



African entrepreneurial corridor, colossal challenge of strategic redeployment

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Abstract

The reorganization of the African entrepreneurial system is a huge challenge that African companies must take up. Faced with the difficulties faced by African companies, it would be wise to analyze their problems and propose solutions. This research would contribute to an open mind in the world of entrepreneurship. Scientifically, it would bring one more solution to this theme, that is to say, bring new methods of apprehending the problems encountered by African companies. This study aims to investigate the; reorganization of the management of African companies, the development and strengthening of the skills of staff, and human resources restructuring. The qualitative method of research was used in this work. Some literature concerning the concept under investigation was studied. A descriptive analysis was used to analyze the information obtained. Hypotheses were developed and discussed and proposals were made. From the information obtained, it is obvious that African businesses need strategic redeployment because they are falling into hecatombs of problems linked to the management of the company which prove to be perpetual and which inevitably tend towards bankruptcy. On the other hand, tax applied to companies was one of the factors that hindered the development of African companies. This scourge kills the African entrepreneur. The researcher proposed that the general tax policies in Africa should be amended.

Keywords: Entrepreneurial corridor, African, colossal, challenge, and redeployment strategic

Introduction

The question about entrepreneurship in Africa is not recent but a major concern. Defined for the first time in the Age of Enlightenment by Richard Cantillon in 1723, the entrepreneur is assimilated to the one who buys products and services at a certain price to resell them at an uncertain price in the market. Even if this assertion has limits, it nevertheless makes everyone entrepreneurs to the extent that we at least have sought one day to profit from the sale of a service or product acquired at a lower cost.

Originally American, emanating from the capitalist system and faced with the limited means of the State, the different continents, States of the globe are gradually part of this dynamic by devoting themselves to entrepreneurship in the hope of overcoming the ills of the State in order to give a second wind to the country's economy. Thus, like a rush of locusts, the peoples of the world fell on entrepreneurship in a single and exclusive objective at the time still remaining today: to make a profit.

Faced with this entrepreneurial conquest, Africa did not remain on the sidelines and tackled it to such an extent that companies began to grow in Africa like mushrooms. Economic liberality was likewise one of the factors of attraction of entrepreneurs to the point where everyone set out with the sole aim of closing the door of unemployment at the back by profit, which unfortunately is often ill-gotten. During an African Union summit on entrepreneurship, entrepreneurship was seen as a key to getting out of unemployment. The African population, especially young people, must refine themselves in order to escape poverty and hope to make a profit. This conference therefore encourages all Africans to undertake with the sole purpose of alleviating unemployment. In this respect, entrepreneurship seems distorted because no longer as a trivialized escape open to any unemployed person. Even

without experience, the neophyte in entrepreneurship can undertake freely while remaining in the assurance of a possible rescue of his company in case of crisis by a strategic redeployment.

Indirectly rebelling against this conception of entrepreneurship in Africa according to the African Union, Wei Skille through his work entitled "The development of entrepreneurship" castigates this deplorable behavior of the African. For him, entrepreneurship must be motivated by the idea of creating companies because the need is felt at the request of a service or product by society. He indirectly represses the idea defended by the African Union at its summit by corroborating this by the fact that the unconscious invasion of the African entrepreneurial space can only give rise to the fall of African entrepreneurship. He argues that strategic redeployment would not be necessary if people weighed the stakes and prepared before embarking. "Companies would always be better off because redeployment indicates a state of weakness" according to his words.

In view of this optical divergence, we can logically affirm that even if Entrepreneurship appears as a major outcome in the face of unemployment and the defective machinery of our African States, the fact remains that this entrepreneurial freedom must be monitored, and studied insofar as "not every company is useful" according to Wei Skille.

Our studies show that strategic redeployment in either case has its *raison d'être* because society is mutable, the African company needs to adapt its realities to any new changes in order to recover and become competitive on the national or international market by promoting an African quality label. Strategic redeployment is therefore more than a theoretical necessity, it is a reality that imposes itself not only on companies in difficulty but also on all those who aspire to be competitive on the market.

