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# **Contributions to an Emerging Culture of Entrepreneurship**

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### **Author's contribution**

*The sole author designed, analysed, interpreted and prepared the manuscript.*

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## **ABSTRACT**

There is a global trend to take advantage of opportunities in entrepreneurship to grow and develop contemporary societies. The Nigerian society like other developing societies is experiencing some awakening in that regard. This work traces the advent of entrepreneurship from ancient to modern times capping it with the Nigerian contributions to entrepreneurial evolution. It argues that Nigeria's is still an emerging culture of entrepreneurship which must be deliberately cultivated in spite of the individual, governmental and global recognition of entrepreneurial potentials of the Nigerian context through theory and practice. Consequently, to facilitate the development of entrepreneurial culture in the Nigerian economy and society, some ideas for intending entrepreneurs, governments and other stakeholders are advocated.

*Keywords: Entrepreneurship; entrepreneur; culture of entrepreneurship; aspiring entrepreneurs; tertiary institutions; creativity and innovation; tips for aspiring entrepreneurs; lean startup.*

## **1. INTRODUCTION**

The history of the human race points to human capacity and ability to always generate ideas or

concepts which cater to the challenges humans confront in their daily existence. Each epoch of human existence has solutions that are peculiar to the people of such an era in their efforts at

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improving the human condition. One of such advances in human history is the development of the idea of entrepreneurship. It developed out of the need to respond to different situations that required some change that would result in solving the challenges that confront people in such contexts. What the term *entrepreneurship* and its resultant complementary term *entrepreneur* connote are not new to human experience in the sense that they capture those activities that promote the economies of communities and nations and those individuals involved in these economic activities respectively. Though the two terms capture already existing phenomena, they were developed and had become very popular in modern economic development. The birth of the two terms has occasioned a lot of interests by individuals, organizations, and governments. Scholars from virtually every discipline have continued to interest themselves in the idea of *entrepreneurship*. Studies in entrepreneurship now exist at undergraduate and graduate levels in many universities and other institutions of higher learning all over the world. There also exists a good number of centers dedicated to the teaching and studying of entrepreneurship both in academic and nonacademic settings globally. These programmes are geared towards the development of entrepreneurial skills in the students among other objectives. The interest of experts from various fields of human endeavour in the field of entrepreneurship throws up all kinds of understandings of what *entrepreneurship* means. One thing, however, is certain, contemporary economies are driven by entrepreneurs. Modern society cannot, therefore, develop without any good entrepreneurial culture. Unfortunately, while some countries have developed a culture of entrepreneurship in the modern sense, it is just emerging in a significant amount of others. The implication is that countries that do not possess the culture of entrepreneurship would not benefit from the practice of entrepreneurship.

The pursuit of the gains of entrepreneurship takes different forms in different countries and regions. In Nigeria, like every other country, entrepreneurship is as old as humanity's tendency to develop ways to improve existence. In the modern entrepreneurial sense, however, Nigeria would seem to possess no significant culture of entrepreneurship. It is an emerging culture with a lot of potentials [1,2,3]. The need to diversify from one commodity(oil) based economy and develop the necessary human

capital, seem to also account for the interest in promoting entrepreneurship in the country. Nigeria's overreliance on oil has occasioned a lot of economic crisis which has affected the growth and development of the country [4,5]. One of the immediate outcomes of this economic crisis is unemployment. Further, the diversification of the economy also implies that other areas of the economy would provide opportunities for citizens to do business, create wealth and provide jobs. The potential to create wealth is an advantage to the government because no government can completely provide all the jobs for its citizens. Governments consequently provide the enabling environment for individuals and groups to facilitate entrepreneurial activities. This support was provided by the government of Nigeria through one of its agencies, the National Universities Commission (NUC), which is built on the pioneering efforts of the University of Ibadan, to facilitate the teaching of entrepreneurial studies programmes in tertiary institutions of learning in the country [1,2]. This development opened up opportunities for all stakeholders to slowly but steadily begin to cultivate the culture of entrepreneurship in Nigerian higher education. The culture is barely a decade old. It would be safe to say that it is still at the infancy stage. As an emerging culture in Nigeria therefore, this work attempts to make some contributions to the theory and practice of entrepreneurship and by extension any similar economy. It begins with a general overview of the development of entrepreneurship in different epochs. It reviews some critical concepts and provides suggestions for aspiring entrepreneurs and concludes with ideas for stakeholders in the development of the phenomenon.

