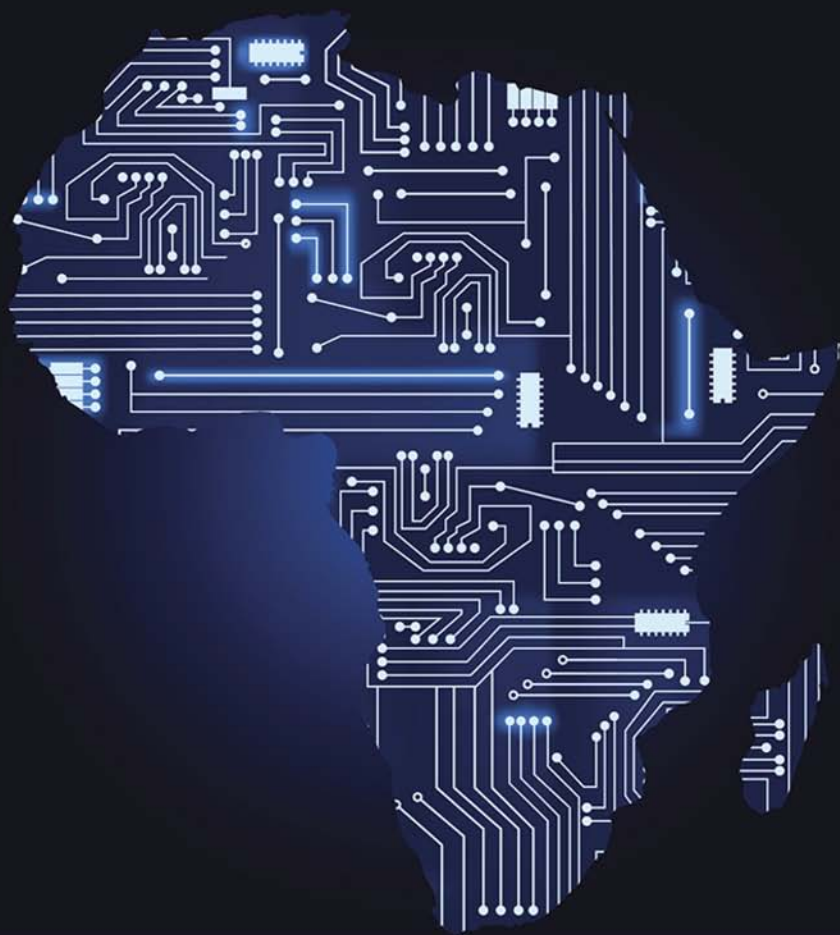


# MARKETING MANAGEMENT IN AFRICA



Edited by  
George Tesar, Steven W. Anderson,  
Hassimi Traore, and Jens Graff

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# MARKETING MANAGEMENT IN AFRICA

This book focuses on strategies for developing consumer markets in Africa using concepts and techniques from marketing, entrepreneurship, and project management. The authors argue that entrepreneurial activity in Africa is rapid, but limited, and requires a structured approach to drive success.

Beginning with an introductory chapter that frames the socio-economic and technological developments in Africa, readers are introduced to the conceptual model that provides this structured approach in four logical parts:

- The creative stage
- Entrepreneurial and enterprise activities
- Understanding consumer behavior and market segments
- A project management-based framework.

This multidisciplinary approach is supplemented with many examples and cases from a variety of sectors including health care, wind and solar power, and mobile technology. Through these, readers are able to understand how the model is implemented in reality to drive innovative economic and social development. *Marketing Management in Africa* will prove a valuable companion to any student of marketing or entrepreneurship with a particular interest in Africa.

**George Tesar** is Professor Emeritus of Marketing and International Business at Umeå University, Sweden, and Professor Emeritus at the University of Wisconsin–Whitewater, USA.

**Steven W. Anderson** is Professor of Chemistry at the University of Wisconsin–Whitewater, USA.

**Hassimi Traore** is Associate Professor of Chemistry at the University of Wisconsin–Whitewater, USA.

**Jens Graff** is a retired academic and author of six textbooks in business administration. He was previously an Associate Professor at Woosong University, Korea.



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*Edited by George Tesar, Steven W. Anderson,  
Hassimi Traore, and Jens Graff*

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*This book is dedicated to:*

*my Sluníčko*

*Elaine*

*my late mother Awa Diarra, my late mother Nassara Traore and my late mother Fanta Pelede, my late brothers Nourou Traore and Issa Hema, my late sisters Aminata Traore, Mamou Traore, Maimouna Traore, and Sanata Hema, my late niece Mariam Coulibaly, my late nephew 'Vieux' Coulibaly (Coul), with special acknowledgment to my wife, Lauren, and my daughter, Myriama*

*my wife, Svetlana*



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# CONTRIBUTORS

**Aye Mengistu Alemu** is an associate professor of Economics at SolBridge International School of Business, Daejeon, South Korea. Dr. Aye's specific research interests include addressing issues related to institutional economics, international trade, foreign aid, economic growth, and developing and emerging economies. The geographical focus of Dr. Aye's research has been mainly East Asia and Africa. Dr. Aye has published more than 21 research papers in internationally accredited peer-reviewed journals. He presented his research findings at various international conferences in Asia, Europe, Africa, Australia, United States, and Latin America. He received his PhD degree in Development Economics from Ritsumeikan Asia Pacific University (Japan), MA degree in International Political Economy from University of Tsukuba (Japan), MSc degree in Economics from University of Wales (United Kingdom), and BSc degree in Statistics and Mathematics from Addis Ababa University (Ethiopia).

**Steven W. Anderson** is Professor of Chemistry at the University of Wisconsin-Whitewater, where he lectures on topics in chemistry, specializing in organic chemistry. He has published results of his research in the *Journal of the American Chemical Society*, the *Journal of Organic Chemistry*, and the *Journal of Chemical Education*, among others. He was involved in the development of an integrated science and business major, an interdisciplinary program between the College of Business and Economics and the College of Letters and Sciences. Subsequently, he served as the second Coordinator of the Program for 5 years. He served as a coeditor of two editions of a textbook addressing strategic technology management and has published case studies focused on the integration of science and business. Professor Anderson has received a number of grants from a variety of sources including the National Science Foundation and the American Chemical Society. He

earned his doctorate in Organic Chemistry from Northern Illinois University, his MS in Organic Chemistry from Marquette University, and his Bachelor's degree in Chemistry from Carthage College. He has consulted with numerous companies including PPG Industries, Serigraph Inc., and Olmarc Packaging Company. Professor Anderson currently directs the Chemistry internship program.

**Andreea I. Bujac** is an assistant professor in the Department of Business and Management, International Business Centre at Aalborg University. She received her PhD in International Marketing from Aalborg University in 2014 and her MSc in International Business Economics from Aalborg University in 2010. Her primary research interests are in the field of consumer marketing. Specifically, she is interested in branding, consumer behavior, country-of-origin effects, and consumer ethnocentrism. She is the coauthor of a paper entitled 'Relationships Between Brand Perception, Ideology and Consumer Ethnocentrism in Post-Communist Romania,' which was published in the *Journal of Euromarketing* in 2014.