Statement Problems

A major intellectual difficulty, the issue of entrepreneurship raises many questions that continue to try to be elucidated in order to clarify the grey areas that undermine the African entrepreneurial territory. Indeed, companies fail, others are drowning in debts, others on the other hand are creditors of many debtors who proved insolvent giving rise to the absence of funds in the company's coffers. The reflection of African entrepreneurs in the face of adversities will therefore arouse a radical awareness that translates into a panoply of questions and mystery that punctuates their minds.

Clearly, Africans in difficulty, see entrepreneurship as the only key to exit, the last resort. The latter, without any managerial training in management or even real life or experience in business, set up thousands of pseudo-companies which, after five (5) years of existence in general, let go and sank into hecatombs of problems inevitably giving rise to bankruptcy.

Seeking to remedy this colossal problem increasingly common in our African societies today, many studies are being conducted with a view to implementing business reorganisation strategies in Africa. It is in this perspective that the researchers decided to carry out an investigation in this domain to bring out some light on the concept under investigation.

Aim

In the researchers academic approach, the researchers have four (4) specific objectives in order to achieve their research objective. This study aims to investigate the;

- reorganization of the management of African companies,
- development, strengthening the skills and expertise of staff and the contractor,
- human resources restructuring, and
- tax policy.

Research Questions

It is in this questioning tide that we ask ourselves the following questions:

- How are the companies in Africa Managed?
- At what extent are the skills and expertise of the staff developed?
- How is the restructuring of these companies?
- Is the tax policy in Africa favourable for the companies?

Research Method

A qualitative method of investigation was applied in this study. According to Korstjens, I., and Moser (2018) [8], Qualitative research is a type of research that looks into real-world problems and provides more in-depth explanations. Rather than collecting information in numbers or making interventions or introducing solutions as in the case with qualitative investigations, qualitative research assists in the formation of preconceptions as well as the deeper exploration along with comprehension of quantitative data. Individuals' experiences, opinions, and behaviours are acquired in qualitative investigations. The ability of qualitative investigations to characterise human behavioural habits and processes that may be difficult for measurement is one of its advantages (Morgan, H. 2022) [13].

Data Collection tool

The information analysed was obtained from related documentation and was analysed.

Large discussions on the potential for new research opportunities have been sparked by the emergence of qualitative second-order analysis (Hughes and Tarrant 2020) [6]. Three particular justifications have been made against qualitative second-party analysis. Opponents maintain that the analyst's involvement in data gathering is a requirement for a meaningful analysis of information that is qualitative (Mauthner and Parry, 2013) [10]. Researchers' roles in data construction are just as important as their roles in analysing and conceptualising the data, according to Mauthner *et al.* (1998) [9] in their seminal study. They contend that the reactive and explanatory nature of the investigation framework that qualitative specialists reside in raises an elementary epistemological problem with qualitative second-order analysis. Investigators would unwittingly take on a "naively realist" stance if this epistemological problem went unacknowledged. If it is possible to examine data independently of the original setting from which it was initially acquired, this raises another concern with qualitative second-order analysis (Moore, 2007) [12]. According to Parry and Mauthner (2005) [16], the production context is of utmost importance for analysing qualitative data as opposed to quantitative data. Parry and Mauthner scepticism that qualitative evidence can be recycled for producing new important results and ideas in a similar way to quantitative data since secondary experts who had no part in the collection of data might not to be aware of primary researchers' experience (Rutberg, S., & Bouikidis, C. D. 2018) [18]. Opponents also point at the fact that because qualitative second-order analysis calls for assembling pre-existing qualitative evidence creates into a fresh data set, this restructuring of data calls into question the proposed sampling of the original study, resurfacing the usual concerns about the authenticity and ability to be generalised of qualitative research. According to some (Rutberg, S., & Bouikidis, C. D. 2018) [18], second qualitative investigation could make the representational issues in the initial research worse.

According to Walters (2009) [20], Personal data collection and analysis are integral parts of qualitative investigation, and much of this data is shaped by the cultural, political, and historical circumstances of the time it is being collected.

