

How to Succeed as an Entrepreneur in Africa: A Practical Guide and Cases

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How to become a successful entrepreneur in Africa: A Practical Guide and Cases Book Review

John Kuada and Madei Mangori

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1. ANALYTICAL EXPOSITION

1.1 Background

An entrepreneur initiates, establishes and manages a business enterprise with a considerable amount of risk. The book under review titled *How to Succeed as an Entrepreneur in Africa: A Practical Guide and Cases* was authored by Emeritus Professor John Kuada and Professor Madei Mangori (2021); (ISBN: 978-1-913976-08-8) and published by Adonis & Abbey Publishers Limited in London, United Kingdom, in July, 2021. The researcher was the convener/moderator of the international book launch we took place on Friday 10th September, 2021, and the Guest of Honour was His Excellency UNESCO Laureate Distinguished Professor Sir Bashiru Aremu, Vice Chancellor of Crown University Intl. & Grand President of the World Chartered Institute.

A modern African University is often implicated in the huge problem faced by the African continent. A modern African University is part of the colonial project, often alienated from basic realities, disconnected from societies they should serve, and illegitimated by national structures, etc. The huge socio-economic problem of Africa is associated with the following three symptoms as was described by Prof. Maluleke (UNISA Colloquium, 3rd September, 2021) (<https://www.polity.org.za/article/the-inauguration-and-investiture-of-the-new-unisa-principal-and-vice-chancellor-and-colloquium-2021-08-30>), analogous to a sick body with various symptoms:

- Africa was known as a continent without history (headache).
- Africa was portrayed as a continent without a future (dysentery).
- There exists continuing doubt about the humanity of Africans, perpetrated mainly by Africans themselves (back ache).

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The book by the two authors is an attempt to solve part of the huge African problem through entrepreneurship. The key business/research question is “*How can one become a successful entrepreneur in Africa?*” The discourse worthy of consideration in the review of the book may be guided by the following sub-questions:

1. What are the common challenges faced by entrepreneurs in Africa?
2. What strategies do we adopt to overcome these challenges?
3. What opportunities exist on the continent?
4. Is Africa Poor by Choice?

1.2 Profiles of the Two Authors - Emeritus Professor John Kuada and Professor Madei Mangori

The brief profiles of the two authors are presented below.

1.2.1 Emeritus Professor John Kuada

John Kuada is Professor Emeritus at Aalborg University Business School, Denmark. He holds a BSc and MBA degrees from University of Ghana Business School. He also holds two doctorate degrees – a PhD from Copenhagen Business School and a higher doctorate degree (Dr. Merc.) from Aalborg University. He taught international business, management and marketing at Aalborg University between 1990 and 2019 and was the director of the university’s Master’s degree programs in International Business and International Marketing from 1994 to 2012. Before then, he taught various business subjects to bachelor and Master’s degree students at University of Ghana Business School.

Professor Kuada has done research in such areas as enterprise development, strategic management, export marketing, international marketing, leadership, and intercultural management. His empirical investigations have mainly been in selected African countries and in Denmark. He is the founder and editor-in-chief of African Journal of Economic and Management Studies (AJEMS), published by Emerald. He was also the founder and former editor of African Journal of Business and Economic Research (AJBER) published by Adonis and Abbey, a London based publishing house. He serves as regular reviewer for such international journals as Journal of Macro-marketing, Journal of World Business, Organizational Science and Journal of African Business.

In addition to teaching and research, Professor Kuada has served as consultant, consulting for international companies and organizations such as International Finance Corporation (a member of the World Bank Group) and Danish International Development Agency (Danida). He is also the founder and patron of Managing Research Africa Network (mRAN) – a rapidly growing and dynamic center of excellence and knowledge sharing for researchers interested in Africa’s development. He is author and co-author of twenty books and over hundred peer-reviewed articles and book chapters. His latest books include the following:

- How to Succeed as an Entrepreneur in Africa (London: Adonis & Abbey Publishers Ltd, 2021)
- Global Mindsets: Exploration and Perspectives (London, Routledge, 2016);
- Marketing Decisions and Strategies – An International Perspective (London: Adonis & Abbey Publishers Ltd, 2016)
- Perspectives on International Business – Theories and Practice (London: Adonis & Abbey Publishers Ltd, 2016)
- Private Enterprise-Led Economic Development in Sub-Saharan Africa: The Human Side of Growth (London: Palgrave Macmillan, 2015)
- Service Marketing in Ghana: A Customer Relationship Management Approach (London: Adonis & Abbey Publishers Ltd, 2014)
- Marketing Management and Strategy: An African Casebook. (London: Routledge, 2013)

