



SELINUS UNIVERSITY

BUSINESS SCHOOL

THE ROLE OF ENTREPRENEURIAL SKILLS DEVELOPMENT IN THE SUCCESS AND SURVIVAL OF MICRO AND SMALL SCALE ENTREPRISES IN NIGERIA

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A DISSERTATION

Presented to the Department of
Business Administration
program at Selinus University Business
School

Faculty of Business & Media
in fulfillment of the requirements
for the degree of Doctor of Business Administration in Enterprise
Management

2022

ABSTRACT

All over the world, micro and small enterprises are seen as contributors to poverty reduction and sustainable development. They contribute to employment, distribution and production of goods and services, which help to create wealth and improved livelihoods. According to the National Bureau of Statistics (2018), Nigeria has over 41.5 million micro, small and medium enterprises (MSMEs). Micro enterprises account for 99% of this number while small and medium enterprises account for the remaining 1%. The focus of this research is on micro and small enterprises.

According to Effiom and Edet (2018) in Nigeria, high rate of failure or low survival rates have been observed in the first 2 years and during the first 5 years of operations (Akinso, 2018) of micro and small enterprises. According to Mano, Idrisu, Yoshina and Sonobe (2012), existing studies often attribute the low performance of MSE clusters in Sub-Saharan Africa to factors outside the firms. Problems within the firms or the entrepreneurs themselves are rarely identified or analysed as factors that could equally affect survival of micro and small businesses.

The objectives of the study therefore were: a) to distinguish between entrepreneurial skills development and business skills development; b) to establish if there is a link between development of entrepreneurial skills and success and survival of small and micro businesses in Nigeria; c) to recommend effective strategies if (b) above is true, that can complement existing interventions to enhance survival and growth of micro and small enterprises in Nigeria and lastly; d) to add to existing knowledge and practices required to reduce failure rates of MSEs and enhance their contribution to employment creation, poverty reduction and improved livelihoods.

A case study approach was used with structured questionnaire deployed amongst randomly selected micro and small entrepreneurs/business owners. Key informants' interviews were used for the case studies, while the overall study was complemented by secondary data from desktop review of related literature.

The study identified entrepreneurial skills development as the topmost factor that contributed to business success and survival followed by business planning and management training, access to finance and marketing training in a ranked order. Entrepreneurial skills development refers to the process of grooming the person to enable establishment and successful running of an enterprise being the business, focusing on growth and innovation, while business management skills focus on provision of business planning advice, financial and non-financial incentives and investment into supportive resources and infrastructure. Because these terms are often used interchangeably, MSMEs development programmes are often deemed as capable of addressing both related but quite unique needs.

The study also showed that 68% of challenges faced by MSEs are external, while 32% are internal. Of the 68%, access to finance was 31%, while factors related to poor infrastructure, government policies and unfriendly business environment accounted for the remaining 37%. It can therefore be concluded that though external factors play a significant role in the success and survival of MSEs, the entrepreneur as well as the management of the enterprise also have key contributory roles. Business failures are not always terminal and can represent an opportunity for the entrepreneur to learn, innovate, and relaunch the business. From the study, though 39% of respondents had experienced business failures or crash particularly at the initial stages, all were able to relaunch their businesses, while 58% had gone on to witness growth.

From the study carried out and the case studies reviewed, it can be concluded that integrated enterprise development approaches represent the best route to success and survival of MSEs, citing a model comprising entrepreneurial skills and abilities, enterprise management skills and an enabling environment, developed by the author. In the light of this model and other findings from the study, support organisations need to carry out periodic needs assessment of target groups to ensure that intervention programmes are purpose-fit given the changing dynamics and emerging realities of the business environment.

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DEDICATION

Dedicated to my late mother Ndiana-Abasi, on whose shoulders I have stood along life's journey, and whose example inspires me to continually improve to being the best version of myself.

ACKNOWLEDGMENTS

I will start by acknowledging my family who have been there through the rainy and sunny days, cheering me on, praying and caring all the way. Grateful for the gift of my daughter Ndiana-Abasi Nicole, who continues to be a motivation for me to be a good example for her learning and journey through life.

I am grateful for the opportunity and support from my supervisor and the University that enabled the completion of this work.

Life is truly a gift that must be celebrated, lived with purpose and clear goals, in faith and thanksgiving to the giver. To Him I owe every single achievement and fulfillment.

ABBREVIATIONS AND SYMBOLS

BDS -	Business Development Services
BROs –	Business Regional Offices
BSCs -	Business Support Centres
BSOM -	Become a Successful Owner Managers
CBN -	Central Bank of Nigeria
ED -	Enterprise Development
GDP -	Gross Domestic Product
IAS -	Igbo Apprenticeship Scheme
MEs -	Micro Enterprises
MSEA -	Micro and Small Enterprises Authority
MSEs -	Micro and Small-Scale Enterprises
MSMEs -	Micro, Small and Medium Enterprises
NGOs -	Non-Governmental Organisations
N-Power -	N-Power is a scheme set up by the President of Nigeria, Muhammadu Buhari on 8 June 2016, to address the issues of youth unemployment and help increase social development
OECD -	Organization for economic Co-operation and Development
PwC -	PricewaterhouseCoopers
R & D -	Research and Development
SBA -	Small Business Administration
SDGs -	Sustainable Development Goals
SMEDAN -	Small and Medium Enterprises Development Agency of Nigeria

- SMEs - Small and Medium Enterprises
- SPDC - Shell Petroleum Development Company of Nigeria
- TraderMoni - Scheme designed by the Nigerian government to help petty traders expand their trade through the provision of collateral free loans of N10,000.
- UNDP - United Nations Development Programme
- YouWin - A Government led Private and Public initiative that finances outstanding business plans for the young, aspiring entrepreneurs in Nigeria

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

All over the world, micro and small enterprises are seen as contributors to poverty reduction and sustainable development. Though often informal in nature in developing or under-developed economies, they contribute to employment, distribution and production of goods and services, which help to create wealth and livelihoods. There is no universally accepted definition for micro and small enterprises as they differ in countries and are often based on number of persons employed or assets or both. The country of focus of this research is Nigeria in sub-Sahara Africa. In Nigeria, micro-enterprises are defined by Small and Medium Scale Enterprises Development Agency of Nigeria (SMEDAN) national policy as enterprises, businesses, or firms with between 1 to 9 employees, while small enterprises are those between 10 and 49 employees, with total assets of below N5 million for micro and greater than 5 but less than or equal to N50 million for small enterprises respectively.

Nigeria has an estimated population of over 200 million according to United Nations projections. According to the National Bureau of Statistics (2018), Nigeria has over 41.5 million micro, small and medium enterprises (MSMEs). Micro enterprises account for 99% of this number while small and medium enterprises account for the remaining 1%. According to the Nigeria Bureau of Statistics, MSMEs also account for about 48.5 percent of the gross domestic product (GDP), about 7.27 percent of goods

and services exported out of the country, 96% of businesses and 84% of employment in the country.