**Tumsifu Elly** is Senior Lecturer at the University of Dar es Salaam. He has accumulated extensive knowledge and experience in research, consultancy, and teaching for more than 17 years. He has wide experience in management sciences, entrepreneurship, livelihoods, and agribusiness. Specifically, Dr. Elly has been researching and publishing on engendering agribusiness entrepreneurship, rural entrepreneurship, landscape labeling, certification, firm capabilities and competitive advantage, and sources and access to information. He researched tourism-agriculture linkages for sustainable development, internationalization process of firms in Africa, impact of ICT investment on tourism export, and change management in the opening up for ICT, among others. He has undertaken consultancy activities on the following: Livelihoods Enhancement Analytical work for the Productive Social Safety Net—Demand Side Analysis (The World Bank), 'Landscape Labeling in Mbeya: Advancing an Agroecological Market Innovation' (EcoAgriculture Partners), 'Participatory Land Use Planning to Support Tanzanian Farmer and Pastoralist Investment' (EcoAgriculture Partners), 'Agricultural Information Needs and Sources of the Rural Farmers in Tanzania: A Case of Iringa Rural District' (BSU), and Market Assessment and Company mapping for Wekeza Youth Employment Strategy to inform job placement and apprenticeship (International Rescue Committee).

**Jens Graff** is a senior academic retired from the Danish University College system, author of six textbooks in business administration, and an accomplished researcher. He was an Associate Professor at SolBridge International School of Business at Woosong University in Korea and lectured at other international universities. He is a recognized expert in course and program development. He conducted a number of program development feasibility studies in Asia. Professor Graff facilitated

several start-ups, mentored promising entrepreneurs, and consulted with a number of enterprises, also serving on their boards. His research interests are in the field of international business, marketing strategy, entrepreneurial behavior, and experimental learning; he has presented results of his research at many international academic and professional conferences. Dr. Graff holds a doctoral degree (PhD) in International Business from Umeå University in Sweden. He currently resides in Denmark.

**Jan-Erik Jaensson** has been involved extensively in research, consultancy, and management in Sweden and in Tanzania. Out of these engagements, he has researched and published on market orientation, customer satisfaction, innovation, entrepreneurial orientation, and tourist business development. He has also been engaged in research capacity building at the University of Dar es Salaam Business School and at the Open University of Tanzania for decades. Furthermore, he is the Chief Editor of the *Pan-African Journal of Business Management (PAJBM)* and the Vice-President for Communication and PR at the International Academy of African Business and Development (IAABD), and a reviewer for many international academic journals. He was a CEO of a Regional Tourist Board, 'Swedish Lapland Tourism,' in charge of the tourism development for 25% of the Swedish surface for 6 years. He started cooperation between the tourism companies about international marketing activities through a strategic marketing plan. Furthermore, he invented and developed the brand 'Swedish Lapland' domestic and international. He is currently employed in the Department of Marketing and Entrepreneurship, Faculty of Business Management at the Open University of Tanzania.

**Stig Jensen** is Associate Professor and former Director at the Centre of African Studies (CAS), University of Copenhagen. He holds a MA in Political Science from Copenhagen University and a PhD in Geography from the Department of Social and Spatial Changes, Roskilde University. He is affiliated with several national and international educational and research networks in the following capacities: council member at African Studies in Europe (AEGIS) and the Programme and Research Council at the Nordic Africa Institute; steering committee member of Sustainable Science Centre, Developing Countries Initiative, and Summer University Initiative, all at Copenhagen University. He has comprehensive experience with consultancy and advisor roles in different settings, including as a member of the evaluation team of DANIDA's bilateral Programme for Enhancement of Research Capacity in Developing Countries (ENRECA). He has extensive fieldwork experience from Africa, Asia, and South America.

**John Kuada** is Professor of International Management at Aalborg University, Department of Business and Management, Denmark. He holds two doctorate degrees: PhD from Copenhagen Business School, and Dr. Merc from Aalborg



University. He has extensive experience as a business consultant and training advisor in areas of management, marketing, and cross-border inter-firm relations in Europe and Africa. He is author and/or editor of approximately 18 books on management and internationalization of firms and has written over 100 articles in refereed scholarly and professional journals on a wide range of international business issues including entrepreneurship, international marketing, intercultural management, leadership, and strategy. He serves on the editorial review boards of a number of marketing/management journals focusing on business and management in Africa and Asia. He is the founder and editor of *African Journal of Economic and Management Studies* (published by Emerald).

**Jin-Sang Lee** is a professor at the State University of New York, Korea. He has worked in the United Kingdom, Ethiopia, and Korea. He specializes in international development and cooperation, African economies, and education and science and technology Official Development Assistance (ODA). He holds his undergraduate degree from the University of Glasgow, an MSc from Lancaster University, and a PhD from the University of Strathclyde, United Kingdom.

**Lola-Bona Vincent Lema** is a retail account manager of CRDB Bank in Tanzania. She holds a Master of Science degree in Agricultural Economics from Copenhagen University. She has a special interest in agribusiness management, especially financial management in agribusiness firms. She reads and writes extensively about agribusiness management.

**Abdallah Mmeta Yongolo** is a research assistant in the Department of Agricultural Economics and Agribusiness at the School of Agricultural Economics and Business Studies, Sokoine University of Agriculture. With his background in rural development and agribusiness management, he has done expensive work in agribusiness value chain analyses. His research interests are in agribusiness information communication technologies.

**Felix Adamu Nandonde** is an assistant lecturer in Marketing at Sokoine University of Agriculture, Morogoro, Tanzania. He graduated with a PhD in Business Economics from Aalborg University in Denmark, has an MSc from Newcastle University, United Kingdom, and a Bachelor of Business Administration from Mzumbe University, Tanzania. He teaches undergraduate courses: Business Communication and Business Strategy and Management Strategy for MBA Evening. He also teaches International Marketing of Agribusiness Products for MBA-Agribusiness. His research works has appeared in *Journal of African Business*, *Africa Management Review*, *Ethiopian Journal of Business and Economics*, *Journal of Business Research*, *British Food Journal*, *Journal of Language, Technology & Entrepreneurship in Africa*, and *International Journal of Retail & Distribution Management*. He has published five book chapters with IGI Global, Springer International,

and De Gruyter publishers. Mr. Nandonde has authored a handbook of business communication skills with Mzumbe Book Project, Morogoro, Tanzania. Before joining academia, he worked with National Bank of Commerce (NBC) in 1997, Tanzania Limited as a Sales Consultant in Business Banking. Mr. Nandonde has presented papers in various international conferences: Makerere Business School (Uganda), AIB-SSA at RIARA Business School (Kenya), York School of Management (United Kingdom), Aarhus Business School and Aalborg University (Denmark). He is a member of the Academy of International Business, Association for Business Communication, and Africa Academy of Management.