- Research Methodology: - A Project Guide for University Students (Frederiksberg: Samfundslitteratur, 2012)

1.2.2 Professor Madei Mangori

Professor Madei Mangori is a Professor of Business Administration with a PhD in Business Management from Aldersgate College in the Philippines. He has over 36 years' experience as an organizational and management development expert in Southern Africa mainly based in Gaborone Botswana, is a founding member of Managing African Research Network (mRAN) (www.resanet.org), a Director Emeritus of mRAN, a board chairperson of Glody Dube English Medium School in Modipane Botswana, and was an Adjunct Lecturer in Business Management at Botho University in Botswana. Madei conducted training programmes for various organisations in Zimbabwe, Malawi, Mozambique and Botswana.

Professor Mangori has supervised over 100 MBA dissertations for Management College of Southern Africa and has served as a co-ordinator for business and contextual ministry working as a team leader towards the Botswana Qualifications Authority accreditation of Botswana Bible Training Institute into a multi-disciplinary tertiary institution operating in four countries in Southern Africa. Madei is a dynamic facilitator, an expert and experienced organizational management consultant, organizational development facilitator, highly creative, innovative, experienced training facilitator, lecturer, and consultant, a problem solver, team-player, self-driven, result oriented individual. His first book titled *Strategic Leadership: Traditional Structures in Modern Governance* was published in 2017 (available on Amazon). He is a co-author of the book *Afrika land reform model: Strategic Leadership: Land Management Change Dynamics for Africa's Prosperity and Posterity: The Case of Zimbabwe* published in 2020 also available on Amazon. The current book *How to Succeed as an Entrepreneur in Africa* was co-authored with the renowned Professor John Kuada which was published in 2021 by Adonis & Abbey Publishers Ltd in London. Madei has also contributed book chapters in book publications by the University of South Africa (2014) in a book titled *African Library Summit 2013: The Horizon and beyond*, and Alborg University Denmark in a book titled *Finding Solutions to the Challenges of Internationalisation* published in 2016.

The Professor is a former Principal Management Consultant with Botswana National Productivity Centre, Gaborone Botswana, who also ran middle and supervisory development programmes and championed the over 50 million Botswana Pula project that transformed Botswana Civil Service by installing a Strategic Planning Model that included performance management, team building, visioning, role clarity building, performance measurement & communication system building in the Ministries of Health, Agriculture, Labour & Home Affairs and National Assembly including over twenty-five departments under these ministries.

1.3 Motivation and Structure of the Book

The book cites case studies from Botswana, Ghana, South Africa and Zimbabwe, and amply showcases with a pragmatism approach successful business enterprises owned by business women and men in different sectors of their economies. The book is a practical illustration of the Education 5.0 national policy of the Government of Zimbabwe and such similar policies within Southern Africa now widely sought by many African countries as a strategy for industrialisation and creation of employment. The Education 5.0 policy places greater emphasis on the production of goods and services by universities and polytechnics, and so is a complete transformation of mission which directs universities and tertiary institutions to be focused on programmes that lead to production of goods and services. According to Professor Amon Murwira, Minister of Higher and Tertiary Education, Innovation, Science and Technology Development in Zimbabwe:

All degree, certificate and diploma programmes in our institutions should have a minimum body of knowledge and skill that lead to the production of goods and services. Higher and Tertiary Education (HTE) must have predictable order, transparent in itself in order to earn trust from the outside. HTE must produce Consumables in form of either Goods or Services, hence conceptualisation of doctrine of Education 5.0: 1. Teaching; 2. Research; 3. Community Service; 4. Innovation; 5. Industrialisation. Teaching shall use the local environment, making technology simple and be understood for concepts can be expressed in any language.

