hospitality and tourism has indicated that further attention could be given toward helping students to develop creativity and critical thinking skills, engage in deeper self-discovery experiences, and understand tourism more fully to help prepare them for entrepreneurial roles. This study aims at evaluating Hospitality entrepreneurial modules offered in Tourism programs in Ghanaian institutions. The curriculum of Tourism in two tertiary institutions in Ghana offering solely Tourism is studied. The research highlights on the need to integrate hospitality technical skills into Tourism education to create a culture that will enhance the growth of entrepreneurial hospitality into Tourism as culinary Tourism is becoming common. Some of the challenges faced by tourism students

and entrepreneurship educators are highlighted. Structured interview technique was used to collect data from 20 purposive sampled students of the selected institutions.

The results revealed that the level of importance and attention given to hospitality skills in tourism and the perception of students on acquisition of the required competencies is minimal. It is therefore recommended that more skills and competences in hospitality operation, food and beverage production and service be introduced in tourism education in a more holistic manner with emphasis on skill acquisition in order to make the tourism graduate more creative and critical thinker in today’s global competitive environment.

Thursday, 20 February 10:00 – 11:15

Room: C 120

Session Chair: Dr. David Rempel, IUBH – International University of Applied Sciences, Germany

Presentation:

Entrepreneurial Orientation and Firm Performance of Tourist Accommodation Establishment in Ghana

Dr. Edward Nii Amar Amarteifio, University of Cape Coast, Ghana

Entrepreneurial Orientation has recently been recognized as one of the most important influences for a firm's performance. Research has shown that high growth and performance correlates with a firm's entrepreneurial orientation. Emanating from the resource-based view, entrepreneurial orientation and firm resources have been identified as essential variables influencing the performance of entrepreneurial firms. Lodging establishments in the Central Region of Ghana are a lucrative long-term investment opportunity, generating revenue and taxes for owners and the state respectively.

They also provide direct employment for over 1,800 workers. The livelihood of contracted suppliers of various goods and services also depends on the survival of these facilities. Intense competition from globalization has resulted in increased volatility in business environments worldwide. Inability to adapt to

such volatility threatens the survival and growth of entrepreneurial ventures such as tourist accommodation establishments. The repercussions include losses in income and tax revenues, job losses and setbacks in efforts to alleviate poverty, particularly in developing countries. An explanatory survey was carried out to select 113 out of 142 licensed lodging facilities within the study area.

The study revealed that managers were highly proactive but exhibited low levels of the other Entrepreneurial Orientation dimensions, particularly competitive aggressiveness and risk taking. It was therefore concluded that being innovative, proactive, taking risks and being an autonomous leader impacts little on financial performance. Therefore, to enhance the financial performance of their firms, key decision makers must be more competitively aggressive by intensifying efforts to outperform their competitors.

Thursday, 20 February 10:00 – 11:15

Room: C 130

Session Chair: Daniel Seibert, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

International Collaboration in eLearning - Experiences from the RARSUS Project

Margaret Koli, United Nations University Institute for Environment and Human Security, Germany

Daniel Harding, United Nations University Institute for Environment and Human Security, Germany

Dr. Emmanuel Cheo, United Nations University Institute for Environment and Human Security, Germany

Yannick Schillinger, United Nations University Institute for Environment and Human Security, Germany

Alberto Sanchez, United Nations University Institute for Environment and Human Security, Germany

Axel Nguedia Nguedoun, United Nations University Institute for Environment and Human Security, Germany

The Risk Assessment and Reduction Strategies for Sustainable Urban Resource Supply in Sub-Saharan Africa (RARSUS) project brought together leading partners from Germany (ZEF, UNU and ITT), Algeria, Niger and Mali (PAUWES, UAM, IPR/IFRA and USTT-B) to carry out research and capacity building activities to contribute to the sustainable development of urban and semi-urban regions in the Sub-Saharan region. This collaborative research project specifically focused on the provision of risk management strategies for sustainable supply of water, energy and food resources.

The research collaboration was built around three main clusters:

The identification of different key supply chain elements;

Assessment of the risks on supply systems with respect to rapid urban growth, environmental changes and natural hazards; and

The development of risk mitigation and adaptation strategies for sustainable urban supply.

The results of the research collaboration were curated into 6 eLearning courses, forming the basis of the RARSUS Online Summer School, a virtually hosted two-week programme. The event was open to postgraduate students from partner institutions in Germany, Niger, Mali and Algeria, with input and supervision by researchers and experts in the fields of

water and energy management from government, international organizations and academic institutions. Their contributions helped to establish a highly ambitious programme, combining live webinars, interactive online modules, group work, reflective writing and peer review that was both challenging in its delivery and stimulating for participants.