**Daniel Wilson Ndyetabula** has worked as an academic member of staff in the Department of Agricultural Economics and Agribusiness since 2008. He has conducted a wide range of research and supervised graduate student researches. He also serves as the Coordinator of Postgraduate Studies in the School of Agricultural Economics and Business Studies (SAEBS), Sokoine University of Agriculture (SUA). He is on the team of researchers at SUA that developed and popularized the SUGECO program 'Growing Innovative Entrepreneurs Through Action Research in the Agribusiness Value Chains.' He has in the past served as Visiting Scholar at the University of Wisconsin-Whitewater (United States) for research work on triggering cues for agribusiness value chain development. He has extensive knowledge in agribusiness economics, more specifically in agribusiness finance, agribusiness project and investment appraisal, and agribusiness value chain analyses. His primary research interests are in the areas of value chain financing, investments in sustainable agricultural intensification, and agribusiness value chain analysis.

**Marco Pellicano** has been a Full Professor of Strategic Management since 2001 at the Department of Management and Innovation Systems of the University of Salerno (Italy). He has written several academic essays and scientific articles on corporate governance, mostly regarding relational and systemic approaches in strategic dynamics. He is an expert of corporate social responsibility and has been the Scientific Coordinator of the Social Report of the University of Salerno since 2007. He is also interested in other academic issues, such as the competitive dynamics of local systems.

**Amanda Møller Rasmussen** holds an MA in African Studies from Copenhagen University and a MA in Social Anthropology of Development from the School of Oriental and African Studies. Her research interests are focused within the Horn of Africa and include development, fisheries, and the economic, social, and cultural flows between the local and the global.

**Anna Andrew Temu** is a senior lecturer in the Department of Agricultural Economics and Agribusiness. She received her MSc in Agricultural Economics from

the University of Guelph, Canada, and her PhD in Agricultural Economics and Agribusiness Development from the University of Illinois, Urbana-Champaign in the United States. Since 1986, she has worked as academic member of staff and has been teaching and conducting research at the Sokoine University of Agriculture. She has authored and coauthored several academic papers and supervised master's and PhD students.

**George Tesar** is Professor Emeritus of Marketing and International Business at Umeå University in Umeå, Sweden, and Professor Emeritus at the University of Wisconsin-Whitewater. He is an Adjunct Professor at Aalborg University in Denmark. Professor Tesar is a coauthor of several books on applications of marketing and recently coauthored a book on innovative applications of marketing management in African context. Professor Tesar has a doctorate from the University of Wisconsin-Madison and an MBA from Michigan State University. He is a mechanical engineer with several years of industry experience. He served on several boards and is professionally active as a consultant training academics, executives, and managers in technology transfer, internationalization, and foreign market entry strategies. He is a founding member of the Product Development and Management Association, a professional association focusing on technology transfer and new product development. He is active in international student and faculty exchanges and a member of the Fulbright Association. Professor Tesar lectures abroad extensively.

**Mario Testa** is Assistant Professor of Business Management at the University of Salerno (Italy). He obtained his degree in Business Administration in 2002 cum laude, discussing a thesis on business strategy. He was awarded a scholarship to study abroad, focusing on business ethics issues at the Center for Business Ethics of Bentley University (United States). He received his PhD in Marketing and Communications in 2006, and since then he has been Research Fellow at the Department of Business Studies and Research of the Faculty of Economics and at the Department of Industrial Engineering of the Faculty of Engineering at University of Salerno developing research projects on Corporate Governance and Green Energy. In 2010, he worked for some months in Kenya at the non-governmental organization Terre Solidali, where he was a consultant on training in project cycle management for members of the Somali agriculture and livelihoods cluster. His passion for developing countries is further highlighted by experiences as a Visiting Researcher at Nairobi University (Kenya) and Makerere University of Kampala (Uganda). He has written around 30 scientific publications mostly on the following research fields: corporate social responsibility, green economy, and organizational behavior.

**Hassimi Traore** is Associate Professor of Chemistry at the University of Wisconsin-Whitewater, where he lectures on Chemistry with expertise in

Physical Chemistry. He has a doctorate in Chemistry, a master's degree in Applied Math from the University of Iowa, and a master's degree from University of Ouagadougou in Burkina Faso (West Africa). He has published results of his research in Elsevier, in *Australian Journal of Chemistry* and the *Journal de la Société Ouest-Africaine de Chimie*. He is the recipient of several science grants, including a National Science Foundation grant, with which he established a modeling laboratory at University of Wisconsin-Whitewater. He has also served as a grant reviewer for National Science Foundation and is professionally active as a consultant for the Higher Learning Commission. He is actively working with international students and served as coordinator in an exchange program between University of Wisconsin-Whitewater and l'IUT de Marseille (France). In addition, Dr. Traore does non-profit work to benefit his country of birth, Burkina Faso, and is currently collaborating on a development project in collaboration with faculty from Purdue University.

# PREFACE

This publication focuses on aspects of marketing management in the current African context. The objective is to outline and illustrate how marketing management can be used to stimulate economic and social development. Marketing management plays an important role in economic and social development aided by various forms of telecommunication activities and the Internet. The combination of marketing management and greater communication and information-gathering capabilities enable growth of consumer markets. The growth and restructuring of consumer markets change how consumers purchase and consume products and services and how they structure new personal and public lifestyles. We call this approach development of *social and economic public space* that motivates dynamic socio-economic growth.

The authors attempt to bring together a theoretical foundation of marketing management as an invaluable tool of entrepreneurship combined with the scientific method of inquiry. We have tried to examine marketing management and the sciences in the context of the Internet and widely available telecommunication capabilities. In many African countries, the Internet and telecommunication capabilities generate numerous social and economic activities. Our observations and experiences indicate that many such activities lack a decision-making structure and scientific framework. New and dynamic entrepreneurs start small enterprises but often fail due to a lack of structure or scientific understanding of their potentially idealistic initiatives.

Several of our doctoral students at Umeå University in Sweden and Aalborg University in Denmark, from various African countries, frequently searched for better ways for their mostly young entrepreneurs to succeed in new ventures. Long discussions with these doctoral students led us to better understand some of the social and economic obstacles that limit entrepreneurial success. However, in

spite of the obstacles, the doctoral students generally succeeded and found new ways to assure new and aspiring entrepreneurs that they could succeed if they understood how to make skilled decisions and use scientific principles in their undertakings.

Some of us at the University of Wisconsin-Whitewater tried for years to combine managerial approaches with applying scientific principles to problems faced by entrepreneurs. Combining the scientific method to solving problems in marketing management motivated undergraduate and graduate students alike to think about the problems faced by entrepreneurs in dynamic social and economic environments. A number of students interested in combining managerial decision making with a strong scientific foundation came from African countries and returned as aspiring entrepreneurs.

Our principal interest is to combine marketing management approaches with a strong scientific foundation for emerging entrepreneurship in African economies. We are also interested in how entrepreneurship is driven by opportunities via the Internet and telecommunication capabilities. The Internet and telecommunication capabilities help entrepreneurs bypass many traditional institutions that administer established commercial operations. New entrepreneurial initiatives create a new dynamic social and economic public space leading to socio-economic growth.