Micro and small enterprises start from an entrepreneur converting an idea to a financially viable business. An entrepreneur converts an idea to goods and services capable of making money. Micro and small enterprises are found everywhere in Nigeria on every street corner trading or providing other goods and services. According to OECD (2000) though SMEs account for 60 to 70 percent of jobs in most OECD countries, less than one-half of start-ups survive for more than five years and only a fraction grow into high growth firms which can make important contributions to job creation. According to a study by Woldehanna, Amha, and Yonis (2018), in Ethiopia 90 percent of micro and 92 percent of small enterprises respectively, survived in the first 2 years of operations in Ethiopia. In Nigeria, high rate of failure or low survival rates have been observed in the first 2 years (Effiom and Edet, 2018) and during the first 5 years of operations (Akinso, 2018).

According to Mano, Idrisu, Yoshina and Sonobe (2012), existing studies often attribute the low performance of MSE clusters in Sub-Sahara Africa to factors outside the firms. These factors include: the general policy, legal and regulatory environment, access to finance, business development services, market positioning and linkages, and inclusion of vulnerable groups. Problems within the firms or the entrepreneurs themselves with regards to education, training, relationships, and networks are rarely identified or analysed as factors that could equally affect survival of micro and small

businesses. Effiom and Edet (2018) through a study concluded that both internal and external factors are critical success determinants of SMEs in Nigeria. They concluded that internal drivers of the growth and survival of micro and small businesses include effective decision making, innovation, and the dynamism of the entrepreneur

1.2 Statement of the Problem

Based on studies and observations, most newly established MSMEs struggle to survive and grow beyond their first two years. Those that survive are either shutting down or operating at sub-optimal levels. This assertion is corroborated by Thompson and MacMillan (2010), who posited that the failure rate for start-ups is high. According to Aremu and Adeyemi (2011), most small and medium enterprises in Nigeria die within the first five years of existence, a smaller percentage goes into extinction between the sixth and tenth year while only about five to ten percent survive, thrive, and grow to maturity.

Even though authors, scholars and practitioners agree that factors that affect the survival of micro and small enterprises can be broadly classified into business and entrepreneurial, there is no empirical evidence as to how entrepreneurial skills affect the survival of micro and small enterprises in Nigeria. There is also no recognition that the business cycle is different from the entrepreneurial cycle though both re-enforce each other to achieve success. Most interventions by government and other stakeholders aimed at providing support for the success and growth of micro, small and medium enterprises (MSMEs) are primarily focused on providing or enhancing

the business characteristics and creating an enabling environment. Therefore, business failures are easy to write off as mainly due to the absence of an enabling environment and policies by government without further scrutiny on the contribution of internal factors such as the knowledge, skills, and capacity of the entrepreneur to adapt to changes in the external business environment, to enhance the success and survival of MSEs.

Based on these foregoing reviews, the overall goal of this study is to establish the role (if any) that entrepreneurial training and development aimed at strengthening entrepreneurial skills play in the survival of micro and small micro enterprises in Nigeria using Port-Harcourt, a city in Nigeria as a case study.

1.3 Objectives of the Study

The objectives of the study are as follows:

- a) To distinguish between entrepreneurial skills development and business skills development as different but related and re-enforcing terms
- b) To establish if there is a link between development of entrepreneurial skills and success and survival of small and micro businesses in Nigeria.
- c) To recommend effective strategies if (b) above is true, that can complement existing interventions to enhance survival and growth of micro and small enterprises in Nigeria.

- d) To add to existing knowledge and practices required to reduce failure rates of MSEs and enhance their contribution to employment creation and poverty reduction.

1.4 Importance of the Study

The study is necessary given the predominant focus of interventions (primarily led by government, and other stakeholders) to support MSMEs on; access to finance, infrastructure and social amenities support such as roads and power, legal and regulatory framework, and business training. Issues such as entrepreneurs' education, access to advisory and consultancy services, mentoring and coaching, relationship and networks building as well as leadership skills are not as prominent in terms of existing or widely promoted interventions in Nigeria.

Besides determining the role of entrepreneurial skills in business survival, the result of this study will help improve design and delivery of support to MSMEs, aimed at enhancing overall survival and sustainability of micro and small enterprises.

Lastly, the United Nations (2018) as part of its pursuit of sustainable development noted that micro, small and medium-sized enterprises (MSMEs) contribute to achieving the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), by helping to reduce levels of poverty through job creation and economic growth. They are also key drivers of employment, decent jobs and entrepreneurship for women, youth, and groups in vulnerable situations.

Any initiative aimed at enhancing the success and survival rates of MSMEs would take the nations nearer to achieving the SDG agenda, reducing poverty and unemployment levels especially amongst the working population.

1.5 Research Hypotheses

H₀ – Entrepreneurial development does not play any role in the success and survival of micro and small enterprise

H₁ – Entrepreneurial development plays a key role in the success and survival of micro and small enterprises

CHAPTER TWO

LITERATURE REVIEW

2.1 Concept and Definitions

Entrepreneur - An entrepreneur is someone who spots an opportunity, develops an idea based on that opportunity and can convert that idea into a viable business that produces goods and services. Investopedia defines an entrepreneur as an individual who creates a new business, bearing most of the risks and enjoying most of the rewards. It further states that the process of setting up a business is known as entrepreneurship.

Entrepreneurship - Darren *et al.* (2009) defined entrepreneurship as a process where an individual discovers, evaluates and exploits opportunities independently. Consistent with this, Ogundele (2007) sees entrepreneurship as a process involving recognizing opportunities in the environment, mobilizing resources to take advantage of such opportunities to provide improved goods and services for consumers and making a profit as a reward for risk taken.

Enterprise – An enterprise is the business venture started by the entrepreneur. According to Savoie (2014), an enterprise is a business organization that is formed, which provides goods and services, creates jobs, contributes to national income, imports, exports, and sustainable economic development. Enterprises can be classified based on different criteria some of which size, number of persons employed and/or assets. In this context, enterprises can be classified as micro, small, medium, or large enterprises. Enterprises can also assume different legal forms such as sole proprietorship, partnership, private limited liability company (Ltd) or public limited company (Plc) mostly linked to form of ownership, management, shareholding, liability and assets structure.

Micro and Small Enterprises - Micro and small enterprises are defined differently in different geographies. In Nigeria micro-enterprises dot the streets are not necessarily in any form of industrial clusters. At every street corner, there are micro enterprises

mostly operated by sole proprietors/managers and supported by unpaid family often with an informal sector. Business growth is often evidenced by a relocation to more business centric areas, addition of paid employees, increase in turnover and steps being taken towards giving the business a legal structure or changing its legal status. Technology and skills are low in micro enterprises, decision making quicker and lean administrative structure.

According to Nigeria National Policy on micro, small, and medium enterprises, published by SMEDAN, enterprises may be classified by size, sector, organization, technology, and location. However, for the purpose of planning and delivering support, the national policy categorises enterprises as shown in Table 1 below.