Data collection and Analysis

A review of literature is a summary of the works that have already been published on a certain subject and gives a snapshot of the body of existing information. It enables a researcher to pinpoint pertinent theories, approaches, and research gaps (Creswell, 2007) [4]. According to Irwin (2013) [7] and Gibbs (2008), it is another source and does not present any novel or original experimental findings. As this method weaves together a series of events, typically from just one or two individuals, in the aim of producing a cohesive tale, or storytelling, the study of narratives is filled with the potential for 'dense' description (Cleland, J. A. 2017) [2]. The following research questions were used to guide the analysis while keeping in mind the study's goals and objectives:

1. The Reorganization of the Management of African Companies.

Systems of government, management and management models have been tested by experts and international bodies, but overall they have ended in failure and disappointment. This observation of failure has been mentioned many times in studies carried out by many authors such as; (Mindlin, P., 2013 ^[11, 19], March; Wright, P., & Ferris, S. P.; 1997 ^[21], and Ouma, S. 2010) ^[15].

Mutabazi (2010) ^[14] explains these failures by the fact that the majority of development projects, structural adjustment programmes for national economies or restructuring of local enterprises are generally not based on any clear vision of the conditions for reconciling their management methods with the Western with African cultures and models or transform their differences into factors of development.

It hypothesizes that, despite socio-cultural characteristics and specificities of management and management of African companies, any African entrepreneur for good management must follow training in managerial coaching, business management and general entrepreneurship.

In addition the African entrepreneur for a better diligence and effectiveness in management must necessarily have the attitudes of the good manager mentioned below:

- Being a democrat
- Be Advisory
- Collaborate with employees
- Delegating authority
- Motivate your employees
- Be Respectful to all
- Have a team spirit Being a good manager

2. The Development, Strengthening the Skills and Expertise of Staff and the Contractor

From the point of view of the competence and expertise relating to the person of the entrepreneur;

According to the classic approach of expertise, largely inspired by work on chess, the role of knowledge structuring is strongly privileged (Didierjean, Ferrari & Marmèche, 2008) ^[5]. Thus, from provoked verbalizations and memorization of configurations of pieces arranged on a chessboard (Chase, W. G., & Simon, H. A. 1973) ^[1], the cognitive functioning of the expert has been essentially described as based, not on the ability to calculate many strokes in advance, but on the mobilization of specific knowledge: "Chuncks" or configurations of relevant elements. According to this theory, from such configurations of parts (from two to five), the expert (the trained contractor in our case) could:

- First of all, read very quickly the situation he is facing to detect the most important elements;
- Then, in a second step, he would analyze his possibilities of action;
- Finally, it would develop and assess the consequences of their implementation.

Thus structured, such knowledge would allow him to acquire business management skills and also to give meaning to the actions that it is relevant to engage for the advancement of the company. In other words, they would not be limited to the encoding of the configurations presented but would also offer a certain form of guidance of the action to be implemented within the African company for its emergence.

With regard to the competence and expertise relating to the person of the staff recruited;

African culture, which is strongly anchored in the circle of relatives or the community, places restrictions on business leaders. As a result, it is standard practice for enterprises to hire and engage parents on a regular basis, even in cases where their abilities are not modified. These behaviours usually force the supervisor to overhire, meaning that even poorly paid employees end up costing more than they bring in. The majority of hiring is done through co-optation. Above all, people from the family, ethnicity, or even the same religion are recruited, even if the person does not have the required skills. The goal is to satisfy the request coming from the father, a friend or an acquaintance. Finally, hiring a person is not accompanied by not necessarily the establishment of an employment contract. Not knowing what to do, time is therefore mismanaged. The latter do not put seriousness, vigor even taking into account the punctuality and assiduity in business. Indeed, absenteeism is important within African companies, but not all absences are counted. There is an absenteeism rate of 40.2%. These absences are very disruptive to the organization of work because they are usually not reported promptly.

This situation disrupts the management who cannot organize and manage the replacement effectively. The period of information of the manager can be up to three days after the absence. In addition, the reason for absences is not always known. It often happens that people justify their absence by religious holidays, funerals, etc. The social thus takes considerable precedence over the economic. Measures and precautions should therefore be taken when recruiting. Clearly, the profile sought must meet the following requirements:

- The contribution of multidisciplinary knowledge to projects.
- Planning and coordination of activities.
- The care of information processing.
- The search for tailor-made solutions.
- The constant monitoring of the work.
- Environmental commitment and safety and health.
- Innovation and continuous improvement.