## 2. LITERATURE REVIEW

### 2.1 Theoretical Review

#### 2.1.1 From the etymology to definitions of entrepreneurship and entrepreneur

The word "entrepreneur" comes from the amalgamation of two Latin words "entre," which means "to swim out," and "prendes," which translates "to grasp," "understand," or capture. French-Irish Economist Jean-Baptiste Say united the two words thereby popularising the term, "entrepreneur" [6], however, contends that speaking, the words "entrepreneurship" and "enterprise" both derive from the Old French word for "an undertaking," *entrependre*. "Yet even in French, the related word *entrepreneur*

did not take on the current meaning until the economist Jean-Baptiste Say so imbued it in 1800". It is therefore pertinent at this stage to examine some definitions of entrepreneurship.

Hebert and Link [7] say that entrepreneurship pertains to the action of a risk-taker who creatively ventures into a new business or revives an existing business. Hence for some people, the term "entrepreneur" simply means anyone who takes the risk and begins business. Such business could be a barbers' shop or a high-tech startup. This work will use the word in a more inclusive sense to accommodate both the above popular loose conception of the word as to when someone begins a business and the narrower and therefore technical and unpopular sense. It is worth noting that the intellectual conception goes back to the origin of the word itself. Another definition conceives the entrepreneur as the mediator who has the responsibility to produce social changes, and it is through innovation that he transforms the social environment [8]. This definition presents the entrepreneur as someone whose activity changes their social landscape. Their participation in entrepreneurial activities is not just economic but also has a lot of social dimensions. That is why entrepreneurs are regarded as change agents. Their activities change whatever environment they find themselves. In fact, their influences often have far-reaching impacts beyond their immediate environments. Imagine the impact of Bill Gates, Steve Jobs and Mark Zuckerberg in the area of information and communication technology. What about the influence of the entrepreneurial activity of Aliko Dangote in the cement industry in Africa. Dangote's entrepreneurial activities begun in Nigeria, his native country, have transcended the borders of Nigeria to other African countries.

For [9], an entrepreneur is "anyone who undertakes some economic activity on her own initiative based on alert observation of opportunity to enhance her wealth, power or prestige" (p. 530). In modern times, this activity would seem to involve the creation and organisation of a new business firm. However, the activity did not always entail the form in which the entrepreneur creates and organises a new business. Even contemporary economic activity that influences the emergence of the entrepreneur does not always end up in the establishment of a business firm. When the definition of entrepreneurship is limited to the establishment of firms by the entrepreneur, there

is a wide range of activities involved. [9], thus divide the activities into two. The first is the firms that are replicable or similar to existing firms in their functions. An example in Nigeria is the establishment of a firm that produces packaged water popularly called "pure water". This type of business has been replicated multiple times all over Nigeria. The second division is the group that consists of innovative entrepreneurs. The innovative entrepreneurs establish firms that provide new products, utilize new production processes, enter new markets, or adopt new methods of organization. The primary role of the innovative entrepreneur is not invention, but they ensure the deployment of potential inventions by hypothesizing their best use and getting them to the market [9]. It follows that one can be either a replicative or innovative entrepreneur.

[10], taking the skills approach to understanding the concept of entrepreneurship describes entrepreneurship as the special collection of skills possessed by an entrepreneur. These skills include a predisposition to take risks above and beyond the ordinary, and a desire to create wealth. Entrepreneurs are people who find ways around business difficulties. They persist with a business strategy at times when others choose the shelter of full-time assured employment. The implication of this approach is that to understand entrepreneurship, one must look for those distinguishing traits or skills that entrepreneurs have been found to possess.