This presentation will share experiences from the overall RARSUS project with a focus on the international online summer school, designed and coordinated by the Pan African Cooperation and Educational Technologies (PACET) section at the United Nations University Institute for Environment and Human Security (UNU-EHS). The presentation will focus on some of the activities listed above, detailing how they were coordinated whilst also prompting a discussion about how online delivery can be achieved despite challenging circumstances. This will also have relevance for other educational contexts (e.g. entrepreneurship), where online delivery often facilitates knowledge transfer and provides a platform for the development of skills within academia and for those already in employment.

Finally, the session will include opportunities for the audience to participate in live interactive polls, asking the audience to vote on some of the real-life choices faced by the PACET team during the programme's design

Thursday, 20 February 10:00 – 11:15

Room: C 130

and operation. As a result, attendees will be able to understand why clear pedagogical design, communication and the adaptability of

chosen technologies were central to the event's success. Anonymized student feedback will also form part of the presentation to further illustrate the impact of these decisions.



Thursday, 20 February 10:00 – 11:15

Room: C 130

Session Chair: Daniel Seibert, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Africa 4.0 – Creating a SME landscape while leapfrogging conventional education

Gabriele Riedmann de Trinidad, MD platform3L, Germany

Creating and securing jobs/SMEs while leapfrogging conventional education is the goal, we want to bring forward in Ghana.

Having the support of NSS (National Service Scheme) and the Ghanaian Techhubs scene for a joint sustainable Entrepreneurship Program supported by thousands of mentors from German and International industry and universities (which we are building up) and guided through our unique mobile supported value creation framework, we want to foster value chains in the government focus areas of agriculture, construction, energy, travel and education.

In cooperation with trend research institutes, we have digital access to over 50,000 microtrends, clustered into industries, technology and social trends. By playing these microtrends on the mobile phones of more than 85,000 graduates in Ghana every year, we could give young people the necessary

future impulses, how similar social challenges they face during their year of NSS have been solved somewhere in the world with the help of technology and give them the opportunity to record their ideas in their mobile phones. We identify young people who have been triggered to ideas by the same microtrend, connect them digitally and help them implement their ideas: By connecting you with the over 24 techhubs in Ghana and a mentor network (target > 1000 mentors who donate 1 hour of knowledge and experience per month) to business and science, which we are currently building up in Germany and internationally (e.g. from huge associations like VDI, TU9, dib, IWF,...).

The project is supported by a scholarship from the Social Impact Hub in Bonn with the sponsors Aktion Mensch, Deutsche Post, DEVK under the name Africa4.0

Thursday, 20 February 11:45 – 13:00

Room: C 115

Session Chair: Prof. Dr. Rosemond Boohene, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany and University of Cape Coast, Ghana

Presentation:

CCTU Eco-Guesthouse Business Plan Development: Reflections and Lessons

Dr. Samuel Kwaku Agyei, University of Cape Coast, Ghana

The tourism and hospitality industry is one of the largest industries in the world, with an immense potential for growth and expansion. According to the United Nation's World Tourism Organisation, the business volume the tourism and hospitality industry is generating today, equals or even surpasses that of oil exports, food products and automobiles, and is expected to grow as disposable income increases. In Ghana, investment in the sector has been growing steadily over the past decade. But closely associated with this capacity for growth and expansion, are potential impacts including harm to the environment, society and the local economies on which the industry depends. This has become a concern not only for academic researchers, but many other stakeholders in tourism and hospitality businesses.

The proposition is that there is a need to rethink the way businesses in the industry are conceived and developed. In response to this call, to make businesses sustainable, the Triple Bottom Line (3BL) concept provided a framework for aligning and balancing social equity in terms of the wellbeing of people, on one hand, and ecological prosperity of the planet on the other, with the bottom line intention of businesses – profit. While this was and remains a useful framework for integrating sustainability into the business agenda, studies show that business strategies focused on the bottom-line obscure opportunities to pursue innovation and create long-term value at the inception phase of the process.