Our expectations are that this publication will help outline and illustrate relationships between marketing management and the sciences that are needed to strengthen the foundation of entrepreneurial activities in various African countries. African countries are by no means homogeneous; on the contrary, they are different, perhaps even singular, in how they manage or administer social and economic public space and plan for the future. This publication can be a useful resource for students, academic researchers, entrepreneurs, and practicing managers in their endeavors to find new and better ways to initiate start-ups and manage for a better future.

We thank our colleagues and students for their support and cooperation in our attempts to understand the new entrepreneurial dynamics in using marketing management and scientific approaches to solve problems in what we call a new social and economic public space in the African setting. Thank you.



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# INTRODUCTION

Marketing is becoming indispensable for educators and managers of large global enterprises to understand culturally different markets and consumers. In their views, marketing is seen more and more as a social discipline. Two fundamental philosophies drive the marketing discipline: (1) consumers are central to all activities of an enterprise, and (2) profit is a reward offered by satisfied consumers. Managers who subscribe to these central notions of marketing believe that marketing functions within an environment that guides their missions and market initiatives. Marketing is relatively less known among smaller enterprises and entrepreneurs as a social discipline and is generally applied as a series of managerial tools and techniques used to position their products and services in consumer-driven and competitive markets.

Marketing management is the application of marketing tools and technique; it employs scientific, technological, and managerial marketing resources. Marketing management is accountable for identifying marketing opportunities for enterprises within the context of their missions. Marketing managers are responsible for interpreting what consumers, as members of societies, want to consume, what lifestyles they want to lead, and how they want to relate to their environments. Marketing management provides a framework for planning—for an enterprise to succeed, it must plan what initiatives it will undertake, what resources it will allocate to each initiative, and how it will manage its markets. Marketing management also provides approaches intended to build the organizations needed to implement plans—every initiative most likely requires a creative new organization to manage identified markets. Marketing management guides the use of marketing tools and techniques configured as strategies to reach markets, market segments, and consumers. Marketing management is also responsible for controlling marketing initiatives ranging from identifying fundamental opportunities to determining levels of consumer satisfaction and profitability.



## 2 Introduction

For incipient and growing enterprises in African countries, marketing management is a new phenomenon, but marketing management is emerging as a competitive force in entrepreneurial initiatives due to the influx of entrepreneurs returning from studies or training abroad. This is primarily because marketing management emphasizes problem solving and the decision-making responsibilities of marketing managers. The ability to solve problems and make decisions is the foundation for structural stability of enterprises. Marketing managers set the marketing objectives, policies, plans, and programs needed to systematically allocate the resources available to an enterprise.

The marketing management framework is built on fundamental beliefs that managers accept constant change; place consumers at the center of all initiatives; build an integrated system around all marketing activities; and consider scientific, technological, and other inputs as theoretical constructs and findings in managing the marketing effort. Marketing management has emerged as a discipline closely aligned with the sciences, technology, and other social disciplines. This realization often leads to entrepreneurial activities among marketing managers and stimulates their innovative activities that eventually lead to formation of a social and economic public space. Creating a social and economic public space, within which active and passive creation and consumption take place, consists of a series of visible activities directly related to private and public consumption of products and services.

Creating a social and economic public space is necessary in order to provide a platform for socio-economic growth closely aligned with entrepreneurial startups; growth of small and medium-sized enterprises; introduction of supply providers; and components, material, and equipment needed by entrepreneurs and small and medium-sized enterprises. Thus, marketing management is perceived as the tools and techniques necessary to systematically introduce change into an economy challenged by social and economic conditions. Many African economies recognize that often entrepreneurial initiatives will not survive without the marketing discipline and marketing management.

The financial and social resources spent for economic and social development in Africa are enormous. An appraisal of recent development efforts by donor countries to Africa such as Canada, Denmark, Sweden, and the United States clearly suggests that random and uncoordinated economic and social development efforts based on large-scale projects are marginally productive. Projects often fail completely from the start, or shortly thereafter, primarily due to lack of administrative structures, systemic failures, or cultural misunderstandings. Although projects appear distinctively structured and adequately funded, they often lack the collective organizational initiatives to succeed and grow. More precisely, economic and social developmental attempts lack the organizational momentum to successfully function in economically and socially unstable countries with unstable entrepreneurial climates and markets.

## Economic and Social Developments

Entrepreneurial initiatives in many African countries have increased over the past 10 years or so; they cut across levels of technology, consumption patterns, and public and private lifestyles. Some entrepreneurial initiatives represent innovations aimed at consumer markets, whereas others are suitable for public consumption. Innovations introduced by entrepreneurs include generation of wind and solar power that contribute to the development of additional small and medium-sized peripheral enterprises. Introduction of environmentally responsive and energy-efficient appliances used for cooking, laundry, and small home refrigeration contribute to less air pollution. The availability of on-demand 24-hour health care services saves lives. Innovations such as these contribute to environmental improvements in both the private and public sectors.

These developments, along with many others, are possible because of scientific advancement, technological innovation, and engineering improvements such as telecommunication capabilities, regional and local Internet availability, and access to personal computers. New technology brings new ways of doing things, stimulates creative thinking, and improves social and economic productivity. Under such conditions, entrepreneurship thrives, new innovative products and services stimulate new markets, and consumers improve their lifestyles.

The combination of social, economic, technological, and market innovations has led to new approaches in macro and micro social and economic development in several African countries. The tendency in many countries is to move from large-scale, externally funded projects to small-scale, internally shaped entrepreneurial initiatives. Entrepreneurs tend to find their own resources and undertake activities that donors of large-scale capital likely would never sponsor. Many entrepreneurs endure and grow into successful small enterprises; others even expand into larger enterprises with customers and clients abroad.

Although many new entrepreneurial initiatives may be arbitrarily structured and marginally managed, they function in a social and economic space that in some African countries is unstable. In order to become stable and prosper in the future, these entrepreneurial initiatives need scientifically based creativity, decision-making skills, and sound marketing management philosophies. Some African countries such as Tanzania, Ghana, and Zambia have found ways to stimulate development of small projects, help entrepreneurs find start-up capital, form industrial clusters, and have formed university-based advisory centers to assist entrepreneurial start-ups in their early stages.

Not all recent economic and social developments can be attributed to growing entrepreneurial initiatives; other forces are active as well. A significant number of African entrepreneurs have university education in either management or the sciences. Some received their educations abroad, whereas others attended local universities and others had internships or participated in student exchange programs.

## 4 Introduction

Many returning students brought innovative ideas and plans for start-ups; some even brought the necessary equipment for a start-up. It is not clear what education or training is best suited for start-ups in various African countries, but it is apparent that many recent entrepreneurial experiences result from exposure to different economic and social climates.

The importance of the educational experiences of entrepreneurs lies in their ability to apply their experiences, both domestic and abroad, to the economic and social situations in their personal environments. More specifically, their ability to identify entrepreneurial opportunities and implement them despite obstacles and administrative hurdles. Over the past few years, some entrepreneurial initiatives have transitioned into viable enterprises marketing locally relevant products and services. These initiatives include software development, food processing enterprises, and financial management and money transaction operations, among others.