[6], in his book *A Brief History of Entrepreneurship: The Pioneer, Profiteers, and Racketeers Who Shaped the World*, provides a fascinating account of how individuals took risks over the ages in their quest for profits by adapting and responding to intimidating challenges in their desire for profits. These individuals by pursuing their passions amid numerous challenges have shaped the world as is presently constituted. Carlen revealed that most of the significant developments in the early development of entrepreneurship took place in the Middle East and Mediterranean Europe with their distinctive Islamic and Christian religious-cultural influences respectively. However, by the medieval era, Chinese civilization caught up and at times surpassed the entrepreneurial activities of both the Christian and Islamic civilizations. This according to Carlen was because the Chinese civilization effectively channeled physical and human resources towards entrepreneurship. This position suggests that individuals and societies must deliberately

pursue and sustain entrepreneurial spirit and activities in the citizenry. An entrepreneurial society thus becomes the ideal society that will drive growth and development. No wonder [11] defines entrepreneurship as “the act that endows resources with a new capacity to create wealth” (p.27).

From the preceding discussions, this present work presents entrepreneurship as the concept which describes a situation whereby an individual through some creative decisions takes advantage of opportunities in their environment to come to some innovative outputs which benefit not only the individual but also the society and by extension the world at large. These innovative outcomes may either be tangible or intangible as in the production of goods or services respectively. Such entrepreneurial activity usually leads to the establishment of businesses or the improvement of existing businesses by the entrepreneur or intrapreneur.

### **2.1.2 Who is an entrepreneur?**

To understand who an entrepreneur is, one must accommodate the different experiences and convictions of the person explaining the term. [9] see an entrepreneur as “anyone who undertakes some economic activity on her own initiative on the basis of alert observation of an opportunity to enhance her wealth, power or prestige” (P.530). This activity for them has recently been associated with the creation and organization of a new business firm. However, it was not always like that and must not always be so. It will be instructive to mention that the creation of businesses seems to be the focus of some entrepreneurial training programmes globally. This is true of developing countries such as Nigeria. This focus on job creation is to address the issue of job creation and youth unemployment in particular. This effort at job creation is largely sustained by the inability of governments at various levels in Nigeria to provide adequate employment for the huge population of jobless people in the country. Unfortunately, this category of the unemployed is largely populated by youth who are mostly graduates of the numerous tertiary educational institutions in the country.

### **2.1.3 National culture and entrepreneurship**

It is increasingly a subject of economic, sociological and psychological concern that nations vary in their stages of entrepreneurship

[12]. Questions about this concern therefore emerge. How does a nation’s national culture influence their national entrepreneurial practices? Why is it that a country seems to thrive more in entrepreneurship while another seems to be groping in the dark and consequently lagging behind? These concerns become even more important because entrepreneurial undertakings are a significant basis for growth and development in any country especially a country desirous of growth and development like Nigeria. Further, no matter from what perspective growth and development is viewed, nations must evolve a culture of entrepreneurship that would enhance the ease of entrepreneurial practice among their citizens. Consequently, understanding the impact of a country’s culture on entrepreneurship has a lot of significance both in theory and practice [12]. The idea of culture conveys a multifaceted understanding of common human experience. That experience includes values, idiosyncrasies, behaviours, preferences, economics, arts, science, politics, creativity and innovation culture and so forth. Culture affects every aspect of people. Consequently, culture is perceived as the totality of a people’s way of life. Since entrepreneurship has to do with the economy of a people, the attitude of these people towards business and the economy will determine how people perceive entrepreneurship.

Culture is not hereditary. It is learned. All members of any society usually hold their culture sacred and hand it to succeeding generations. These members share their culture and see it as what defines them as a people or a peculiar group. [13] defines culture as “the collective programming of the mind which distinguishes the members of one group from another” (pp. 21-23). From this definition, it can be deduced that the programming of the mind by people in particular cultural settings would determine how far they permit their minds to wander for the purpose of tapping into the opportunities available to them. Consequently, an examination of some cultural contexts which allowed people in such cultural milieu to leverage on the promotion of entrepreneurship will be made.

The advent of urban life by the Mesopotamian civilization was what gave birth to entrepreneurship as a leading often determining the influence on the course of history [6]. The new city workplace became the setting of unprecedented economic mobility and occupational diversity. Labour specialization began, and new industries emerged while older ones became full-time

occupations. These occupations include ale brewing, metalwork, masonry, civil service, scientific research, boat building, textile and leather works among others. [6] reports that the Mesopotamian worker recognised that the dynamism of the new urban workplace had removed the restrictions on income and the creation of wealth. Many of these newly rich people constituted Mesopotamia's merchant-entrepreneurs.