Our heritage based philosophy shall use cutting-edge, competitive, universal scientific and technological knowledge from anywhere in the world but applied on the local environment for purposes of producing relevant goods and services. As we march forward, we refuse to be defined by someone else's vision of what is possible but by our own vision. Thus, our vision 2030 of becoming an upper middle-income economy shall be possible through pragmatic optimism and the capacity to shake off negative energy.” (Zimbabwe Government Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development Strategic Plan. (2019-2023), page i)

The motivation for writing the book emanated from the interaction between Professor Madei Mangori and owners of small businesses in Botswana, Ghana, South Africa and Zimbabwe during management training sessions and workshops over the past three decades. The owners of these small businesses requested from the authors practical guidelines to help new business owners improve their companies and remain confident and determined in the face of adversities in an African context. According to the authors, the main aim of the book was to give some practical guidelines to entrepreneurs already in business and those contemplating establishing businesses in Africa. It was also envisaged that the book would provide some suggestions and pointers that may be considered sources of solutions to the challenges they are likely to face.

The book covers the principles in Part One, about 15 case studies from Botswana, Ghana, South Africa and Zimbabwe in Part Two, and the selected profiles of the business entrepreneurs are shown in Part Three. It must be noted that the 15 case studies from only four countries are not adequate to reflect a true representation of the African continent with 54 countries.

The structure of the book is as shown below by each part.

1. Analytical Exposition: Part One
 - a. Mindset as the First Key to Business Success
 - b. Making Profits for a Purpose
 - c. Growing Businesses
 - d. Designing a Winning Strategy
 - e. Managing Efficiently and Effectively
 - f. Developing and Maintaining Trust with Business Partners
 - g. Managing Employees Well
 - h. Choosing an Appropriate Leadership Style
 - i. Communicating with Maturity
 - j. Engaging in Fast Learning
 - k. Generating and Sustaining Positive Human Energy
 - l. Managing Time Effectively
 - m. Putting Customers at the Centre of Management Decisions
 - n. Financial Health Assessment
2. Critical Context - Profiles of Successful African Entrepreneurs The stories of:
 - a. Mr Thatayaone Dichaba
 - b. Dr Collen Msasanure
 - c. Mr Davidson Norupiri

- d. Mr Chenjerai Tsuro
- e. Mrs Edna Mulurazhizha
- f. Ms Wendy Luhabe
- g. Reflections on the Profiles
3. Integrative Conclusion - Case Studies
 - a. Farmer Business (Pty) Ltd
 - b. Shareholder Growth Sustenance (Pty) Ltd
 - c. Waste Management Pro (Pty) Ltd
 - d. Botho Country Lodge (BCL) (Pty) Ltd
 - e. ProductionPro (Pty) Ltd

2. CRITICAL CONTEXT

The book is well written and incredibly brilliant on the principles and comprehensiveness of the selected case studies. The Critical Context is a discourse on the analysis, theoretical framework and critiquing of the book with suggestions for improvement or issues worthy of consideration in the next research areas relevant to the title.

2.1 Part One

1. Mindset as the First Key to Business Success.

It was intriguing that the authors started with the mindset as the first key to business success. Kuada, J., and Mangori, M. (2021, page 13) correctly observed that:

Attentive individuals are able to discern the unfamiliar in the familiar, as well as the familiar in the unfamiliar.

The range of what we think and do is limited by what we fail to notice. And because we fail to notice, there is little we can do to change; until we notice how failing to notice shapes our thoughts and deeds. - R. D. Laing, cited in Kuada, J., and Mangori, M. (2021, page 14)

2. According to John Maxwell, cited in Kuada, J., and Mangori, M. (2021, page 16), the seven abilities for the establishment of a business requires a mindset that is clear on the following areas:
 - a. Reject rejection
 - b. View failure as temporary
 - c. View each failure as an isolated incident
 - d. Have realistic expectations
 - e. Focus on strengths
 - f. Vary approaches
 - g. Bounce back
3. Mahatma Gandhi (page 22), cited in Kuada, J., and Mangori, M. (2021, page 22) advised that with regards to the mindset, “*Be the change that you wish to see in the world*”.
4. Great encouragement is obtained from the lessons learnt by other great leaders including these two:

History has demonstrated that the most notable winners usually encountered heartbreaking obstacles before they triumphed. They won because they refused to become discouraged by their defeats. - B. C. Forbes, cited in Kuada, J., and Mangori, M. (2021, page 30)

An optimist sees an opportunity in every calamity; a pessimist sees a calamity in every opportunity.
- Winston Churchill, cited in Kuada, J., and Mangori, M. (2021, page 31)

5. Kuada, J., and Mangori, M. (2021, page 32) provide a guideline to grow the business according to the three C' s of growth which are:
 - a. Clear Intentions
 - b. Passionate Commitment
 - c. Consistent Action
6. Chapter Five is on Managing Efficiently and Effectively (Kuada, J., and Mangori, M., 2021, page 43-44). However, one should also consider the following distinctions between efficiency and effectiveness.