Many of the entrepreneurial initiatives are closely aligned with wider social developments and lifestyle changes. Consumers are becoming more informed and educated. They are transitioning from street markets to small retail shops and even to larger grocery store chains. Younger consumers do not follow the shopping patterns of their elders; they prefer to shop in larger stores, frequent recently available large box discount stores, and buy their groceries in stores that offer a greater selection of products. The changes in consumer buying habits are strengthening the positions of retailing institutions, including Internet-based entities, and changing consumer markets.

### Major Drivers of Change

The economic and social changes described previously would not have been possible without the rise in entrepreneurial efforts and new technological capabilities. The introduction of telecommunication, rapid acceptance of mobile or cellular telephones by individuals of all ages, and the ability to accept telephone-based communication as a universal platform drives many of the economic and social changes. Telecommunication allows consumers to function in previously unknown or economically not feasible markets for them. Telecommunication capabilities combined with health care services, personal financial management and payment capabilities, and additional capabilities such as purchasing small amounts of clean drinking water are changing the lifestyles of many consumers.

Internet availability further contributes to major economic and social changes. The Internet provides a window for many African entrepreneurs, consumers, and the public into the world around them. Although there are regions of African countries with limited availability computers and Internet connections, mostly due to lack of electricity, these obstacles are being overcome by introduction of solar or wind energy that offer the potential for Internet connectivity and use of personal computers.

Where Internet connections are available, new information sources are available, and individuals can more easily communicate with others—entrepreneurs can solicit help from other entrepreneurs, and consumers can compare products, services, and even lifestyles. What is more important is the use of the Internet for educational purposes; especially for education in rural and remote areas. The combination of innovative solar cells integrated into students' backpacks and the availability of laptop computers offer totally new educational experiences for students. Students can literally charge their backpacks during the day and do their homework or share their computers with adults in the evening.

Telecommunication and the Internet have additional benefits for economic and social development across the African landscape—they lead to development of appropriate local technology. Development of appropriate technology is important for the continuity of social and cultural history. Indigenous technology carries with it standards and norms as pillars of stability and social and economic cohesiveness. Exogenous technology, especially technology that is substantially different from indigenous technology, brings social and economic disturbance and discontinuity.

New technology developed internally or externally needs to meet local conditions. The more successful entrepreneurs understand this and identify technological opportunities on the basis of their perception of continuity from previous technological trends. Entrepreneurial success also depends on the ability to empirically verify that the new technological advance introduced by an entrepreneur is compatible with previous generation technology and requires minimal education or training to use it. Most forms of scientific management introduced by high technology focused entrepreneurs are based on systematically developed and tested scientific approaches.

For example, major changes in cooking among rural households, such as moving away from organic fuels that pollute to cleaner fuels such as natural gas, or in some cases, electricity simplify day to day living conditions, speed up cooking time and leave more productive time for other activities. Since the new cleaner fuels are centrally distributed and require minimal education or training for users, fuel-gathering concerns have been reduced, and the time necessary for cooking preparation and the cooking times themselves have been reduced. The new devices needed to convert from traditional to new cooking methods also require new cooking appliances, which, in turn, may require some education to demonstrate their optimal use. The entire process of converting from old polluting fuels to new non-polluting processes provides entrepreneurial opportunities.

It is increasingly apparent that entrepreneurial small-project formation leading to social and economic development is driven by telecommunication capabilities and the Internet thus changes the technological climate of many social and economic constituencies and consumers. Structure and scientifically based applications are frequently missing from entrepreneurial initiatives. Both are integral parts of marketing management approaches and frameworks. Consequently, the most important component of a start-up is its marketing management philosophy.

## Marketing Management Approaches and a Framework

Successful African entrepreneurs point out that many start-ups need more than a marketing management philosophy; these start-ups need sound marketing management practices and techniques based on established scientific knowledge. In its fundamental definition, a marketing management philosophy does not differentiate on the basis of size—it applies equally to small and large enterprises. It is a system of activities that range from collecting information needed to formulate the mission of an enterprise, establishing its role in the external environment, organizing and managing resources, identifying markets, and selecting competitors. The role of marketing management is to identify marketing opportunities within the framework of entrepreneurial abilities, systematically select and act on optimal opportunities, design and market products and services, satisfy consumers, and control the entire marketing effort.

Marketing management functions on both macro and micro marketing levels. Macro marketing managers are concerned with how the entire marketing process interacts with the environment outside its proprietary marketing systems. Macro marketing activities function within boundaries set by a society, regions, or nation. Macro marketing activities include setting guidelines for acceptable technological limits, lifestyles of individuals, economic policies and conditions, and social constraints. Marketing managers obtain information from these sources to construct managerial philosophies, identify market opportunities, and set performance and ethical standards. They also try to determine the level of risk posed by the external forces they face.

Decisions by marketing managers within the marketing framework of an enterprise are considered part of micro marketing activities. Micro marketing decisions are influenced by external forces or macro marketing forces. Micro marketing activities include all activities ranging from collecting information about consumers, markets, competitors, or anything else needed to deliver value to consumers and generate profits for an enterprise. Marketing managers' micro marketing decisions are influenced by environmental forces, either as broad societal guidelines or trends that significantly influence micro marketing initiatives. Decisions made by marketing managers concerning products and services, marketing strategies, determining competitive positions or other considerations are proprietary, strategic, and strictly internal to each enterprise.

Marketing management decision making increasingly relies on decision-making approaches taken from the sciences and based on the scientific method of inquiry. Decisions are made on information systematically obtained by research methods based on participatory, observation, or experimental research methodologies. Most scientific inquiries today are based partially or completely on a combination or all these research methods. Most marketing initiatives are based on sound qualitative or quantitative information including identification of markets, development of consumer profiles, and assessment of consumption behavior.

Marketing strategies are formulated on the basis of managerial decisions made on information collected using scientific research approaches.

The soundness and rigor of information generated by scientifically based marketing research allow marketing managers to model many marketing events and approaches. For example, they can model how a particular marketing strategy will trigger consumer responses to new products using specific promotional or distribution channels. Competitive models can be built to predict and plot market positions of competitors and even predict, by generating probabilities, how competitors will respond to various market challenges.

Managers of high technology start-ups suggest that entire start-up, their development, and the control process of designing a successful venture can be modeled. The entire enterprise development process, including solicitation of venture capital, organization development, staffing issues, and many other components of a start-up are known and can be modeled. Many high technology enterprises, especially ventures with a scientific foundation, can be professionally managed from their beginnings, in contrast to ventures initiated and managed by entrepreneurs with minimal managerial skills. High technology entrepreneurs also suggest that computer-based models can be designed to manage entrepreneurial ventures on a day-to-day basis with only occasional executive or managerial intervention. Even the control mechanisms needed to monitor enterprise performance can be modeled, because most needed inputs such as inventory or stock can be automated. Each part, component, or material needed to produce a product or render a service can be electronically tracked. The output side of an enterprise can also be modeled and the three modules integrated into a comprehensive control model connected to standard financial and accounting procedures.