Examining the Neo-Babylonian entrepreneurs and what facilitated their growth, [14] asserts that the Neo-Babylonian political and economic context facilitated ample capacity for innovation towards higher levels of productivity in an agricultural economy. The context permitted and required the entrepreneurs to act as intermediaries between the consumers of the agricultural products and the simple level of farming production on the one hand and the levels of royal or temple administration on the other. Consequently, the entrepreneurs as intermediaries helped to expand as well as intensify farming and processing of raw materials. Further, entrepreneurs helped to monetize and integrate various aspects of farming by extending credit and monetizing product payment-in-kind into money taxes.

In the same vein, British entrepreneurs starting the banking sector leveraged on the cultural value placed on trust by British gentlemen. This trust allowed strangers in distant places to trust one another to send goods to distant locations and to pay for such goods when they received them. Those who paid trusted the shippers to ship the promised goods and vice versa [9]. The European love of exploration led many entrepreneur-explorers like Christopher Columbus with the financial backing of governments to embark on expeditions which discovered new lands and established slave trades and trades in other exquisite products such as gold, silver, spices found in distant lands especially Africa and the Far East [6]. The British government was the first to issue patents thereby encouraging inventors to own their concepts and making it attractive for inventors to develop these concepts into practical applications into businesses [6]. This was not the case in other parts of Europe. Royalty controlled inventions and innovative entrepreneurs were not encouraged in such countries to own patents unlike what obtained in British society.

The unfavourable activities of prevailing authorities in any society at any point in time

point also to cases in which culture stifles entrepreneurial activities. In ancient Rome for example, the emphasis on the Roman authorities was on what would perpetuate the empire of Rome. War was common. Military inventions thrived with entrepreneurs who emerged promoting the production and sale of military hardware. The empire, encouraged by its leaders, misjudged and marginalized the potential and importance of nonmilitary inventions [9]. Similarly, the culture of corruption-plagued medieval China to the point that the myriads of inventions during the Tang and Sung dynasties could not be commercialized. Entrepreneurship was thus discouraged.

Colonization brought a new experience to Africa. From the agrarian cultural milieu, the African continent became a bastion of raw materials for Europe and America. Middlemen emerged to bridge the gap between the rural farmers and merchants who came to buy the produce for export. The colonials also introduced a system of education which essentially produced graduates who would service the colonial interests. This culture was reversed however when more Africans were exposed to western culture and civilization and interests in other entrepreneurial activities began. Some members of the populace started accessing education for specialized professions which were nonexistent before the advent of western education. The current economic challenges facing virtually every nation in Africa occasioned largely by bad leadership in the continent, mean that there will be underdevelopment and its attendant problems. There is also a huge amount of unemployed people all over Africa as in many developing countries. What influences entrepreneurial culture in present day Nigeria seems to be similar to the impression of [15] who describe the Indian society's crave for business as a need for business creation for large scale employment which will be innovation-driven for the solutions of myriads of problems plaguing the Indian nation.

In the context of the needs to drive the Nigerian economy through creative and innovative programmes, the Federal and state governments through the years have come up with numerous policies. One cannot, however, immediately affirm the success or otherwise of such programmes that were initiated to drive growth and development. For instance, according to [16], the Nigerian economic policy reform, National Economic Empowerment and Development Strategy (NEEDS), had four main

objectives: macroeconomic reform, structural reform, public sector reform, and institutional and governance reform. While NEEDS was developed at the federal government level, the states complemented the federal intervention through individual State Economic Empowerment and Development Strategies (SEEDS). The individual interventions were prepared by all 36 Nigerian states and the Federal Capital Territory (FCT). The NEEDS programme accentuated the significance of private sector development for wealth creation and poverty reduction in Nigeria. Consequently, various programmes were put in place to encourage entrepreneurship. The NEEDS policy would seem to have preempted the assessment of [3: p.67] a decade later when it observed that "Nigeria has the resources and entrepreneurial endowment to build an inclusive economy, but has not yet done so, ranking 71<sup>st</sup> of 79 developing economies on the IDI".