Table 1: MSME Classification adopted by Nigeria National Policy (2003)

	Size Category	Employment	Assets (N Million) (excluding land and buildings)
1	Micro enterprises	Less than 10	Less than 5
2	Small enterprises	10-49	5- less than 50
3	Medium enterprises	50-199	50- less than 500

Source: Federal Republic of Nigeria: National Policy on Micro, Small and Medium Enterprises - SMEDAN

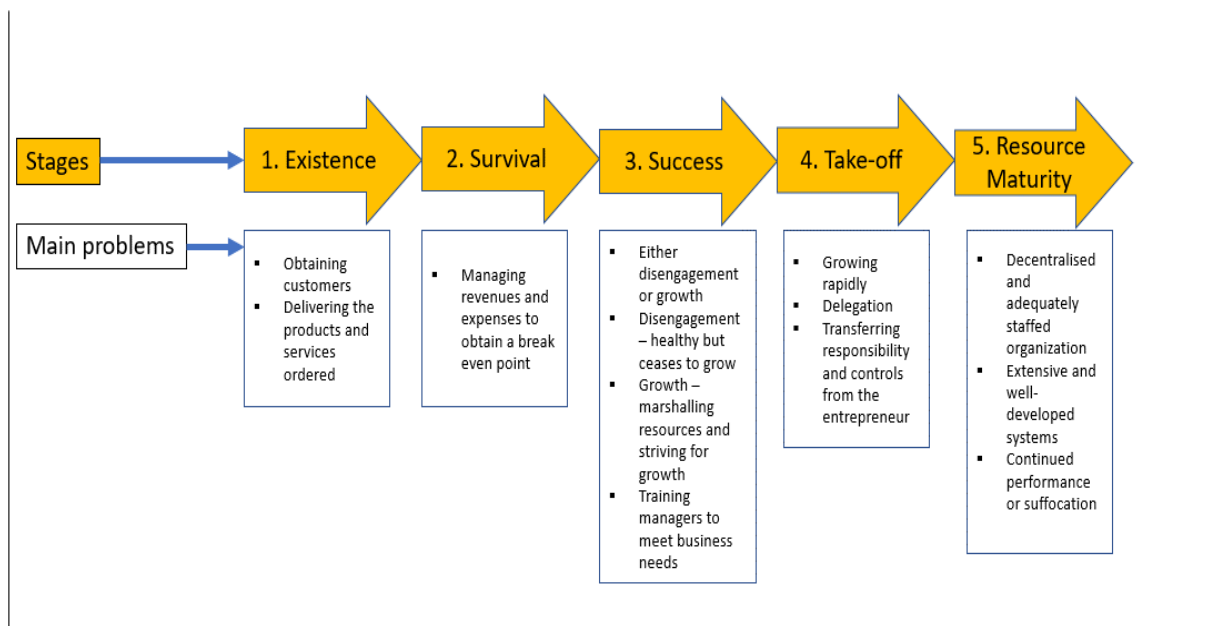
Micro-enterprises are found in various sectors such as wholesale and retail trade, manufacturing and vehicle repair/servicing, transport, hotels, restaurant, and building and construction. Micro-enterprises are well spread especially in developing nations due to simple entry requirements.

Small enterprises are a step higher than micro-enterprises. According to Adedamola and Ifekwem (2016), most small enterprises are registered businesses, and they are usually more organized and efficiently run with a larger number of well-educated and technically skilled operators. Adedamola and Ifekwem (2016) added that with targeted assistance and support, they offer the highest potential for growth.

2.2 The Business and Entrepreneur Cycles

Churchill and Lewis (1983) see growth as part of the natural evolution of a firm or business. They identified five stages of growth for a small (including micro) business as shown in Table 2 below.

Figure 1 – Stages of Growth of a Business



Source: Babajide, Abiola (2011)

These stages of growth and problems do not highlight the personal development or skills or support that the entrepreneur needs to be able to manage through the various stages.

Hisrich and Peters (2002) developed a model that encapsulates the numerous factors and events surrounding the entrepreneurial process as shown in table 3 below.

Four stages of events trigger the entrepreneurial process:

1. Innovation – when the entrepreneur identifies the idea, looks for the opportunity and begins to gather the information required to set up the business.
2. Triggering effect - includes gestation, the motivation to start a business, the decision to proceed, the business planning, identifying the different resources required, risk assessment, resource acquisition and assembling.
3. Implementation - includes incorporation, setting up and launching the new venture, business strategy, implementing the business plan, running the business, deploying of resources, building success, and managing the venture.
4. Growth - includes maximizing profits, harvesting the rewards, and continually growing the venture to include other opportunities.

Figure 2 – Entrepreneurial Process Model by Hisrich and Peters



Source: Hisrich and Peters (2002)

The Hisrich and Peters model acknowledges that the entrepreneur needs to develop some personal, sociological, and organizational skills to be able to navigate and succeed within the various aspects of the business cycle. These skills can be classified as the 'human' skills that an entrepreneur needs to acquire to succeed in setting up, implementing, and growing an enterprise or venture. Entrepreneurs are expected to manage the venture to success and survival through these stages, though the model does not make any reference to these requirements

2.3 Entrepreneurship Development vs. Micro, Small, and Medium Enterprises

Development

Entrepreneurship development can be described as a process of inculcating, advancing, and grooming of entrepreneurial skills into a person to enable establishment and successful running of an enterprise. This process is accomplished through training, coaching, mentoring and business advisory services. A key objective of this process is to improve the capacity of the entrepreneur to manage, develop, and build a business enterprise keeping in mind the risks related to it and being capable of adjusting to the changes in the internal and external business environment. Entrepreneurial skills development also encourages entrepreneurs to make better judgments and to take sensible decisions for all business activities.

According to UNDP (1999), Entrepreneurship development (ED) refers to the process of enhancing entrepreneurial skills and knowledge through structured training and institution-building programmes. ED aims to enlarge the base of entrepreneurs to hasten the pace at which new ventures are created. Entrepreneurship development focuses on the individual who wishes to start or expand a business. Furthermore, entrepreneurship development concentrates more on growth potential and innovation of the entrepreneur than SME development does.

Past studies have shown that the term SME and entrepreneurship have sometimes been used interchangeably though both concepts differ considerably. This could explain why SME development programmes are perceived as capable of covering all

that the entrepreneur needs to succeed in business. Darrel et al (2009) however noted that distinguishing between the two terms is crucial as findings in SME study might not be applicable to entrepreneurship. For instance, MSMEs are just firms while entrepreneurship is a process to establishing MSMEs or business ventures. Within this context, successful entrepreneurship requires that the entrepreneur possess certain managerial skills. These skills according to Rebecca *et al.* (2009) include amongst others; ability to learn new techniques in handling business operation, ability to adapt to change and ability to manage changes in the environment.

Micro, Small and Medium enterprise (MSME) development, on the other hand, focuses on developing the enterprise, whether it employs or is led by individuals who can be considered entrepreneurial. Programmes may include a wide range of activities from the provision of business planning advice and networking support through to the development of financial and non-financial incentives and investment into supportive resources and infrastructure. Governments of most nations have stand-alone programmes to support MSMEs development given their potential contribution to socio-economic improvements. The UNDP has also been at the forefront of promoting Business Development Services (BDS) as a means of supporting success and growth of MSMEs. Committee of Donor Agencies for Small Enterprise Development (2001) defined BDS as an array of business services (such as training, consultancy, marketing, information, technology development and transfer, business linkage promotion, etc.), that improve both strategic (medium to long term issues) and operational (day-to-day issues) performance.