### ***Macro Marketing Management Approaches***

Macro marketing management has two fundamental aspects: (1) collecting information from the environmental forces that directly impact the social behavior of an enterprise, and (2) an enterprise's communication with society. Conventionally, regardless of its nature and size, an enterprise functions at the discretion of society. Its society creates the space in which an enterprise forms its initiatives, manages market transactions, and grows. An enterprise responds to forces created by the collective actions of the society that sets the norms of social behavior, economic performance, technological sophistication, and lifestyles of its citizens—including consumers. From a broader perspective, an enterprise's society sets the standards and norms for its actions.

Conversely, as information feedback, an enterprise informs its society about its actions and contributions. By its overt and covert behaviors, an enterprise indicates how socially responsible it is and how it connects with positive and negative societal changes. Expectations are that an enterprise will function within acceptable standards and norms and will not deviate from them, although some may

be set arbitrarily by culture or tradition, whereas others are promulgated as laws. Notions of social responsibility, approaches to economic and social development, or introduction of new technology all fit within the context of macro marketing and shape the marketing activities of enterprises.

From a marketing management perspective, macro marketing forces (1) set the level and nature of technology, (2) impact lifestyles based on the market behavior of consumers, (3) influence consumption patterns based on available product and service offerings, and (4) affect levels of economic well-being and social coexistence. Marketing managers' decisions correspond to the interaction of societal forces and structure their entrepreneurial actions accordingly.

### ***Micro Marketing Management Approaches***

Micro marketing management in an enterprise represents all the controllable variables related to the entire marketing effort. Marketing initiatives begin among top decision makers and reach to the individuals responsible for incremental functions within the enterprise. Every member of an enterprise must focus on the needs and wants of consumers and is responsible, on some level, for the satisfaction of consumers, because consumers who are satisfied with the products or services offered by an enterprise will purchase the product or service again.

An enterprise selects the markets in which it wants to function, identifies the segments for its unique products or services, and develops profiles of the consumers it wants to nurture on the basis of its mission. Enterprises, even start-ups, need to understand their markets and consumers before they develop and market products or services. Although a product or service development process may begin with an entrepreneur's initial idea, any idea must be tested in the market. There are marketing research techniques well suited for such testing—focus group discussions, personal interviews, and Internet-based surveys, among others. It is possible to collect information directly from individuals essential for micro marketing decisions even in the most remote regions of the world.

Micro marketing management includes (1) forming marketing strategies, (2) determining levels of consumer satisfaction, (3) analyzing consumer behavior, and (4) monitoring the dynamics of consumption behavior. These are controllable, to a certain degree, and subject to strategic decision making. Marketing managers need to understand how consumers behave in highly dynamic and competitive markets. Marketing research methods available to managers today, mostly due to telecommunication capabilities and the Internet, can be viewed as a continuous flow of information from consumers to enterprises.

### **Marketing and Enterprise Formation**

Marketing practices today are essential prerequisites to forming new ventures, entrepreneurial start-ups, or actual small enterprises. Although some entrepreneurs

would state that they simply do not have enough information to map out the entire entrepreneurial undertaking, if they seek venture financing, they will need to produce a viable business plan before they even get considered for funding. Consequently, a business plan in its general form represents the marketing framework for an entrepreneurial initiative, and it should not be difficult to integrate all the necessary marketing management approaches. Entrepreneurs face a great deal of risk and need to reduce their risk by using systematic approaches to marketing activities from the beginning of each venture.

## **Objective of This Publication**

The objective of this publication is to illustrate how marketing management can be used in developing small-scale enterprises in an African setting. Approaches to economic and social development in many African countries are changing rapidly and moving from large-scale, externally funded projects to small-scale, internally funded projects. Entrepreneurial initiatives are growing. Many recent entrepreneurial start-ups clearly indicate deficiencies in managerial approaches, especially deficiencies in using marketing management philosophies. A significant number of entrepreneurs responsible for recent start-ups did not consider the needs and wants of consumers, potential markets, or the implications of their initiatives on the public. Many of them failed.

Marketing management philosophies provide theoretical and conceptual foundations for entrepreneurial initiatives and also provide structure and a decision-making framework. Entrepreneurs need to understand the macro aspects of marketing management as well as the micro marketing controllable aspects of marketing activities. More specifically, marketing management, based on scientific approaches to research, helps entrepreneurs as marketing managers identify the appropriate tools and techniques needed to develop products and services, introduce them in the market, and monitor their market performance.

Predictions can be made about many initial start-ups on the basis of what is known about marketing management combined with the latest technologies such as telecommunication capabilities and the Internet. Potential success can be verified by building computer-based models depicting the intent of a venture and its eventual dynamics. The potential dynamics of a venture can be modeled and its probability of success evaluated in economically and socially challenged countries, even though available information may be limited.

The attached conceptual framework introduces some of the required assumptions. The framework is designed to identify the macro and micro marketing dynamics in which enterprises function in many African countries. The framework is provided for smaller enterprises striving for managerial, organizational, and marketing stability. Along with a system of managerial decision making, it has four components: (1) the creative stage of human capital, (2) the entrepreneurial and enterprise marketing management effort, (3) the consumption behavior of



individual consumers and market segments, and (4) the economic, social, and environmental benefits. Each component relates directly to the proposed process of how small projects introduced by entrepreneurs are structured within and outside of markets and how they collectively contribute to economic and social development—and creation of social and economic public space.

We also collected a number of discussion papers representing different views on economic and social development. These are divided into three categories: (1) macro challenges in the emerging entrepreneurial climate across Africa, (2) examples of entrepreneurial initiatives driving consumer markets that are changing African lifestyles, and (3) examples of functioning entrepreneurial activities in specific areas of markets, economies, and small-scale enterprises. The conceptual model that follows is largely based on research described in the contributions or gathered directly from sources familiar with issues related to entrepreneurial initiatives across Africa.

There are many examples of projects introduced by a generation of young African entrepreneurs; they include development of appropriate solar and wind technology, processes utilizing water chemistry, and the use of mobile telephones for banking transactions. Through social marketing practices, young African entrepreneurs are able to provide clean drinking water in rural areas even in remote regions of Africa. In medicine, Internet use enables medical professionals in remote areas to analyze emergencies quickly by communicating with qualified specialists located in major city hospitals or in countries abroad. These types of services require a combination of professionals, telecommunication engineers, and marketing managers to facilitate the necessary supply and demand conditions and market structures. Most of all, entrepreneurs with vision and skills are needed to develop the necessary opportunities and networks to facilitate such initiatives.

## **Framework**

The central focus of this framework is on applying marketing management as a set of entrepreneurial tools and techniques in economic and social development and the subsequent creation of social and economic public space that lead to socio-economic growth. Marketing management approaches can be applied by large international enterprises as well as among smaller ones. The underlying philosophy is that consumers are the focal point of all marketing operations. Marketing opportunities originate with consumers and form markets. Marketing managers identify and evaluate opportunities within the context of their enterprise missions, resources, and competitive markets; they develop products and services to meet consumer needs and wants and deliver them in the most efficient and effective ways to selected consumers. The purpose is to support and improve consumers' lifestyles and stabilize social and economic well-being. Consumer-focused enterprises utilize marketing management as their operational and strategic philosophy.