From the above paragraph, the question would, therefore, be: Does Nigeria have the innovation culture that would drive such a quest? This is because an innovative society and therefore, the innovative entrepreneur performs their activities differently. The arguments of [17] suggest that the contemporary Nigerian society still relies largely on chance creativity and innovation as against deliberateness in the pursuit of creative and innovative endeavours. As such, one cannot conclude that Nigeria qualifies as a creative and innovative nation. However, Nigeria would seem to be slowly making attempts at cultivating a culture which would deliberately nurture and sustain creativity and innovation in various contexts. While it must be admitted that these efforts at fostering creativity and innovation are beginning to gain currency, the efforts are largely championed by groups and individuals. There seems to be no governmental or institutional deliberate articulation in support of these laudable random efforts. At best what obtains are policy statements in the form of inclusion of creativity and innovation in vision and mission statements, policies, plans and the like.

#### **2.1.4 Creativity, innovation and entrepreneurship**

[11] points out that innovation is the essence and concrete reason for an entrepreneur's action. He argues that: "Innovation is the specific tool of entrepreneurs, how they exploit change as an opportunity for a different business or a different service." (p.17). Drucker further argued that the importance of innovation to entrepreneurship is

underscored by the contention that "Innovation is not only the goal of the entrepreneur but the instrument through which he exploits change. The entrepreneur is the agent who fulfils the social role of innovator by developing new markets and new businesses in the search for profits".

To understand the correlations between innovation and entrepreneurship requires further elaboration. It is pertinent to mention that technology is currently so connected to innovation so much that it helps to understand that innovation is not all about equipment and new technologies. Even though technology increases the productivity of entrepreneurial activities, other factors are not to be neglected by the entrepreneur. A holistic approach to the gains of what innovation portends would be to consider all factors that the entrepreneur as an agent of change faces. [14], warns that "new technologies and equipment are not the only important ways to increase productivity. Critical aspects of entrepreneurial success include the way relationships are established, the way labor and profit are shared, the methods of financing and the manner of marketing and distribution" (p. 57). The implication for the Nigerian context is that its lack of technological advancement must not be a barrier to the exploitation of its entrepreneurial potentials. Creativity and innovation in other areas must also be nurtured for entrepreneurial success.

#### **2.1.5 Lean Startups**

In spite of the enormous prospects associated with entrepreneurship, a worrisome issue with startups is sustainability [18, 19, 20]. This fact is a cause for concern for emerging entrepreneurs. The failure rate has discouraged a lot of people from taking the risk of establishing new businesses. The fear of failure is particularly the case in Nigeria, where fear of failure has continued to affect entrepreneurial development [21]. Theorists and entrepreneurs are coming up with various concepts which would ensure the sustainability of startups and promote entrepreneurial development and ensure that new businesses survive. It is, therefore, necessary for nascent entrepreneurs to understand ways to mitigate the failure rate of startups [22], contend that there is no generally accepted definition of a startup. They, however, assert that startups are ventures created to launch new products in the market. For [18], startups are undertakings designed to create a

new product or service under market conditions of considerable uncertainty.

Ventures use business models to sustain the products or services they provide. A business model delineates how a firm creates and delivers value to its clientele while capturing a share of it to be economically and financially sustainable [23]. Similarly, [24 p. 404], contend that a business model "describes how the company conducts its business". Compared to large or older firms, startups are inexperienced. They operate on the uncertainty of its fundamentally innovative nature. Larger firms draw on their traditional business planning methodologies which have been successful and extrapolate future successes based on analysis of previous experiences. [25], reflected on the significance of business models. He asserted that when a firm begins to operate, the hypotheses that form its initial business model, including motivational and economic matters, are subject to constant market test and validation.

Lean Startup theory is one of the current approaches touted for the survival of startups [18,26]. The popularity of the option was because people were fed up with traditional thinking about how businesses survive. Since its advent, the Lean Startup model addresses two key ideas [27]. The first is that a novel model should not be similar or possess the features of incumbents or established and growing firms. The other idea is that a new business model's initial activities are fraught with uncertainties. Such uncertainties result due to ignorance of the elements establishing the model.