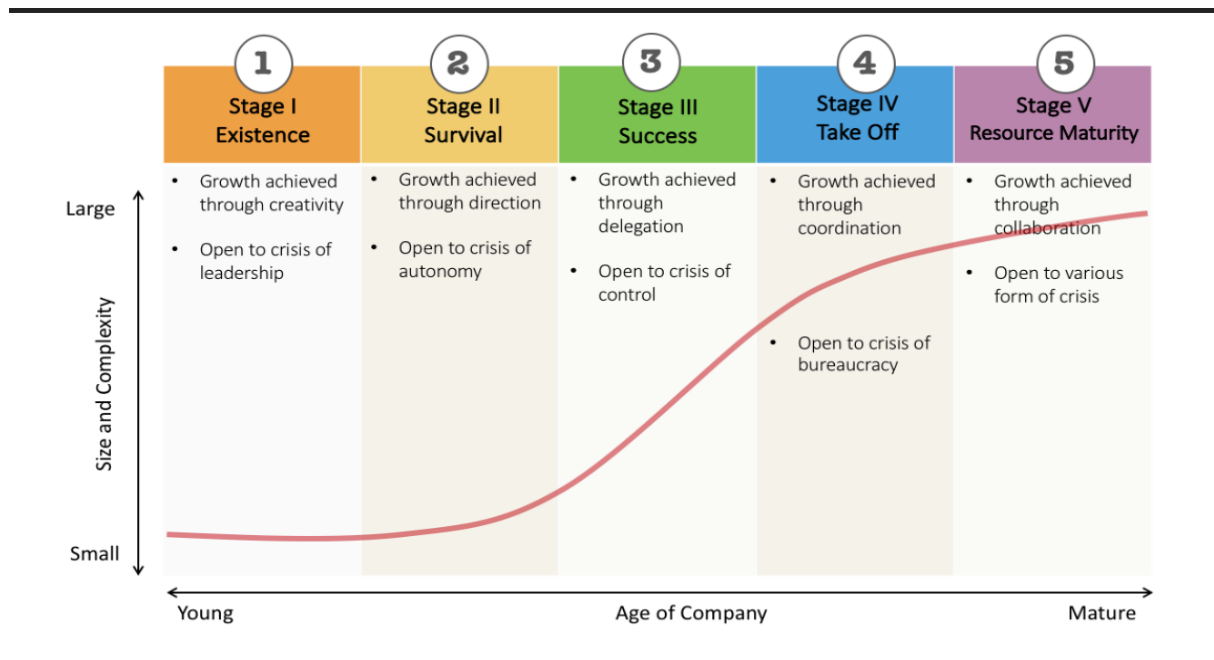
2.4 What Constitutes Success and Survival of MSMEs?

Success in general refers to the achievement of set goals and objectives in any human or business endeavour. The motivation for an entrepreneur is to convert ideas into products and services that can be sold for a profit. Within this context, a successful micro and small-scale enterprises would be one that continues trading with a healthy cash flow. In addition to this would be that employment is sustained or grown. According to Philip (2010), there are at least two important dimensions of success:

1. Financial
2. Short vs long term success

Hence success can be determined in different forms, e.g., survival, profit, return on investment, sales growth, number of persons employed, happiness, reputation, and so on. The success and survival of MSMEs can also be viewed through their ability to navigate the various aspects of the business growth cycle and go onto maturity/expansion or relaunch as a larger sized business or emerging brand with a sizeable market share.

Figure 3 – Growth Imperatives in a Business Cycle



Source: Churchill and Lewis – The 5 stages of small business growth, Harvard Business Review

For most entrepreneurs, success means business take off, increasing customers (both returning and new), profits, number of persons employed, ability to continue trading and growing over the years with increasing assets and turnover.

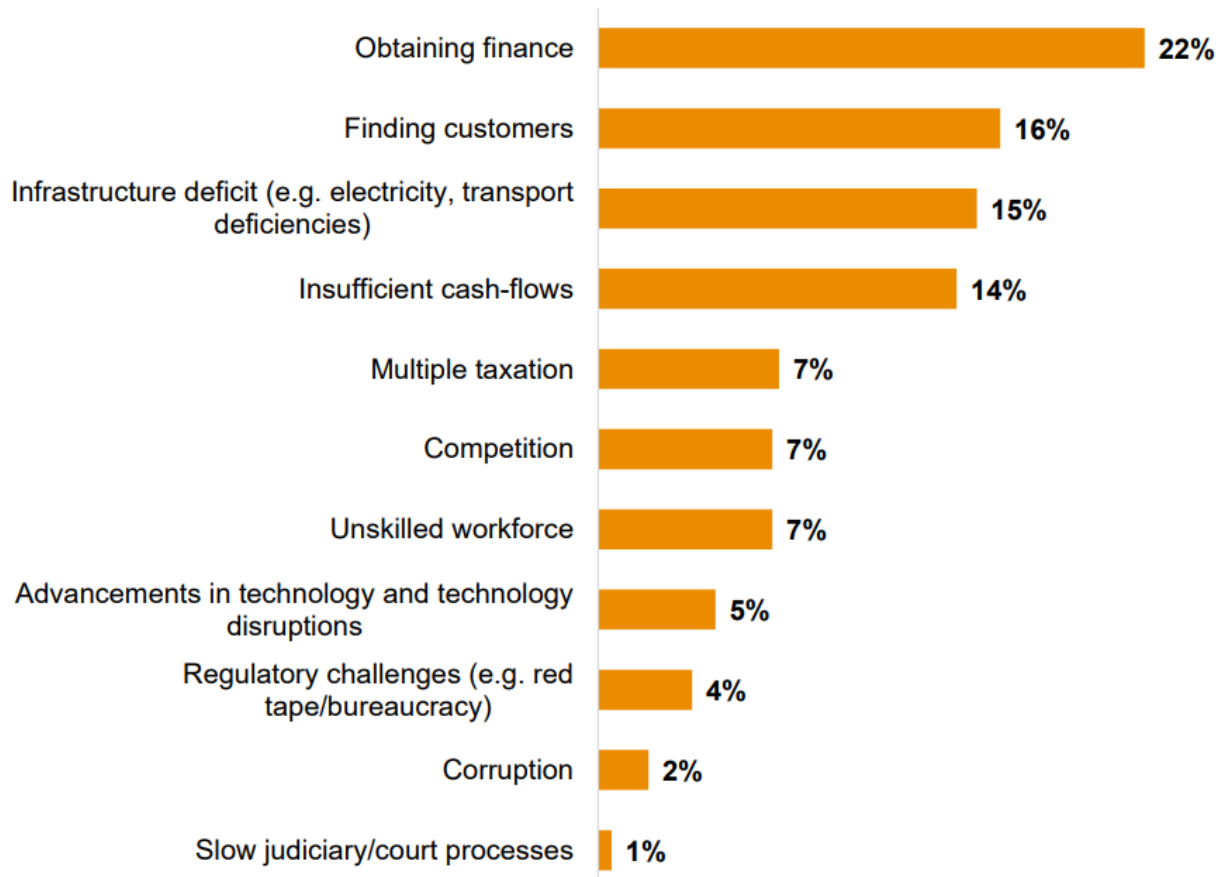
2.5 Challenges of SMEs with regards to Success and Survival

Though the 2017 National Survey of Micro, Small and Medium Enterprise, MSMEs, report put the number of MSMEs in Nigeria at 41.5 million with the sector employing over 59 million skilled and unskilled labour and contributing over 54 percent to Nigeria's Gross Domestic Product (GDP), numerous MSMEs have been unable to remain afloat, and have shut down as a result. Oftentimes as this report noted, the life cycles of these micro and small enterprises end up being far shorter than their potential.