The major similarities and differences between management efficiency and management effectiveness can be illustrated by the definitions below. *Effective* means producing the expected or intended results whilst *efficient* is performing the best results in the least of time and effort. According to Peter Drucker, effectiveness is capable of converting the intelligence, imagination and knowledge of an organization into results:

1. Efficiency specifies what ought to be done, doing things the right way in the best possible manner with a clear focus on the process and guided by measurable metrics. Effectiveness queries why things are being done and doing the right things aligned to the corporate goals and objectives with a futuristic perspective.
2. Total efficiency refers to a state in which a given output or task is produced at minimum costs. Even if the ultimate criterion is quite clear-cut and tangible, determination of optimal efficiency is still very difficult. This is quite due to the fact that the effects of the criteria on the cost component will not be known exactly. Consequently the choice problem tends to incorporate many efficiency criteria. Human factor efficiency (the consumption of human resources) includes ergonomics and efficiency of human resources. Technical efficiency (the consumption of technical resources for processing, storing, data transmission and data transport) could be measured as:
 - a. Volume
 - b. Utilisation efficient
 - c. Resources efficiency

Effective decision making is a distinguishing feature of any organisation. Effective decision making requires a logical selection of actions. As a rational decision maker, one needs to fully understand the problems one is dealing with, and their causes. One needs to know of the existence of optional courses of action. One must have information and the ability to analyse and evaluate various options considering the goals one is seeking. The desire to come to the optimum solution is a necessity.

The difference between effectiveness and efficiency can be summed up shortly, and succinctly – Being effective is about doing the right things, while being efficient is about doing things right. Companies usually seek to increase and improve the efficiency of their operations and sales processes. Faced with limited resources, companies prefer to maximize the resources in the process of pursuing efficiency. However, too much focus on efficiency may compromise the effectiveness from a big picture perspective. Efficiently doing things that should not be done at all may result in waste of time and failures. Successful organisations need to spend all of their time and energy in doing the “Right Things Right” and keep pace with the advances in technology, changing environment and global competition. Effectiveness trumps efficiency.

7. Choosing an Appropriate Leadership style.

Kuada, J., and Mangori, M. (2021, page 59) gave this advice with regards to the choice of leadership style.

The challenge of leadership is to be strong, not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly. - Jim Rohn

The authors contend that:

A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be. - Kuada, J., and Mangori, M. (2021, page 62)

Although there are overlapping functions between leadership and management, the two have different meanings and so cannot be used interchangeably. However, they show prominent differences in some circumstances. Leadership is focused on influencing people to achieve a common goal, while management is all about the process of dealing with planning, delegating, controlling, and making decisions functions of the organization. An organization appoints a manager to work for organizational purposes. On the contrary, the greatest leadership skill is to influence and inspire people with or controlling things and people. Leadership is the process of working with others to ensure the effective execution of a chosen set of goals. It's more about driving change. Here is a list of perceived top 10 Leadership skills:

- Communication
- Motivation
- Delegation
- Positivity
- Trustworthiness
- Creativity
- Feedback
- Responsibility
- Commitment
- Flexibility
- Mentoring

8. Kuada, J., and Mangori, M. (2021, pages 72-73) posit that the four stages of Learning/Hierarchy of Competence are:
- a. Unconscious Incompetence
 - b. Conscious Incompetence
 - c. Conscious Competence
 - d. Conconscious Competence
9. In Chapter Thirteen of the book, Kuada, J., and Mangori, M. (2021, page 87) emphasized the need to put customers at the at the Centre of Management Decisions, stating that:

Your customers are your kings, queens, princes, and princesses. They are also your employers. It is because of your customers that your business exists. They expect you to make them feel this way. If any of your key customers defects to a competitor; he leaves with a chain of others; if he remains; he brings in a chain of other customers.