Further, there is ignorance about how the elements relate to one another. This interrelationship could be contradicting, neutral or supporting. These key ideas are at the root of what Blank, Dorf, Ries and Maurya, who gave empirical consistency to the concept of Lean Startup, consider a fallacy that severely affects founders and entrepreneurs [28, 27]. Such innovators are particular about the hypothesis they develop after modelling established companies and ignoring the uncertainties and disconnections these theories are beleaguered with.

With that in mind, Ries named and designed a new methodology called 'Lean Startup' in 2011 [18] grounding it in the concepts of the Customer Development process, Agile Software Development and Design Thinking [27].

Customer Development is the idea that "the business and market functions of a startup should be considered as important as engineering and product development and therefore deserve an equally rigorous methodology to guide them" (p.5). Lean Manufacturing also shaped the theory of Lean Startup. For [18], therefore, the Lean Startup framework emerged from "the application of lean thinking to the process of innovation" (p.6).

[18], built Lean Startup on five basic principles: *Entrepreneurs are everywhere*: Entrepreneurship is thus defined as "a human institution designed to create new products and services under conditions of extreme uncertainties" (Ries, 2011). The implication is that entrepreneurs exist everywhere, and the Lean Startup concept can be effective in any sector or industry no matter the size of the organization.

*Entrepreneurship is management*. This approach holds that a startup is an institution which requires a novel kind of management directed towards its context of extreme uncertainty. "Entrepreneur" should be considered a job title in companies that rely on innovation for growth.

*Validated Learning*. Startups exist to learn how to build a sustainable business, not to make money, serve customers and the like. This type of learning is achieved scientifically by frequent experimentations which test the different elements of the entrepreneurs' vision.

*Build-Measure-Learn*. Fundamentally, startups exist to turn ideas into products, measure the response of clients and determine whether to pivot or persevere. Consequently, all successful startup processes should be directed towards the acceleration of the feedback mechanism.

*Innovation Accounting*. A new kind of accounting is required for startups which will hold the outcomes of the entrepreneurial processes accountable but also the innovators who hold processes of entrepreneurial processes accountable. Consequently, attention should be focused on how to set up milestones, measure progress and prioritize work.

Ries' proposal is a business model validation (BMV) methodology based on rapid iterations. Due to the popularity and impact on practitioners, his theories became used globally, becoming a reference point among entrepreneurs as almost the standard practice when launching new

startups [29]. Lean Startup is also dominant among the rapidly expanding popular business literature on how to successfully create new ventures. Lean Startup describes a methodology oriented to help organizations carry out experiments and iterate when looking for a sustainable business model.

In spite of the popularity of Lean Startup theory, it has come under some criticisms. Some commentators have faulted its excessive practical approach and focus on hands-on prescriptive counsel and accused it of lacking substantial theoretical depth [30,31,25]. [29] contend that a more rigorous analysis of the academic backgrounds of Lean Startup could provide significant insights about its implementation challenges as well as its advantages and inadequacies. The above exposition presented the practicality and usefulness of the Lean Startup theory. It is also the fact that the method has gained currency among entrepreneurs as a model that ensures or facilitates success and sustainability of startups. The popularity of the Lean Startup model among entrepreneurs is a testimony to its usefulness. An appropriate implication would be to advocate that any intending entrepreneur should understand the model. A good knowledge of the benefits of the Lean Startup model would assist nascent entrepreneurs in evaluating the prospects of what their businesses intend to offer their potential clients. This cautionary approach to startup development is to assist in reducing failure and promote sustainability and profitability. When sustainability is achieved, the benefits will manifest in the economy through the provision of employment, poverty eradication, wealth creation, growth and development.

#### 2.1.6 Tips for aspiring entrepreneurs

Entrepreneurship describes the process by which individuals, teams or organisations identify and pursue entrepreneurial opportunities without being overly constrained by the resources at hand. [32], a founder of a series of food ventures with decades of involvement in the food industry, has four tips for would-be entrepreneurs. Each of these four and more tips is discussed respectively to accommodate contemporary Nigerian or developing societies' realities.