The shift is to rethink the development of businesses from the perspective of the Triple

Top Line (3TL) – to align sustainability and business profitability at the inception of the product. This paradigm provided the framework and motivation for developing the Cape Coast Technical University (CCTU) Eco-Guesthouse – a DAAD/MWFF-funded University-run, ecologically-friendly and sustainable guesthouse intended to serve educational and entrepreneurial purposes, while generating income for the University. Using the Triple Top Line as a conceptual framework for sustainable business, the paper examines the implications of designing for the Triple Top Line for the sustainable tourism and hospitality businesses using the CCTU Eco-Guesthouse as a case study.

The study follows an inductive methodology. First, it profiles the CCTU Eco-Guesthouse as a pilot application of the Partnership for Applied Sciences (PASS) project. It then discusses in light of relevant literature, the approach and processes of the design of the Eco-Guesthouse facility based on the principles of a Lifecycle and/or Cradle to Cradle design. Based on these, the implications of the 3TL for the sustainability of the Eco-Guesthouse facility, and tourism and hospitality businesses as a whole, are examined. Apart from demonstrating the usefulness of the 3TL in the conception and development of businesses, the paper finds that designing for the 3TL can create added value for sustainable business performance. The paper shows the mutually interdependent relationship between business intentions and engineering solution in contributing to sustainability. It contributes to insights on enterprise development in an academic setting of a developing world context.

Thursday, 20 February 11:45 – 13:00

Room: C 115

Session Chair: Prof. Dr. Rosemond Boohene, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany and University of Cape Coast, Ghana

Presentation:

Intention of sole proprietors to switch to limited liability companies

Emmanuel Kofi Owusu, University of Education Winneba, Ghana

Richard Nana Boateng, University of Education Winneba, Ghana

This study principally investigates factors that determine intention of sole proprietors to become limited liability companies. It draws on a rich body of existing literature to develop a research model. Primary data were collected from a cross-sectional survey of 195 sole proprietors in the Ghanaian second largest city of Kumasi. Data were analysed using SmartPLS 2.0 to conduct Partial Least Squares Structural Equation Modelling (PLS-SEM). The

results show that tax concerns and financing options are very strong factors that influence intentions to switch to from sole proprietorship to limited liability companies. This study contributes to filling the dearth of empirical research in developing countries in Sub-Saharan Africa (SSA) on predictors of switching from sole proprietorship to limited liability companies. Theoretical and managerial implications of this study are discussed.

Thursday, 20 February 11:45 – 13:00

Room: C 117

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

Presentation:

What works in Incubation? Lessons from Chandaria Innovation Centre, Kenya

Pamela Mbae, Kenyatta University, Kenya

George Kosimbei, Kenyatta University, Kenya

Kenyatta University (KU) established Chandaria Business Innovation and Incubation Centre as a dedicated innovation and incubation hub. This arose out of Kenyatta University's major strategic goal aimed at responding to societal needs. Innovation is a key driver of long-term economic growth, the primary basis for competitiveness in world markets and part of the response to many societal challenges. While public expectations from technological innovation are evolving in line with social concerns (e.g. unemployment, sustainable development, aging populations), the innovation process itself is facing major challenges, especially in developing countries such as Kenya. Several services are provided that include 3D Printing, mentoring programmes, assistance with business basics,

networking activities, marketing assistance, high-speed Internet access, help with accounting/financial management among others. The success of Chandaria Business Innovation and Incubation centre have been marked by various challenges that include low levels of funding, lack of entrepreneurship mindset and lack of equipment among others. The other major challenge has been the bureaucratic procedures that are inherent in public institutions. The centre has incubated over 230 start-ups arising out of the student community.

This paper is aimed at sharing experiences with others in order to build on the successes and impact of the concept of business incubation in Africa.

Thursday, 20 February 11:45 – 13:00

Room: C 117

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

Presentation:

Catalyzing entrepreneurial education for youth employment; role of enterprise incubation

Albert Kwaw Eliason, University of Ghana, Ghana

Emmanuel Kojo Sakyi, University of Ghana, Ghana

The philosophy that micro-enterprise development has the potential to create employment and engender economic growth in Africa has incentivized governments, NGOs and corporate entities to organize entrepreneurial incubation programmes and competitions aimed at selecting ideal candidates to start small enterprises. Whereas these competitions are a widespread practice in Ghana and other parts of the world, existing research is yet to examine their effectiveness in creating successful enterprises and sustainable jobs.

This study is therefore a novel attempt at answering two key questions: [1] do entrepreneurial incubation programmes in Ghana engender sustainable employment for the youth? [2] do higher educational institutions in Ghana have a role to play in grooming and raising entrepreneurs. To answer the first question, the study interviews organizers, sponsors and participants of five enterprise incubation programmes in Ghana, including the NEIP initiative, KOSMOS innovation challenge, Total Ghana Entrepreneurship Competition, McDan Business Challenge and OAK Foundation's Graduate-in-Agribusiness initiative.