Macro and micro components of marketing management are conceptualized to coordinate macro and micro marketing activities in order to satisfy consumers and contribute to the overall external entrepreneurial environments in which enterprises function. Macro marketing management is a two-way process—managers seek information from the environment, process that information, and identify the most suitable opportunities. In return, these managers are responsible for contributing to and improving the social and economic climate that determines the entrepreneurial environment in which they function. Micro marketing activities are partly based on the managerial philosophy and ability to correctly identify opportunities and fully realize them.

The framework begins with entrepreneurs seeking marketing opportunities in a singular environment, generally a single country environment, for developing products or services lacking in that environment for various social, economic, or technological reasons. Entrepreneurs tend to tolerate high levels of risk and are willing to take chances; often they do not have the necessary tools and techniques to help them understand the level of risk they face. The conceptual framework that follows is based on marketing management philosophy and designed to provide a better understanding of how entrepreneurial risk can be reduced or eliminated. The framework focuses specifically on rapidly emerging entrepreneurs in an African setting, their small-scale start-ups, and the stages of social and economic challenges they face on both macro and micro marketing levels.

## **Creative Stage of Human Capital**

The first part of the conceptual framework focuses on individual entrepreneurial efforts. Although each entrepreneur is creative and executes ideas differently, perceives the world through a different set of perceptual filters, implements a set of preferences, and forms attitudes, it is possible to identify some commonalities and generalize about what the creative process encompasses. From a theoretical point of view, entrepreneurs generate ideas either inductively or deductively. Both types generate ideas that potentially lead to new products or services.

Some entrepreneurs have a broad view of the world and generate ideas inductively. They see or experience relationships that interact in unusual ways and study those relationships and interactions. Entrepreneurs with scientific backgrounds construct scientific experiments; those who lack a scientific background devise their own experiments. Others have a relatively narrow view of the world, see things only the way they are, and generate ideas deductively; they deduce relationships on the basis of what they see and experience. This type of entrepreneur converts deduced relationships into opportunities.

Marketing opportunities generated by entrepreneurs potentially make market contributions and create value for consumers. Entrepreneurs must consider various issues before consumers can realize any social economic or psychological value. Before any product or service is fully developed and introduced in a market,

it must be scientifically tested to determine its feasibility as a safe and viable product or service for consumers' consumption processes. Scientific verification sometimes is beyond entrepreneurial abilities and tends to be in the realm of an individual entrepreneur's normative judgment. There must be a match between the scientific ability to accept a product or service and the scientific feasibility of a product or service proposed by an entrepreneur.

Even if a match exists between the scientific ability to accept a product or service and the scientific feasibility to potentially deliver the product or service to consumers, an entrepreneur may not have the skills to develop the product or service and deliver it to the market. Many entrepreneurs fail early in their attempts. The relationship between scientific feasibility and the entrepreneurial skill to introduce innovations is critical and needs systematic empirical verification. Empirical verification consists of qualitative and quantitative assessment of the entrepreneur's initial idea and the value it will produce as a contribution to consumers and markets.

The final creative stage of human capital leads to value-creating activities and market contributions by entrepreneurs motivated to significantly contribute directly or indirectly to social and economic development. Because value creation leading to market contributions is complicated and an individually driven unstructured process, to a certain degree, entrepreneurs need guidelines—they need structure and a decision-making framework. Innovative value-creating activities increase the need for additional creative skills, and thus stimulate further creation of human capital.

## **Entrepreneurial and Enterprise Marketing Management Efforts**

The second part of the conceptual model is concerned with marketing management at the entrepreneurial and enterprise levels. Marketing management provides the structural and decision-making support entrepreneurs need to professionalize their efforts in creating value for consumers and markets. For enterprises, marketing management provides an operational and strategic philosophy. On either level, marketing management helps marketing managers understand how to disperse products and services directly to consumers throughout markets. More specifically, marketing management tools and techniques assist in formulation of marketing strategies deployed by entrepreneurs and enterprises to disperse the value they create as products and services. Entrepreneurs create value through their enterprises and disperse created value through markets to consumers.

Various conditions need to exist before the actual dispersion of created value can happen. These conditions vary in each environment or country. The entrepreneurial reliability and marketing conditions need to be examined in the context of social and economic public space. It is not normal within the context of marketing to release a product or offer a service that is not acceptable to the social

and economic public space, or more precisely acceptable to consumer markets. It is equally difficult to market a product or a service for which the right conditions do not exist in the market. Entrepreneurs and enterprises must assure markets and consumers that the products or services they intend to disperse throughout the social and economic public space will have a constructive impact and contribute to social and economic growth and stability.

In the African socio-economic climate, there are two determinants of growth and stability: (1) technological acceptance of products and services, and (2) appropriate marketing approaches for reaching consumers. Innovative products and services must fit within consumer tolerances for new technology. If technologically new or improved products and services are to serve consumers, they have to be understood and consumers must be able to use them as intended without any difficulties. Consumers may not be willing to use technologically new products or services if they have to learn how to use them. For example, replacing paper notes or coins with electronic currency may be a hardship for older individuals who are not able to use mobile telephones.

Entrepreneurs and enterprises must have suitable marketing tools and techniques to introduce and market even products or services that are technologically compatible with consumers' needs. There must be a direct match between the reasons why products or services are created and the consumers for whom they are intended. This matching process is the responsibility of the entrepreneurs who create the products or services and the marketing managers of the entire marketing management process. If there is no match between products or services and intended consumers, their social and economic value will not be properly dispersed and may negatively impact future markets and consumers.

Checks and balances are needed to ensure a correct match between technologically new products and services and intended consumers; the technological ability of the market and consumers must be determined with appropriate margins or tolerances for acceptance of innovative technology. Upgrades and replacements are common in technologically changing markets. The question is, how flexible are the markets and consumers in their abilities to accept the next level of technology?

Social awareness is another aspect of dispersing value and creating products and services. Society must be aware of technologically new products and services in order for them to create social and economic value. A general awareness of products and services sets social and economic value—markets and consumers must be able to purchase products and services freely and the public must know about them. Directly or indirectly, technologically new products and services must have social and economic value for all members of the public.

If technologically new products or services are economically feasible, marketing managers still face important challenges: Do profitable markets for them exist, and are consumers willing and able to purchase them? If a significant percentage of the public cannot afford technologically new products or services, they are not economically feasible and consumers may not purchase them.

## Consumption Behavior of Consumers and Market Segments

Assuming that technologically new products and services deliver social and economic value to markets and consumers, entrepreneurs and enterprises must consider the consumption value of the new products and services and the consumption behavior associated with them. The consumption value of technologically new products and services is measured by positive or negative reactions of the consumers who consume them. However, consumption is a collective behavior; the collective consumption of products and services forms consumer lifestyles, and aggregate lifestyles manifest themselves as market segments. Marketing managers frequently try to identify market segments on the basis of several demographic, economic, social, or even socio-psychological factors but may not be successful. Naturally occurring market segments based on consumption behavior and lifestyles are easier to identify, especially for high technology products or services.