- a. *Get an experience of the wider business world.* An intending entrepreneur must acquire experience of the varied aspects of the business domain. They must possess

an understanding of the essence of things that relate to the business world. An aspiring entrepreneur must identify and comprehend concepts like balance sheets, margins, cash flow and the like. Essentially, an intending entrepreneur must know the basic business school concepts. This understanding of the business concept will help the entrepreneur to manage their business well when they eventually begin their business.

- b. *Go into business with people you trust and like.* Trust is germane to any relationship whether business or otherwise. We inhabit a world where trust issues have become very important for the growth and development of all types of relationships. As such, when there is a need to go into a business partnership, intending entrepreneurs should go into business with people they like and trust. No good intention or best ideas from people should attract entrepreneurs to them if they could not be trusted. When people are open, the atmosphere of trust enables all involved to work hard and have fun while doing so.
- c. *Put creativity at the heart of things.* The entrepreneur must be a creative person. Creativity must be the focal point of all activities. According to [32], the creative part of entrepreneurship is the "magic." "Creativity encourages people to try you." No wonder CEOs of global companies pursue creativity as the singular most important skill they demand from their employees [33]. With creativity, therefore, the entrepreneur can constantly handle challenges that come with doing business and is not overwhelmed by them.
- d. *Connections are important.* When people are connected to the right people, these people become a resource group from where the entrepreneur can draw assistance, support and more. Knowing who to consult for a solution to particular problems before or during the take-off of the business venture is a huge advantage to the entrepreneur. This connection has the capacity even to save the business owner tons of money. The need for connection is further underscored by the fact that at the outset of a business some ideas or assistance for the growth and development of the business of the entrepreneur might be sought *pro bono* thereby saving the entrepreneur some



financial resources. Further, getting the right people or experts to fill in positions or perform some roles in a business venture could be a very difficult task in some climes, especially climes that are developing like Nigeria. The proper connections would essentially ensure that the entrepreneur gets the right inputs that will adequately grow their business. The need for connections is borne out of the fact that no individual, no matter how greatly endowed can go it alone in any area of human activity.

- e. *Political Skills are important.* From the above suggestions of [32] and the fact of entrepreneurship as an activity that takes place within a context or environment, it is necessary to add that the entrepreneur needs to have a good knowledge of the environment in which they operate. The entrepreneur must understand that they have brought change into the environment whether, business, social or otherwise. Individuals, groups, and all cultures naturally resist change. A lot of politicking may emanate as a result. It will be safe to contend also that all those involved in the business as stakeholders are generally speaking political beings. Entrepreneurs will consequently be doing themselves some good by having a good grasp of the political dimensions of doing business in whatever environment their business activities take place. Explaining the political entrepreneurial approach to change management, ([34, p. 18) averred that:

It is necessary to be able and willing to intervene in the political processes of an organization, to push particular agendas, to influence decisions and decision makers, to cope with resistance, and to deal with, and if necessary silence, criticism and challenge.

- f. *Consider the Religious Environment.* In a world where religion has become very important and therefore sensitive to a large number of people especially in the developing world, an aspiring entrepreneur must be very sensitive to the religious environment before they begin their businesses. A business that seeks to promote pork for instance would not succeed within an environment where pigs are not tolerated. An entrepreneur who seeks to produce attires that appeal to a

particular religion would be wise to cite such a business in a religious environment where adherents would easily patronise their products. It is also important to add that at times religion and politics are muddled together. Entrepreneurs must, therefore, be wary of climes where such a mix-up exists. Decisions that they take would consequently facilitate the growth and development of their businesses. This is particularly true in a place like Nigeria where religion and politics are often causes of tension and conflicts.