In all, the study examines the structure of entrepreneurial education and incubation embedded in these programmes; the uniqueness of these programmes in promoting effective entrepreneurial education, the effectiveness of these

programmes in developing entrepreneurs, among others. For research question two, the study interviewed the programme directors of 5 public universities in Ghana in order to ascertain the entrepreneurial programmes and contents pursued by these institutions, and the potential avenues of collaboration between higher academic institutions and other entities as far as entrepreneurial incubation and training is concerned.

Preliminary evidence suggests that participant selection criteria adopted by these incubation programmes largely rely on quantitative measures, which may not adequately represent one's entrepreneurial competency. Again, findings indicate that some of the beneficiaries of these incubation schemes are barely making it in their entrepreneurial endeavour. Moreover, evidence suggests that none of the public universities presently has any collaborations with other entities as far as entrepreneurial incubation and training is concerned. Among others, the studies recommend a drift from quantitative measures of entrepreneurial competencies to more qualitative ones. Moreover, it is necessary for higher educational institutions to collaborate with industry in setting up incubation programmes that are underpinned by strong research and pedagogical principles to ensure their sustainability in job creation. The originality of this study lies in the fact that the subject matter under consideration is seldom discussed (if any at all) in the literature.

Thursday, 20 February 11:45 – 13:00

Room: C 118

World Café:

Digitalization and Internationalization: Opportunities and Challenges in Higher Education

Brautlacht Regina, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany

Martina Grein, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany

Prof. Dr. Daniel Agyapong, University of Cape Coast, Ghana

Prof. Dr. Lurdes Martins, Polytechnic of Visue, Portugal

Dr. Joseph Owino, University of Nairobi, Kenya

Our society is going through a digital transformation that affects businesses, education and our personal lives. Digital technologies provide new learning communities, which are challenging traditional pedagogical methodologies and higher education institutions. There are a number of newly emerging learning scenarios not associated with traditional learning that have challenged higher education institutions to embrace a strategy in transforming their institutions for the digital age. Higher education institutions are faced with many technical and pedagogical debates on how

best to incorporate digital transformation into their curriculum and how strategic internationalisation policies can benefit from these new developments. The EU has committed itself to addressing the challenges and benefits of digital transformation in higher education. New digital learning formats can offer more international discourse, collaboration and research among partner institutions. Digitalisation policies should be included as part of the global initiatives that help students and faculty gain even more exposure in different learning communities.

Thursday, 20 February 11:45 – 13:00

Room: C 119

Session Chair: Prof. Dr. Klaus Deimel, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

New Way of Learning focused on self-employed entrepreneurship @ UJUZI Vocational Institute in Ukuna / South Coast Kenya

Ulrich Meyer-Berhorn, Humanitas Activa, Germany

Prof. Dr. Christoph Zacharias, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany

UJUZI, established in March 2017 with 6 students as a private Learning Institute for professional skills and entrepreneurship, 80% sponsored by German donors, has 55 students in three classes now: IT/Computer, Hairdressing/Beauty and Tailoring/Fashion Design. Target audience is the youth with no income coming from poor families. The location is in Ukunda at Mainroad (Ramisi Road) to Tanzania, next to CDF and Chiefs Office. GPS: Latitude: -4.2997358 Longitude: 39.5594699

From January 2020 will be a 4th course established: Hospitality and Alimentation at a 2nd place between airstrip and beach area to open a restaurant at the end of 2020. New concepts for locals and tourists will be established as well as the direction / guidance like the **Dual System in Germany**.

Cooperation with Hotels, schools, hospitals (like the Kinondo Kwetu Hospital 8 km away), companies and NGOs are founded locally. See at www.humanitas-activae.de: the students can test the equipment in an own laboratory for Computer and repair services. They learn to calculate and implement a network in and outside of the school like in the hospital. Even the female students of Hairdressing and Tailoring (never touched a computer before) learn to use excel for calculation of a business case. So the case of failure later is minimized. We are in discussion with African e. g. Solar Works, Geo Solar, <https://ke.linkedin.com/in/george-weru-49245a24> and German companies (Solarworld) to **cooperation and knowledge**

transfer. For the first step we use digital platforms like Google drive for **knowledge sharing**. Furthermore, we will establish an **alumni network** as soon as the first student will finish with Grade I and will leave the secure frame of the Institute.