According to Aremu and Adeyemi (2011), most small and medium enterprises in Nigeria die within the first five years of existence, a smaller percentage goes into extinction between the sixth and tenth year while only about five to ten percent survive, thrive, and grow to maturity. However, micro, and small enterprises spring up daily in Nigeria mostly in response to unemployment (and under-employment) and the need to create products and services to profit from perceived opportunities in the local economy.

Ebitu, Basil and Ufot (2016) listed setbacks of micro, small and medium scale enterprises to include: limited financing, lack of action plan to deal with eventualities, lack of managerial and marketing skill, and lack of research appreciation and technical expertise. A Price Waterhouse Coopers (PwC) MSMEs survey conducted in Nigeria in 2020 identified the following problems faced by businesses that may affect their ability to flourish. This is shown in Figure 4 below.

Figure 4 - Most Pressing Problems Currently Facing Businesses in Nigeria



Source: PwC Analysis, PwC Nigeria MSMEs survey, 2020

No mention is made of the entrepreneur’s skills, decision making or managerial ability. The survey however noted that “businesses that are able to withstand the economic headwinds are those that have built mechanisms and designed internal strategies to weather the storms that occur in the global and local economic spheres”

According to Agwu and Emeti (2014) lack of trained workforce and management skills also constitute a major challenge to the survival of SMEs in Nigeria. West and Wood (1972) stated that 90% of all business failures result from lack of experience and competence. Rogers (2002) also added that inefficiency in overall business management and poor record keeping is also a major feature of most SMEs. Technical problems/competence and lack of essential and required expertise in

production, procurement, maintenance, marketing, and finances have always led to funds misapplication, wrong and costly decision making.

In a study conducted by Abdul (2018) covering SMEs in Nigeria and UK, it was established that entrepreneurial skills have a significant influence on the growth of SMEs in Nigeria and the UK. The respondents in Nigeria and the UK agreed that creative thinking, problem solving, and communication skills are critical for increased sales and competitive advantage. Perks and Smith (2006) argued that reaching maintainable business growth is a task that requires unique skills. Based on the foregoing, businesses particularly MSMEs would succeed more if business owners have sufficient entrepreneurial skills to navigate through the start-up phase and all through the life cycle of the business.

2.6 Intervention to support MSMEs

According to OECD (2004) the notion of SME and entrepreneurship development was introduced into the growth and development landscape as early as the late 1940's with the introduction of targeted policies (grants, subsidized credits, special tax treatment, etc.) and the establishment of small business or SME support agencies by governments (e.g., publicly funded SME agencies were set up in 1948 in Japan, 1953 in USA, 1954 in India, 1966 in Tanzania, 1976 in Turkey). Other nations followed thereafter following the recognition of the potentials of micro, small and medium enterprises to contribute to trade, income and income distribution, and employment in both developed and developing countries.

According to OECD (2004), SME development requires a crosscutting strategy that touches upon many areas (e.g. ability of governments to implement sound macroeconomic policies, capability of stakeholders to develop conducive microeconomic business environments through simplified legal and regulatory frameworks, good governance, abundant and accessible finance, suitable infrastructure, supportive education, sufficiently healthy and flexibly skilled labour as

well as capable public and private institutions, and the ability of SMEs to implement competitive operating practices and business strategies).

Governments, government agencies and non-governmental organisations including donor agencies and limited private sector organisations, have set up different intervention programmes aimed at strengthening the establishment, growth and sustenance of micro, small and medium scale enterprises to boost their contribution to local and national economies. Examples of some of these programmes particularly driven by national governments are highlighted below.

Nigeria – The Nigerian Government has over the years set up various intervention programs to help Micro, Small and Medium Enterprises in the country, from business registration to funding. SMEDAN is the Small and Medium Enterprises Development Agency of Nigeria. It was established by the SMEDAN Act of 2003 to promote the development of the MSME sector of the Nigeria Economy. The Agency positions itself as a One Stop Shop for MSME Development. Other programmes include, youth development scheme (YouWin), loan program (TraderMoni) and youth empowerment program N-Power are all specifically targeted at MSMEs.

SMEDAN as the foremost support agency has the following core programmes:

- i. Source, process and disseminate business information on raw materials, markets, technology, and machinery
- ii. Policy development
- iii. Establish Business Support Centres (BSCs) to provide business planning training, Mentoring Professional service such as Accounting, Financing and Bookkeeping, Legal and taxation advisory services amongst others
- iv. General business consultation, capacity building and promotional services including creation of industrial clusters, co-operatives, market information and vertical linkages

- v. Establishment of industrial parks and regional SME development centres through partnerships
- vi. Enhance MSMEs access to finance

To address financing gaps experienced by MSMEs, the Central Bank of Nigeria (CBN) in 2013 also launched a N220 billion MSME Development Fund to channel low-interest funds to the MSMEs in the country, using retail banks.

Bahrain - the SMEs Development Board aims to strengthen start-ups and SMEs capacities to boost their competitiveness in domestic, regional, and global markets in addition to increasing the current figures of SMEs contribution to the GDP, exports, and national employment levels. Support interventions conducted are grouped under five strategic themes which are: Access to Finance, Access to Markets, Fostering Innovation, Fostering Skills Development, and Streamlining the Business.

United States of America – Created in 1953, the U.S. Small Business Administration (SBA) continues to help small business owners and entrepreneurs pursue the American dream. SBA is the only cabinet-level federal agency fully dedicated to small business and provides counseling, capital, and contracting expertise as the nation's only go-to resource and voice for small businesses. SBA works to ignite change and spark action so small businesses can confidently start, grow, expand, or recover. Support offered to small businesses cover the various parts of the business cycle, business planning, launching, managing, and growing the business. The SBA also provides free business counselling and mentoring, SBA guaranteed loans, homes and business disaster loans, and opportunities to find and win small contracts with the federal government.

United Kingdom – Small Business Britain is the UK leading champion of small businesses, supporting all 5.8 million small businesses in the UK – no matter their location, sector, or level of ambition. Services to small businesses include:

- i. Access to finance

- ii. Funding and research collaboration to realise the potential of new ideas
- iii. Small business mentor programme to inspire, support and champion business growth
- iv. Business representative offices (BRO) and UK Trade Associations
- v. Local Growth hubs
- vi. Sustainability basics on placing reduction of impacts on planet and turning sustainability plans into commercial advantage
- vii. How to recover programmes to support SME on recovery
- viii. Opportunities for small contracts with government
- ix. Tax and legal support
- x. Business support help line

The UK programme represents the most robust intervention compared to other national interventions reviewed.