- g. *Training is key.* No matter how formal or inform the training, intending entrepreneurs should endeavour to undergo some form of instruction to acquaint themselves as much as possible with the details of the kind of business into which they want to venture. This type of training becomes even necessary when we consider the fact that some people are attracted to some businesses without considering the risks involved.
- h. *Be passionate.* Passion drives success. Passion brings satisfaction, perseverance, and fulfilment. Passion for what we involve ourselves in helps us to overlook challenges, delayed successes and the like. Aspiring entrepreneurs must have it at the back of their minds that profit or success does not always immediately attend the start of every business. Passion for the entrepreneur will provide the psychological push for achieving and sustaining success.
- i. *Be guided by integrity.* One of the outcomes of entrepreneurial activities is wealth creation not only for groups, organizations and the society at large but also for the individual entrepreneur. The desire for wealth must not drive the would-be entrepreneur to delve into unwholesome practices which will bring their whole enterprise into disrepute. No matter how alluring this might be to the intending entrepreneur, unethical practices do not go undetected and unpunished. Integrity must guide all activities, and its integration would ensure the success and sustainability of the venture.
- j. *Be deliberately creative and innovative.* In spite of the several advances in the field of creativity and innovation research and practice, some people still erroneously hold on to the wrong notion that creativity and innovation are exclusive to a particular

set of people or they occur by chance. The notion of exclusivity is incorrect. Each person is endowed with creative and innovative potentials that are waiting to be explored for personal and societal gains. Unfortunately, not everyone exploits their creative and innovative capacities. An intending entrepreneur must not leave their creativity to chance. This is because there can be no innovation if there is no creativity. An entrepreneur must, therefore, pursue deliberate creativity to arrive at the level of innovation. Deliberate creativity would entail learning the process of deliberate creativity and inculcating it in their personal life and the business they want to begin. Deliberate creativity would thus become part of the structure that will drive the entrepreneur in their business operations.

- k. *Don't be afraid to start small.* It has become commonplace to hear young people, especially in Nigeria, complain that they have business ideas but they lack *big financial capital* to birth their dream. It is rather an unproductive idea to think that a prospective entrepreneur must start big. Do not compare yourself with big and well-established firms. Humble beginnings are normal and must not be despised. Most, if not all large firms started out small and humbly before increased creative and innovative activities turned them to become what they are present. A prospective entrepreneur can also grow their business to become as big or bigger than the large firms they admire.
- l. *Don't be afraid to dream.* Those who dream pursue their dreams with the vigour required not minding the hurdles they might encounter on the path to realising their dreams. When an intending entrepreneur dreams, they must dream big. Such dreams might look unreasonable, unattractive and unsellable. Yet, they must be motivated by the fact that those who make significant contributions to the growth and development of societies are those who had dreams that were once perceived as unreasonable, unsellable and unattractive. Today's successful entrepreneurs once dreamt of owning successful businesses. Today, their dreams have come true.
- m. *Horn your Pitch Skills.* Since the entrepreneur thrives on taking advantage of the opportunities in their environment for

personal and other goals, it would be great for the potential entrepreneur to learn how to sell themselves and what they are about through pitching. Businesses whether old or new thrive on advertisements. The ability to personally market one's product or services as a new business owner would help one to advertise one's business activities at little or no financial cost. This is possible when the new entrepreneur acquires pitch skills which provide the opportunity to personally convince potential clients or collaborators. It might even help the entrepreneur to make connections that would transform their new firm. Learning pitch skills thus becomes an opportunity for business and personal relationships.

### 3. CONCLUSION

This current intervention has exposed the transformative impact of entrepreneurship in the development of societies. Students of entrepreneurship in emerging economic societies will benefit immensely if they learn from the history and examples of those entrepreneurs who labored over the course of history to the present age through creativity, hard work, persistence, passion and shrewdness to instigate significant changes beyond particular areas of their operations. Teachers of entrepreneurial programmes in Nigeria must mentor potential entrepreneurs through creative teaching and other practices which must facilitate the enabling environment for entrepreneurship to thrive. Nigerian Governments and policymakers at various levels should be challenged to facilitate entrepreneurial spirit in the young especially through deliberate actions and policies. For any society to continue to grow and develop to the point where its problems are solved regularly, it must become an entrepreneurial society where innovation and entrepreneurship are normal, stable, and constant [32]. If "the transformative impact of entrepreneurs will persist-as undeniably profound and inescapably controversial as ever" [6], it would become beneficial if stakeholders in developing economies such as Nigeria would pay closer attention to improving the culture of entrepreneurship in the country.

### COMPETING INTERESTS

Author has declared that no competing interests exist.

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