3. Human Resources Restructuring

The transferability based on expertise abilities and assets is rather high, as noted by Badaracco J. (2009). In fact, businesses' ability to take in new information is what drives the growth of skills (Cohen and Levinthal, 1990) ^[3].

Businesses need to be equipped to have quality as well as quantity of personnel in order to sustain and advance these various qualities.

The case study shows that African companies have difficulty preserving and enhancing their employees' talents in particular (Kiggundu, 1989; Austin, 1990). The malfunctions identified are as follows:

- Some of the training courses taken proved useless
- Lack of training in the use of software handled in business.
- Family is a group religion, or shared ethnicity are factors that frequently interfere in the connection between an employer and employee. In this context, it is difficult to distinguish between social and professional relations.

All these flaws require the revitalization of the human resources sector, the non-interference of African cultural values by dissociating Family and Company, eliminating unnecessary positions within the company and recruiting people responding to an adaptability between their field of training and the position occupied.

4. Reducing the tax bases applicable to companies

In Africa, this tax burden is essentially based on the same contributors: African Private Companies. However, these companies have great difficulty in accessing the financing necessary for their development and, due to a lack of adequate infrastructure (energy, transport, etc.), are faced with exorbitant production costs. "Most African economies are not very structured, and the vast majority of players are in the informal sector, which is difficult to tax," says Dominique Taty, partner at PwC and head of tax advice for Francophone Africa.

An economist from an international institution adds: "If it is always the same people who pay, it is also because African states go easiest. We tax much more in the big agglomerations only in small towns. We take maximum from those who have no choice but to pay, without looking for new contributors. Companies are too often victims of abusive adjustments. »

Result; When they do not take refuge in the informal sector to escape these taxes, many of these companies simply go out of business.

In Senegal, 376 SMEs closed in 2012 alone, according to the National Council of Employers. Among the main reasons given due to their closure: tax constraints. However, "the only way to move from resource-led growth to healthier, sustainable and job-creating growth is to foster the development of these companies," says Henri-Bernard Solignac Lecomte, director of the Europe, Middle East and Africa Department at the Organisation for Economic Co-operation and Development's Development Centre.

To compensate for this, we can consider the initiative of partial tax exemption or the broadening of tax bases. With regard to broadening tax bases, it would be a method for African States facing a difficult equation to try to solve them. On the one hand, they must mobilize as many domestic resources as possible to finance public services (health, education, etc.). On the other hand, they must ensure that the level of taxes does not discourage investment. The solution, seemingly simple, is, as stated above, to "broaden the tax base, that is to say, to target a larger number of companies to be able to tax less heavily," summarizes Dominique Taty, PwC. According to a business lawyer, there is a considerable pool of taxable actors among individuals: "Apart from civil servants, who are deducted at source, the vast majority of employees do not pay their taxes. Sometimes, even at the highest level of government, leaders do not fulfill their tax duty," he said, stressing the need to develop a tax culture.

In addition, simplifying payment procedures would encourage more taxpayers to participate in the collective effort. The PwC study shows that companies in Africa spend 320 hours a year paying taxes (compared to 268 hours for the global average). "It's wasted time for business and it can be a deterrent," said a Malian business leader. According to the consulting firm, only three countries on the continent have implemented internet payment systems that represent a significant time saving. Among them is Morocco, whose companies spend an average of 232 hours a year paying their taxes.

Conclusion

In short, any company during its existence must resort to a strategic redeployment given the mutability of our society and in case of problems related to its operation.

In the case of our research, we have exposed the various problems encountered by African companies during their operation, problems related to management, management, skills of the staff and the entrepreneur in question, human resources. All these problems, have an effective and convincing remedy, it is the strategic redeployment which is defined as a technique total or partial reorganization of companies, particularly in Africa as described above through our memorial study. If African companies, as needy as they are, of strategic redeployment in the face of the breaches they make during their operation, then what about their remedy in the face of unfair competition that tends to destabilize them?

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