Kenya – According to Kenya Business Guide, Focus on MSMEs in Kenya as a policy priority for Government has been evident since the dawn of independence. The Micro and Small Enterprise Authority (MSEA) is a state corporation whose mandate is to formulate and review policies and programmes for MSE Sector in Kenya. The Authority will achieve its mandate by performing the following functions:

- i. Formulate and review policies and programs for Micro and Small Enterprises
- ii. Monitor and evaluate the implementation of existing policies and programmes related to, or affecting the micro and small enterprises and advise the Government on appropriate policies and course of action to be taken
- iii. Coordinate, harmonise and facilitate the integration of various public and private sector activities, programmes and development plans relating to Micro and Small Enterprises

- iv. Promote and facilitate research, product development and patenting in the Micro and Small Enterprises sector
- v. Promote the mainstreaming of youth, gender, and persons with disabilities in all micro and small enterprises activities and programmes
- vi. Mobilise resources for development of the micro and small enterprises sector
- vii. Promote access to markets by micro and small enterprises
- viii. Promote innovation and development of products by micro and small enterprises
- ix. Formulate capacity building programmes for micro and small enterprises
- x. Facilitate technology development, acquisition, and transfer by micro and small enterprises
- xi. Develop mechanisms, tools, and programs for collection of comprehensive data disaggregated by sex, region, and age among others, in collaboration with key stakeholders, to enable proper planning for the micro and small enterprises sector.

Canada – The Canadian government offers very comprehensive support to start up for small businesses.

- i. Starting your business - what to consider before starting a business including business plan templates; information on registration, regulations, and incorporation; sector and other economic data; and more
- ii. Growing your business - information to help identify opportunities to expand. Includes information on planning, exporting, R&D and business support organizations that can help business owners reach their goals.
- iii. Financing your business - how to fuel R&D and innovation projects through government grants, contributions, and loans, as well as private sector financing. Also, information on tax refunds and credits, access to equity funding and unlocking the potential of crowdfunding.
- iv. Regional support - programs and services available in the regions to help businesses succeed.

- v. Permits and licenses - Municipal, provincial, territorial, and federal permits, licenses and regulations that apply to businesses.
- vi. Managing your business - how to manage day-to-day operations, including budgeting, marketing, and payroll deductions. How to attract and develop one of the most important assets: people.
- vii. Protecting your business - learn about emergency and disaster plans, business continuity, e-business security, fraud prevention, privacy, legal requirements, workplace hazards and more.
- viii. Selling to Government - Promote and sell goods and services to government, search for bidding opportunities and compete for government contracts in Canada and internationally.
- ix. Exporting and Importing - Exporting and importing, free trade agreements and foreign investment, includes hands-on help for navigating complex international markets.
- x. Women Entrepreneurship - How the Women Entrepreneurship Strategy can help grow businesses and gain access to financing, talent, networks, and expertise. Tools and resources are available to support entrepreneurs through the phases of business development.

The types of support offered by these countries can be classified as in table 2 below:

Table 2 – MSMEs Support by Type/Country

	Name of Country	Business Development	Entrepreneurship Development
1	Nigeria	Yes - various	Limited capacity building and mentoring
2	Bahrain	Yes - various	Limited skills building
3	United States of America	Yes - various	Yes – free counselling and mentoring
4	United Kingdom	Yes – broad and intensive support	Yes – mentoring, BROs, trade organisations and help line
5	Kenya	Yes - various	Limited capacity building
6	Canada	Yes – broad and intensive support	Some capacity building especially for women

According to data from the US Bureau of Labour Statistics, 20% of small businesses fail in their first year, 30% fail in their second year, 50% in their fifth year while 70% fail within their 10th year. In the UK, the Office for National Statistics found that only 91% of small businesses survive after the first year of trading in some industries but after 5 years, 60% will fail. But in Canada, 96% will survive in the first year, 85% will survive the third year and 70%, the fifth year. This shows a failure rate of 4%, 15% and 30% for the first, third and fifth year, respectively. There is a positive correlation between lower failure rates and comprehensive business development and entrepreneurship support.

According to Ferderick (2019), 96% of new businesses fail in Nigeria after 10 years, but there is an exception. An accompanying study found that 70% of mentored businesses survive for more than 5 years compared to 35% survival rate of non-mentored businesses over the same period.

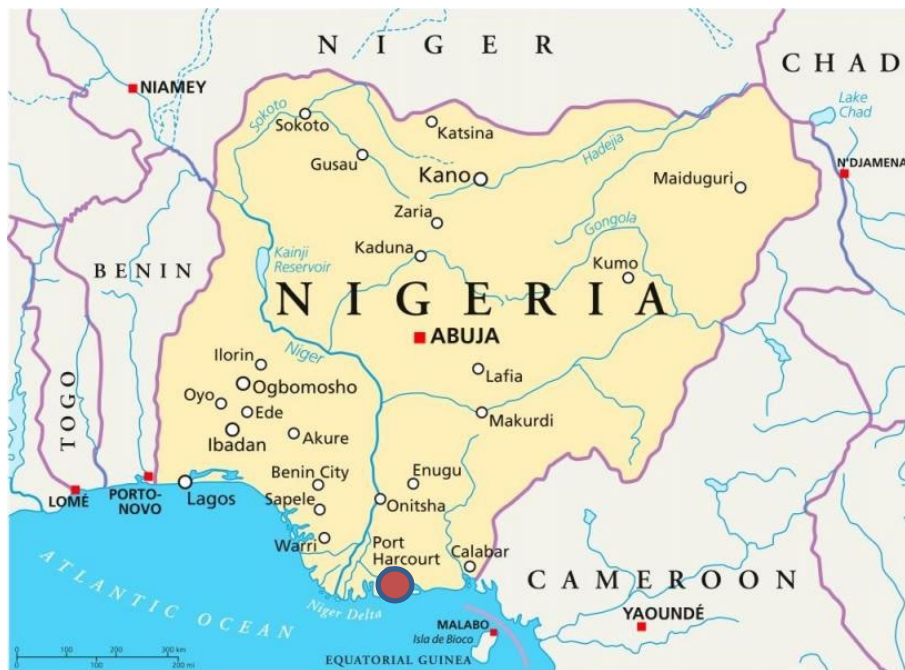
CHAPTER THREE

MATERIALS AND METHODS

3.1 Study Area and Location

The study area is Port-Harcourt city in Rivers State, Nigeria. Port Harcourt is a large city and the capital of Rivers State, Nigeria. The city is situated in the southernmost part of the country, in the delta of the Niger River. Port Harcourt is a young city established only about one hundred years ago. It is famous as a center of transportation and industry, with a large number of oil refineries and petroleum (oil and gas) producing companies working there. It is also a cultural center with libraries, parks, theaters, vivid nightlife and many markets and other shopping facilities. The population of Port Harcourt is about two million people, with the community being multi-national, multi-cultural, and multi-religious. It is the fifth most populous city in Nigeria after Lagos, Kano, Ibadan, and Kaduna.

Figure 5 – Map of Nigeria showing Port-Harcourt



According to Agwu and Emeti (2014) Most SMEs in Port-Harcourt city operate as family/sole proprietorship business and are classified into commercial, industrial, and agricultural categories. Commercial SMEs constitute more than 90% of the entire number.