The summary critical context is as follows:

1. There is need for definitions and context for Entrepreneurs at the beginning of the book in Part One in order to set the correct context.
2. The analytical exposition of Part One is excellent with the fundamental principles covered. However, there is need for further research on the critical context that provides one over-arching encapsulating conceptual or theoretical framework applicable to the formative and growth stages of a majority of the entrepreneurs.
3. More Case Studies from Nigeria and other African countries from the North and Francophone nations would be most appreciated. The choice of only 4 African countries out of a total of 54 countries in Africa leaves a huge gap on the variety of experiences.
4. A Social business dimension would be great in Africa to lift up the level of development in the communities, especially in rural areas and farming communities, so that the success of the entrepreneurs will also lift up the standard of living of the neighboring communities. Most of the successful entrepreneurs only benefit themselves and their families whilst the nearby families are languishing in poverty.

Social Business is defined as “A non-dividend company that is created to address and solve a social problem” (Yunus, M., 2010, p. xix). The investors and owners of a social business gradually recoup the money invested and do not take any dividend. However, the established business must be financially sustainable and recover all costs incurred. Upon attaining the return on investment, the profit acquired is directed towards the expansion of its outreach programs and increase in the social impact. A social business is the foundation of a sharing economy which addresses societal issues and is also known to include social media as part of its business plan where foods and services are made available through crowd-based technologies.

2.1.1 The Social Business Dimension

The established business must be financially sustainable and recover all costs incurred. A social business is the foundation of a sharing economy which addresses societal issues and is also known to include social media as part of its business plan where foods and services are made available through crowd-based technologies.

Professor Muhammad Yunus founded the Grameen Bank (Village Bank) in Bangladesh in 1976 motivated by the frustration by the local banks that refused to lend money to the poor people (Yunus, M., 2010, p. xix). There are four dimensions of social business and these are the societal, personal, relational and economic effects:

1. The social technology dimension.
2. The social/behavioral perspective.
3. The process and management view.
4. The ‘social’ and human dimension in social business.

Professor Yunus indicated seven principles to define and categorize a business as Social Business (<https://socialbusinessworld.org/pages/view/8964/what-is-social-business>):

1. Business objective will be to overcome poverty, or one or more problems (such as education, health, technology access, and environment) which threaten people and society; not profit maximization.
2. Financial and economic sustainability.
3. Investors get back their investment amount only. No dividend is given beyond investment money.

4. When investment amount is paid back, company profit stays with the company for expansion and improvement.
5. Environmentally conscious.
6. Workforce gets market wage with better working conditions.
7. Do it with joy.

2.2. Part Two and Part Three

Part One of the book has 14 Chapters which include Ghana based examples which include the following:

- Agambire and Agams Holding Holding Company featuring Roland Agambire, one of Ghana's celebrated entrepreneur. Young Roland went from one drinking spot to another looking for coins that fell off pockets of drunk customers to earn pocket money which he saved and started selling snacks to his school mates. Roland Agambire, despite his background of 50 siblings, is now the Chairperson and CEO of the Holding company comprising 11 integrated companies, a leading ICT company employing more than 500 permanent staff, 10 000 casual workers, and an annual turnover of 2 billion US dollars. His current interests span into oil exploration, construction, computing and telecommunications, financial services and trading.
- Nana Owusu-Afari of the Afariwa Group of Companies is a story of the entrepreneurial journey started in 1976 as hobby by a poultry farmer who quit his job and leased a farm. Today, the group has varied interests in farming, real estate development, veterinary pharmaceuticals, bottled water processing and production substantial shareholding in a couple of banks.

Part Two of the book is centred on the profiles of successful African entrepreneurs and stories of the following business people:

- Thatayaone Dichaba (Botswana)'s ICT industry with a business which is worth 25 million USD and built from 2000 to date.
- Peter Cunningham of Hamara Group of Companies (Zimbabwe) is about the agriculture value chains with SMEs with a turn over of 24 million USD a year from 50 day old chicks he got from his mother on his 8th Birthday. He built it from around the 1990s to date.
- Dr Collen Msasanure in Zimbabwe is a story about an established Bulawayo Surgical Hospital, the first of its kind in Zimbabwe.
- Davidson Norupiri Davipel Trading (Zimbabwe) manufactures dried foods for local and export market. He could not get annual turnover but invested 12 million USD in 2018 in a milling plant.
- Mrs Edna Mukhurazhizha from Zimbabwe focuses on Women empowerment. This is one of the most dynamic and visionary leaders in Zimbabwe today and has been in her industry for over 20 years. She formed Empowered Woman Excel, the women's savings and credit co-operative society in 2020 after being motivated by a passion and commitment to women empowerment. The aim of the credit society is to improve the lives of the members through mobilisation of savings and providing affordable credit as well as investment in real estate.
- Chenjerai Turo (Zimbabwe) in the agricultural sector is a story of an agriculture value chains-cotton growing and exporting business with a turn over of more than 30 million USD a year. The business was built from October 2017 to date.
- Wendy Luhabe: (South Africa) is an outstanding South African Social Entrepreneur (Women Economic Empowerment).

- In Botswana there are stories of businesses that were developed from real SMEs in Botswana (disguised) as:
 - Farmer Business
 - Shareholder Growth Sustenance
 - Waste Management Pro
 - Botho Country Lodge
 - Production Pro

2.3. Research Methodology

The research philosophy, methodology and research design were guided by the research onion shown on Figure 1. The Research methodology is a way of solving a research problem thoroughly and meticulously and includes steps followed in carrying out the research and the reasoning behind (Kotari, C.R., 2004). The Case Study approach used in this book is a research design commonly used in the qualitative research methodology. However, other research designs can also be used to strengthen the research and fill in the gaps. The research design that can also be added include the discourse analysis of the Laclau and Mouffe type supported by document analysis and Focus Groups of entrepreneurs.

When using the discourse analysis as a research design, the nodal point used is *entrepreneurship* from which the other signs acquire their meaning from their relationship to the nodal point. The fixation of signs in a relational net can be represented by the nodal point. In Discourse theory the focus is on articulations of specific expressions. Empirical analysis of this research was provided by the Laclau and Mouffe’s concepts of discourse theory characterized by the following:

1. Nodal points, master signifiers and myths.
2. The concept of chains of equivalence.
3. Concepts concerning identity.
4. Concepts for conflict analysis.

The integral research architecture, which is illustrated in Figure 2, uses a combination of descriptive methods, experimental and survey methods, methods of theorising, and narrative methods. These methods are related to the four (4) human modes (being, doing, knowing, and becoming), respectively. The core methods used in integral research methods are empirical phenomenology

Figure 1. Research onion

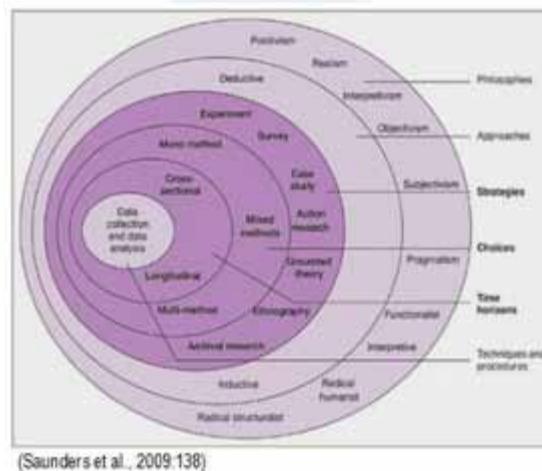
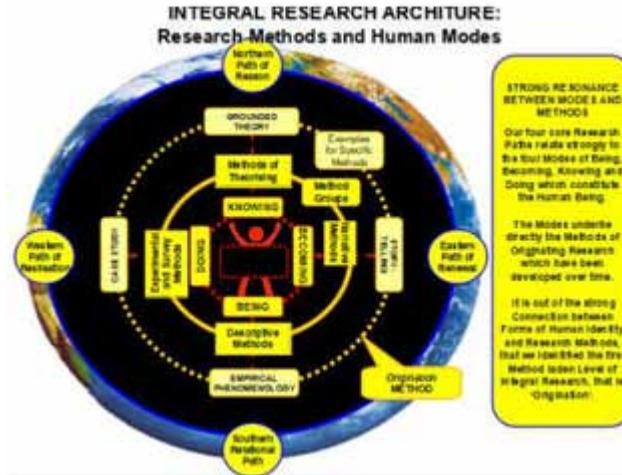


Figure 2. Integral research architecture



(descriptive methods), storytelling (narrative methods), grounded theory (methods of theorising) and case study (experimental and survey methods). The integral research architecture is an alternative approach to the traditional qualitative and quantitative research methodologies with greater strengths in the human mode for soliciting information. This approach is recommended for future research work in this area which depends entirely on human interaction and modes.