The different components mentioned above like Knowledge Sharing, Cooperation like the so called Dual System, Networking and Alumni network will work together hand in hand, so that the students are "Fit For Future" for a self-employed live with own income. We touch many fields like Business and Entrepreneurship in Africa, Entrepreneurial education for employment and economic growth, Tourism, E-Learning and Digitalization.

To get a higher level for all students they should get educated in Business Entrepreneurship as a compulsory subject. To get an own USP.

Alumni's will establish own Business with other students found and enlarge existing and new Business. So the optimal case is that former students are now businessman and are asking for qualified students coming from UJUZI.

This step we will discuss on the conference with the participants and learn from their experience. It might be created by the format of an information stand as well as a world café.

We are also open for a discussion round with other experts.

Thursday, 20 February 11:45 – 13:00

Room: C 119

Session Chair: Prof. Dr. Klaus Deimel, Hochschule Bonn-Rhein-Sieg University of Applied Sciences, Germany

Presentation:

Emotional Intelligence and SMEs' performance in the Accra Metropolis, Ghana's

Dr. Regina Appiah-Gyimah, Accra Technical University, Ghana

This study sought to examine the relationship between the components of emotional intelligence and SME's performance. Using the resource-based view and the emotional intelligence concept as the theoretical foundations, a census of 1,532 SMEs was selected in the Accra Metropolis for the study. Empirical results from 717 SMEs, utilising the hierarchical linear regression model, revealed

that owner/manger's emotional intelligence can be used to help facilitate work relationships resulting in sales and market performances. Moreover, the study found that Emotional intelligence makes a positive effect on SMEs performance of small and medium-sized enterprises. The practical implications of the results are also discussed.

Keywords: Emotional Intelligence, Market Share, Sales Turnover, Firm Performance

Thursday, 20 February 11:45 – 13:00

Room: C 120

Session Chair: Dr. David Rempel, IUBH – International University of Applied Sciences, Germany

Presentation:

Destination Kenya for the German tourist market: What potential does an ecofriendly tourist attraction have in East Africa (Kenya)?

Julia Achter, IUBH – International University of Applied Sciences, Germany

Dominik Schneider, IUBH – International University of Applied Sciences, Germany

Dr David Rempel, IUBH – International University of Applied Sciences, Germany

Tourism builds up the recovery of the economy and supports economic growth. Even though it opens all kind of opportunities for the economy, the importance of natural preservation and cultural engagement has increasingly got into the center of attention when it comes to tourism (UNWTO, 2013). It moved in focus because the climate change has caused extreme weather conditions, which have drastic effects on the environment

and its habitants (Hendrix, C.S., & Glaser, S. M. (2007). The awareness brings up a whole new niche market, that generates tourist offerings to improve the ecosystems and to support the environment. This study shall show, how much potential ecofriendly tourist attraction, such as tree planting to reduce CO2 emission, have to improve the Kenyan tourist industry for the German source market

Thursday, 20 February 11:45 – 13:00

Room: C 120

Session Chair: Dr. David Rempel, IUBH – International University of Applied Sciences, Germany

Presentation:

Tourism Entrepreneurship in Rural Ghana: Opportunities and Concerns

Dr. Ewoenam Afua Afenyo-Agbe, University of Cape Coast, Ghana

The role of tourism entrepreneurship in rural development continues to be a subject of interest and debate among academia and practitioners. Theoretically, it is anticipated that tourism entrepreneurship will lead to livelihood diversification, enhancement and ultimately a revitalization of the rural economy. This is because entrepreneurship has been acknowledged as being fundamental to achieving economic development as it drives innovation and change.

While tourism is posited as an accessible entrepreneurship pathway, there is a dearth of information regarding rural dwellers' actual experiences with it, especially within the Ghanaian context. Using a case study approach and qualitative data from Wli; a rural tourism destination in Ghana, this paper delves into the opportunities and concerns associated with tourism entrepreneurship in rural areas.

Data was obtained between November and December 2016 from 27 persons who were either tourism enterprise owners or employees. Findings from the study showed that entrepreneurial activities centred on the provision of accommodation, food and beverage, souvenir and guiding services. The nature of the activities enabled the easy transfer of existing skills and knowledge.

Further, entry into tourism entrepreneurship was perceived to be easy by the majority of study participants. These confirm the potential for tourism to be employed in boosting entrepreneurial activities in rural areas. Nevertheless, there were concerns regarding access to credit, institutional support, unhealthy competitions, low incomes, unguaranteed pensions, and seasonality and skewness of demand. These concerns threatened the growth and sustainability of tourism entrepreneurship within the community.