The 2017 National Survey of MSMEs in Nigeria showed that the total number of MSMEs as of December 2017 stood at 41,543,028, comprising: micro enterprises - MEs: 41,469,947 (or 99.8 percent), small and medium enterprises - SMEs: 73,081 (or 0.2 percent). While Lagos States had the highest numbers of enterprises across all classes, Rivers State where Port-Harcourt is the capital city accounted for 21.7%. In terms of employment indices, based on the National Bureau of Statistics report 2020, and a working age population of 5,351,856 in Rivers State, unemployment rate was 31.55% and underemployment 36.17%. This may be indicative of the unemployment rate in Port-Harcourt city being the capital and most populated city/urban centre in Rivers State.

MSMEs can create multiple jobs in Nigeria just as it is seen in other developing and developed economies such as China, Indonesia, India, Singapore, and other south-east Asian economies. Some of the reasons for the growth of MSMEs in Port-Harcourt like in other city centres in Nigeria, include self-employment and ability to meet physiological needs such as food, shelter, and clothing. Given the potential of MSMEs to create employment, this research is therefore important in defining factors that can enhance survival and growth of MSEs especially those linked to the development of the entrepreneur.

3.2 Materials and Procedure

The method employed in this research included:

1. Personal observations (as a resident) of the prevailing conditions of MSEs in the study area to enhance the understanding of data when gathered.
2. Desk top literature review and secondary data gathering on previous documented surveys of MSMEs in the Port-Harcourt area and in Nigeria more generally. Literature review also covered existing practices on entrepreneurship development and support in selected countries in Africa, Middle East, United Kingdom, and the

Americas (United States of America and Canada), and challenges being faced by MSMEs using the failure association approach.

3. Key informants' interviews especially for the case studies
4. Use of structured questionnaire for the main research.

The questionnaire was used during field visits to collect data from 62 (out of 70 sampled) entrepreneurs comprising MSEs owners and operators. Micro enterprises constituted 95% of target respondents as they occur more commonly based on the SMEDAN definition. Sample population was selected using the Simple Random Sampling (SRS) method cutting across age, educational and ethnic group, products, or services groups, with the only common factor being the type of firm – micro and small businesses.

A pilot survey was conducted with five respondents from the target population to assess the understanding and clarity of the questions. The pilot survey also enabled grouping of options under various questions into broad themes to simplify and enable quick responses and analysis. The questionnaire used is attached as Appendix 1. Subsequently the questionnaire was deployed through face-to-face interviews to a total of 70 business owners/entrepreneurs, 62 persons responded, and detailed results are contained in Appendix 2 while summary results are shown and discussed in the next chapter.

Businesses surveyed cut across different sectors, commercial (trading), renewable energy, fashion design, health, waste recycling, furniture making, information technology, materials production, food and confectioneries, logistics, events management and services and agriculture amongst others.

3.3 Methods of Data Analysis

After aggregation of data using a computer-based spreadsheet application, simple statistical tools were applied for analysis. Sequel to this, data was summarized using frequency tabulations and proportions, i.e., counting and recording how many respondents fell within a given category and dividing by the number of

responses/respondents to determine simple percentages, which could indicate degree of significance. Additional tools such as graphs and charts were used to present the outcomes.

Information obtained used to evaluate the hypotheses, as well as other issues evaluated based on the objectives of this study.

3.4 Assumptions

The following assumptions were made:

1. That majority of respondents were educated, literate and capable of participating in business development or entrepreneurship development programmes where available.
2. That Port-Harcourt being cosmopolitan centre and the fifth most populous city in Nigeria was also the target of enterprise development intervention and support programmes by government, non-governmental and corporate entities, some of whom have their corporate headquarters in the city. Therefore, access to support will not necessarily be a constraint but willingness and availability of business owners to participate.
3. The target population did not know they were targeted for research *ab intio*, therefore the 'Hawthorne effect' would be eliminated. Investopedia defined Hawthorne Effect as the inclination of people who are the subjects of an experimental study to change or improve the behavior being evaluated only because it is being studied and not because of changes in the experiment parameters or stimulus.
4. That though the period of the survey was short, the respondents had adequate recall of their business journeys to provide reliable responses/data for the analysis.

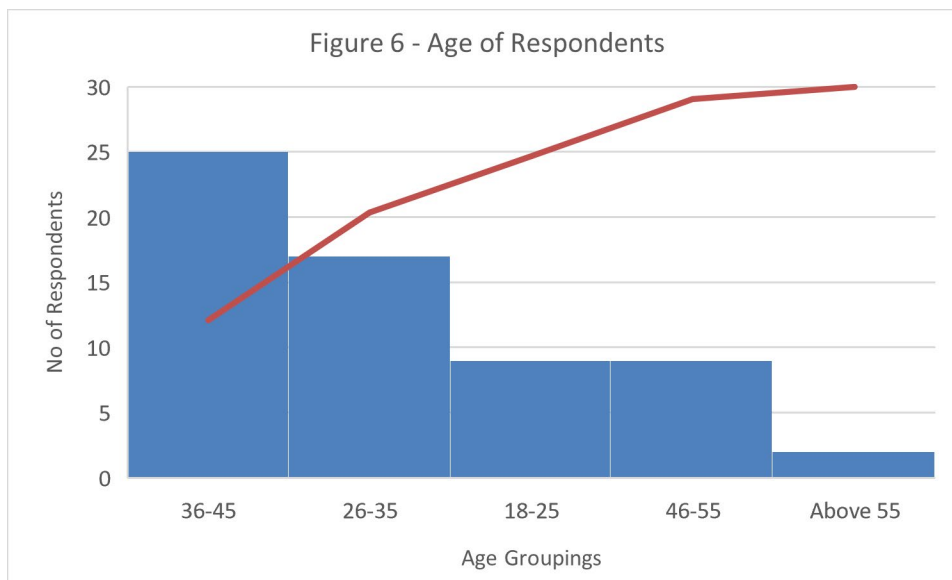
CHAPTER FOUR

RESULTS AND DISCUSSIONS

The questionnaire used for the survey is shown in Appendix 1. A total of 62 entrepreneurs at various stages of business were surveyed from the 70 initially selected. Questions consisted of closed, open questions and in some cases, multiple answers were allowed. Detail results are shown in Appendix 2. Data collected was analysed using frequency counts and percentages to determine significance.

Question 1 – Personal/Business Information

1A – Age Group of Respondents



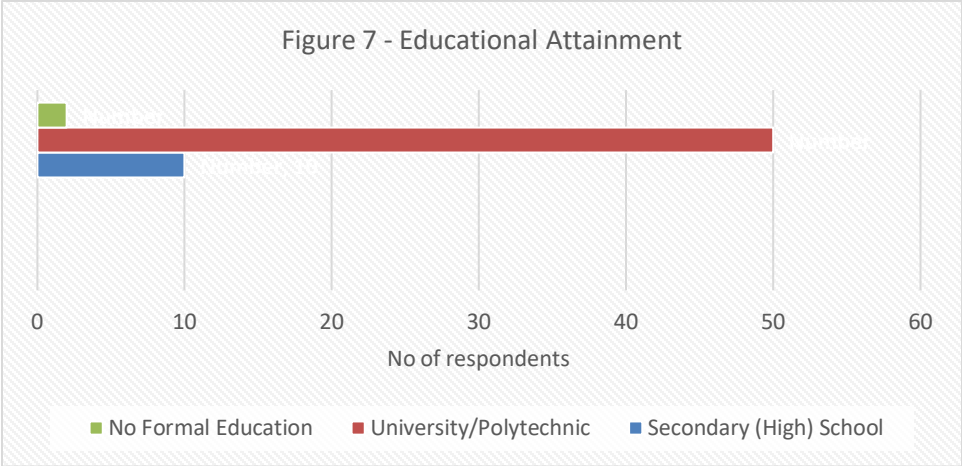
Based on the outcome of the survey, 40.3% of respondents or business owners were aged 36 to 45 years while 27.4% were aged 26 to 35 years. Persons aged 18 to 25 years and 46-55 years represented 14.5% each while persons aged 55 years and above were in the minority representing 3.3%.