3. INTEGRATIVE CONCLUSION

The book written by Kuada, J., and Mangori, M. (2021) was written in an incredibly excellent manner with an abundance of practical realities in an African context. The book is quite rich in principles and integration of competence skills required in establishing and growing a business. We learnt from the principles covered in Part One and the case studies in Part Two that spoon feeding is self-destructive, and hence there is need for a practical do-it-yourself approach. The book amply demonstrated the need for a holistic approach to business, like the good example of Mr Agambire from Ghana who was born in a family with 50 siblings who did not bemoan the challenges of such a background. The African experience portrayed teaches us to start business where you are. However, having brilliant ideas alone does not give success. Practical action is equally important. There are numerous lessons learn from the case studies on the stewardship role, integrity, perseverance and hard work. We also learnt that talent and creativity can be developed globally to facilitate rapid sustainable growth. The authors suggested a winning strategy that pays attention to:

- Both efficiency and effectiveness in one's business activities.
- Developing trust with one's business partners as well as other stakeholders in one's business circles.
- Managing one's employees well.
- Choosing an appropriate leadership style.
- Communicating with maturity.
- Engaging in fast learning.
- Generating positive human energy.
- Managing one's time effectively.
- Being disciplined person when it comes to finances.

Going forward, there is need for business transformation, especially considering the digital business transformation guided by Industry 4.0 standards, and attending to investment for improvement. It is highly recommended to extend the entrepreneurship model to social business dimension for the purposes of long-term sustainability and poverty eradication of the larger community instead of just sharing the profits and benefits within the family of a successful entrepreneur. More case studies from other African countries would provide additional insights and learning experiences and contexts. It is envisaged that businesses in Africa should grow organically in full consideration of the African context and global developments. From a social dimension perspective, the established business must be financially sustainable and recover all costs incurred, and assist the Government in improving infrastructure and social facilities for the common good.

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Gabriel Kabanda is an exceptional strategist, seasoned academician, data scientist, expert evaluator, shrewd business consultant and leader talented with competences for dealing with business and with people. He is a Full Professor of Computer Science and Information Systems; a Professor of Applied Business Informatics (MIS/BIS) at the University of Zimbabwe Business School since January, 2000; an Adjunct Professor of Cybersecurity in USA at both California State University - Chico (Cybersecurity for Executives Program Faculty, Regional and Continuing Education) [<https://rce.csuchico.edu/cybersecurity-for-executives/faculty>] and Ithaca College (New York; and the former Pro Vice Chancellor (Research, Innovation and Enterprise Development) of Zimbabwe Open University. He holds a Post-Doctorate of Science - D.Sc. (Atlantic International University, USA), Ph.D. (California, PWU), M.Sc. (Swansea University, UK) degrees in Computer Science, and a B.Sc. in Mathematics and Physics (University of Zimbabwe). Gabriel is a Fellow and the Secretary General of the Zimbabwe Academy of Sciences, Secretary General of the Africa-Asia-Dialogue Network [<https://www.theaadn.org/aadn-executive-committee/>], a Fellow of the African Scientific Institute (USA), and a member of the African Science, Research and Innovation Council (ASRIC) of the African Union. His international awards include Who's Who of Professionals (1997), the Golden Academic Excellence and Professional Achievement award (2013), the South African Department of Science and Technology's most accomplished African scientist and outstanding researcher (2017), and UNESCO's "Most Notable and Top Distinguished Professor of the 21st Century" (May, 2021). He is currently the Qualified Country Co-Investigator (CCI) for Zambia and Zimbabwe of the international Global Leadership and Organizational Behavior Effectiveness (GLOBE) 2020 Project, which is a unique large-scale study of cultural practices, leadership ideals, and generalized and interpersonal trust in more than 160 countries in collaboration with more than 500 researchers [<https://globeproject.com/about/>]. Gabriel has published 100 research publications and has supervised 11 PhD theses and 100 Master's dissertations.