From a policy perspective, there is a need for institutional recognition and support for tourism entrepreneurial intentions and activities in rural areas. Practice-wise, credit facilities need to be designed specifically for tourism-related rural enterprises. Further, periodic skills and knowledge augmentation programmes must be initiated to help expand the skill sets for the rural entrepreneurs. Finally, to aid the growth and sustainability of tourism entrepreneurship in rural areas, there is a need for the formation of trade-related networks to provide a platform for knowledge and experience sharing among the entrepreneurs.

Thursday, 20 February 11:45 – 13:00

Room: C 130

Session Chair: Prof. Dr. John Gartchie Gatsi, University of Cape Coast, Ghana

Presentation:

The role of transfer organizations to facilitate of research results in food industry

Christophe Cotillo, ACTIA – The French Network for Food Technology Institutes, France

As a national coordination structure, Actia unites the activities of Food technology institutes (ITAls) and partners, interface centres and technical centres, whose 1,200 researchers, engineers and technicians provide daily support for companies, especially SMEs. Insert abstract here.

With more than 80 sites in France, Actia Centres intervene in all sectors of the food industries and in the non-food promotion of agricultural products (biotechnology, fine chemistry and pharmacy).

ACTIA has a recent experience of increasing food value chain in Africa with the support of FAO.

Both in Ivory Coast and Ghana, the value chain of cassava has been revisited in order to

increase the quality of final products and to valorize the work performed by women.

In Ivory Coast, the production of smoked and dried fish has been also revisited to ensure better quality products and healthier work conditions for women.

In Ethiopia, small processing units of tomato have been set up in order to valorize tomato production by producing tomato pasta and juice and to increase farmers' revenues.

Creating transfer organizations in Africa working closely with both researchers from universities and local food industry is important in order to promote quality of products and innovation.

ACTIA can support the setting up of such transfer organizations adapted to the African local context

Thursday, 20 February 11:45 – 13:00

Room: C 130

Session Chair: Prof. Dr. John Gartchie Gatsi, University of Cape Coast, Ghana

Presentation:

Internship program between environmental health graduates and ministry of health

Vivian Mmbone Mwalenga, Mount Kenya University, Kenya

Ibrahim Basweti Nyasani, Ministry of Health, Kenya

In Kenya, the internship program for Environmental Health graduates with the Ministry of Health has been going on since the inception of the Bachelor of Environmental Health program in 1993. The aim of the internship is to ease the Environmental health graduates' transition from the world of academia (books and ideals) to the health delivery system (working practicalities).

The internship period which takes approximately one year entails the Environmental health graduate gaining day-to-day experiences in the different aspects of Environmental health in the field. This internship takes place in a government setting for example in a government health facility or at a port among other government establishments. At the end of the internship period, the graduate intern has gained practicable skills in handling issues that pertain to the profession and is empowered to offer services competently in and out of Kenya

It is worth noting here that the Environmental Health program in Kenya is a government initiative and its training is regulated by a professional body known as "The Public Health Officers and Technicians Council" of Kenya.

Once an Environmental health student completes the four-year course and graduates, they are expected to report to the Regulatory body for facilitation of absorption into the health market. The facilitation process begins by the graduates sitting for a Professional Competency examination which they do after payment of an examination fee. The aim of the examination is to test the Professional

Competency of the graduate. Once the graduate passes the examination, they are then deployed to a government health facility to gain practical skills for one year. Upon completion of the period, the interns are now certified and gazetted as Public Health Officers competent to work in Kenya.

At Mount Kenya University, since the inception of the Bachelor of Science in Environmental Health programme in 2016, the University has been able to channel more than 300 Environmental health graduates. These graduates have been able to go through the internship program and are now competently offering their service in the various aspect in the healthcare delivery system

The main advantage of this internship programme is the linkage it forms between the academia and the health industry. It is when the students, who are then interns, are able to put into practice that which they have learnt in class, that they are able to have a better and clear understanding of the real issues in the profession. It is when the interns are in the field, that they are able to learn how the ideals and facts learnt in school are transformed into practicable actions. It is at this point in the field that the interns are able to appreciate the challenges and limitations experienced in the discharge of duty as a professional. It is the feedback from the internship the challenges the University to continuously improve its programme in order to meet the industry demands. At Mount Kenya University we applaud the essence of internship as a necessary linkage between academia and industry.

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