Technologically new products and services with high consumption value may change collective social and economic behavior and significantly alter individual lifestyles. For example, introduction of solar energy into a rural area previously without electricity changes not only consumption behavior, but also individuals' lifestyles substantially. Marketing managers need to consider how individual consumers consume products and services and their behavior after they stop consuming the products or services.

Aside from services, many new products, regardless of where they are marketed, have a finite life. Wherever consumers are—rural areas, remote parts of countries, or major urban areas—eventually there will be product residuals. Product residuals materialize because products no longer match consumers' needs or consumers lose interest in them. More technologically advanced products generate more complex residuals. Marketing managers are becoming more concerned about post-consumption behavior of consumers and how they dispose of product residuals.

For example, disposal of televisions, computers, or other electronic appliances is an enormous problem in mature markets and will soon become a worldwide problem regardless of how socially or economically challenged a market is. As electricity becomes more available and ownership of electronic appliances grows, product residuals will become an acute problem.

In order to manage this phenomenon, individual post-consumption behavior must be monitored. Individual consumers need options for dealing with post-consumption challenges. At the same time, post-consumption is also a collective issue. The public, consumer groups, and marketing managers need to determine the actual technological, social, and economic values of individual products and the values of their residuals. From a broader perspective, the technological, social, and economic value of technologically new products and services depends on

how they fit within the entire social and economic public space and how they contribute to socio-economic growth.

### **Economic, Social, and Environmental Benefits**

Marketing management philosophy has evolved over distinct stages: (1) production, (2) product, (3) sales, (4) marketing, and is currently focused on (5) social marketing. The social marketing philosophy focus of marketing management applies equally to macro and micro marketing initiatives. Entrepreneurs, enterprises of all sizes, and even government-owned organizations and public agencies in advanced markets subscribe, in theory, to social marketing as the central operational philosophy of marketing management. The social marketing philosophy as implemented through marketing management policies and strategies suggests that marketing initiatives are formulated not only to satisfy consumers and provide platforms for consumers' lifestyles, but also for society's benefit.

Regardless of the intent of marketing initiatives, consumers today are concerned about consumption issues that directly impact their well-being and also are concerned about the environment in which they reside and consume products and services. Conservation of resources, elimination of pollution, water management, and organic agriculture, among other private and public concerns, drive individual consumption of products and services. The introduction of small-scale experiments such as sun drying herbs, fruit, and other locally grown agricultural products, in a number of African countries, demonstrate broad social awareness of these concerns. Similar examples are found in combinations of marketing and scientific initiatives: water purification has enormous impact on individuals' quality of life, improves public health, and reduces health care issues. Generating electricity in remote rural areas with solar cells to power computers, use the Internet, or communicate with the outside world benefits individuals and social groups. Improved quality of life incrementally increases personal and social values.

Incremental increases in personal and social values are directly connected to and provide a foundation for economic, social, and environmental benefits. These benefits are by-products of entrepreneurial initiatives guided by marketing management philosophy; however, they would not be possible without technological innovations such as telecommunication, computers, and the Internet. Entrepreneurs' abilities to connect consumers' needs and wants with new technological innovations by developing realistic and acceptable solutions help societies live better and healthier lives.

African entrepreneurs clearly contribute to incremental increases in personal and social values by their marketing initiatives. Many economic and social development specialists believe a structured approach to guide the efforts of new African entrepreneurs and suitable tools and techniques to implement their initiatives would help them be even more successful in their initiatives. We believe that marketing management provides the best conditions within which dynamic

entrepreneurship can flourish. When marketing management philosophies are combined with the sciences and utilize scientific approaches to problem solving, they are even more effective in improving private and public lives.

## **Recent Developments: Research and Illustrations**

We include the following case and research studies to illustrate recent developments across Africa in marketing management, entrepreneurship, and scientific innovation due to advances in telecommunication and the Internet. The case studies and research findings are divided into two major parts: (1) entrepreneurial issues and macro marketing, and (2) micro marketing. Each part is further subdivided on the basis of the specific developments presented. Part I consists of environmental and broad macro marketing issues. Part II focuses on micro marketing and the developments in financial management, consumption, and agriculture.

The first two essays in Part I concern environmental issues and discuss the complexity of economic, social, political, and foreign policy forces that impact the social and economic public space in which marketing management and entrepreneurs attempt to function. These forces create extremely hostile conditions in several African countries and prevent scientific innovation from taking place. Although technological developments such as telecommunication and the Internet are available, they are not necessarily used for social and economic development. The predominant emphasis in some African countries is still on large projects organized and managed by foreign enterprises that limit the growth of indigenous small start-ups and enterprises. There is also evidence of antisocial behavior that completely prevents socially and economically acceptable development of any entrepreneurial initiatives in a limited number of African countries.

The three additional essays in Part I examine various macro marketing management options available to entrepreneurs and marketing managers in various African socio-economic environments. The essays propose alternative approaches to entrepreneurial initiatives and levels of involvement in rapidly changing markets. Many consumer and business to business markets are growing and becoming increasingly more complex. Newly established smaller enterprises need to cooperate as they become dependent on each other for auxiliary services. Industrial clusters bring small and medium-sized enterprises together for more efficient and effective productivity capacity. Growing markets need additional support to further growth. The health care market, for example, is expanding rapidly mostly due to scientific and technological developments and is considered a framework for a variety of entrepreneurial initiatives. Business to business marketing is essential for supplying entrepreneurial start-ups along with small and medium-sized enterprises with necessary material, parts, and components needed to produce products and services.

The financial and financial management topics discussed in the first section of Part II illustrate how technological advances, especially in telecommunication

and the Internet, change consumer purchasing and consumption behavior. These changes play a significant role in marketing management on the enterprise level, even generating venture capital; they are changing marketing strategies and the approaches to forming new enterprises and markets. The use of so-called mobile money in some African economies is ahead of other countries in the world.

Telecommunication and the Internet are changing the consumption of products and services by African consumers. More palatable and healthier products and services are available at nominal cost to consumers—clean drinking water, for example. Consumers are becoming better informed and educated about how to shop, what products or services to select, and how to consume them. Consumers are changing where they shop and how they prepare the groceries they purchase. The entire field of retailing is changing and marketing managers need to keep up with consumers.

The developments among consumers are particularly evident in agriculture. Agriculture and agricultural products and services play a fundamental role in social and economic development. Agricultural activities, especially in rural areas, include enormous entrepreneurial opportunities. Agricultural enterprises cooperate by forming clusters, many in remote areas, and building completely new value chains for rural and urban consumers. Some agricultural enterprises expand abroad by exporting products and developing brand name recognition. Entrepreneurs are finding innovative agricultural opportunities in drying fruit, tea, and herbs—for which major demand abroad is growing.



## Foreign Aid on Economic Growth in Africa

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