Youth in Nigeria includes citizens of the federal republic of Nigeria aged 18 to 29 years according to the new youth policy (2019). Prior to this, a grading of 18 to 35 years had been in use for decades. According to 2019 policy, a major thrust of the 2019 review was regarding the age bracket for the classification of youths, informed by practical empirical analysis and the need to promote the appropriate targeting of desired beneficiaries of

intervention programme. Based on the pre-2019 grouping which still forms the basis for most intervention programmes particularly by non-government actors, about 55% of the business owners surveyed were youths.

According to National Bureau of Statistics, current unemployment rate is 33% with youths being the most affected population. This puts Nigeria as the highest country for unemployment in the global list. While the motivations for going into business was not probed, the set-up of businesses provide employment, income, and opportunities for innovation for the business owners as well as for other persons, as the business grows.

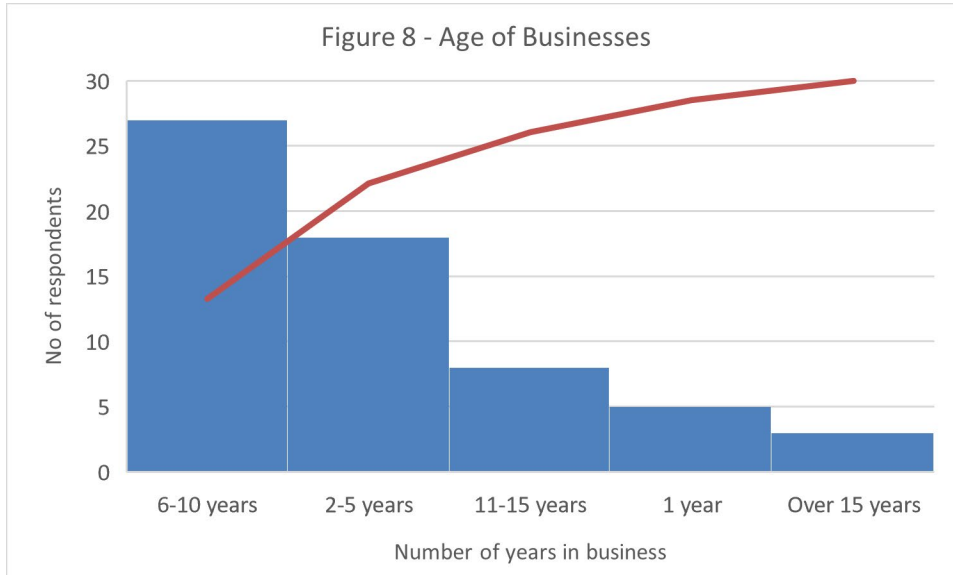
IB – Educational Qualifications of Respondents



80.6% of respondents had acquired a university or polytechnic (technical) education leading to a bachelor’s degree or a higher national diploma. Only 3.2% had no formal education, while 16.2% had secondary or high school education. The educational attainment of the sample population ensured a good understanding of the questions asked and validates the answers. It also shows that increasingly college graduates consider setting up a business as a valid career choice. Owning a business may appeal to this group of persons because they get to be their own boss, work based on their schedules, meet and work with others, as well turn their passion into profits.

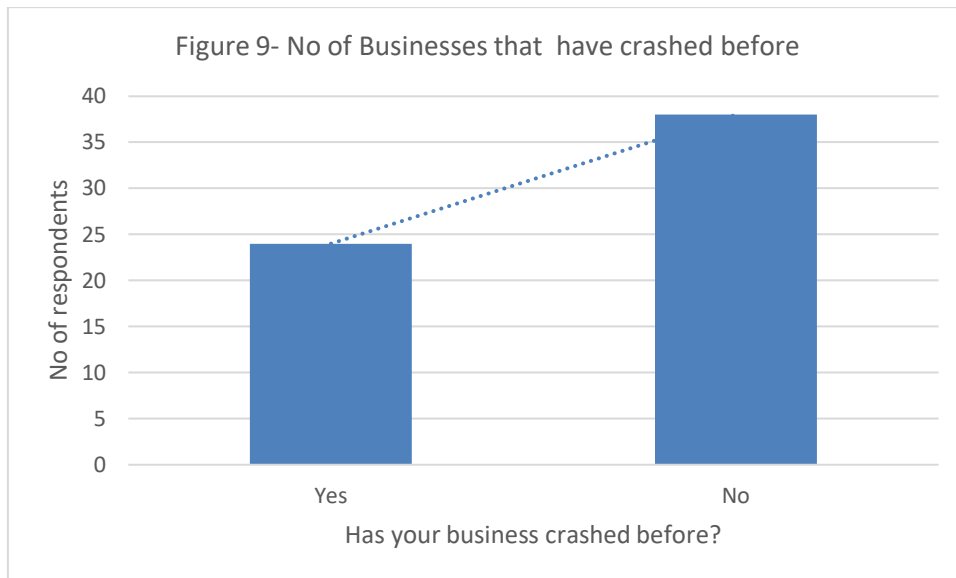
Question 2 – Business Growth and Success

2A – Number of years in business



44% of the sampled population had been in business for 6 to 10 years, 29% for 2-5 years, 13% for 11-15 years, 8% for just a year, while businesses that have been running for over 15 years accounted for 5%. All enterprises sampled were still trading.

2B – Business Crash Experienced During Period of Existence



Though all businesses sampled were still trading, some had experienced a business crash or failure particularly during the first and other early years. 39% had witnessed a

crash while 61% have traded continuously since start up. Reasons for business failure or crashing were:

- Lack of capital/financial support compared to the cost of doing business at the time.
- Involvement and reliance on family members during the early days of the business
- Poor location and lack of customers
- Competition from bigger brands
- Too many taxes and levies
- Inconsistency and poor decision making
- Lack of mentorship

According to Ferderick (2019), the top five reasons that micro and small businesses fail in Nigeria are:

- i. Lack of mentorship
- ii. Deficient market intelligence
- iii. Problem of funding
- iv. Issue of profitability
- v. Poor leadership

This study's findings corroborate Ferderick (2019). One of the factors listed, deficient market intelligence can lead to poor location, lack of customers and not preparing ahead for competition from bigger brands. Issues around inconsistency and poor decision making also speak to poor leadership. Other factors such as lack of mentorship and funding are similar.

Business Elites Africa (2022) identified seven factors why small businesses fail in Nigeria. These factors are:

- i. Duplicating other businesses
- ii. Customer service/support is abysmal
- iii. Misappropriation of funds

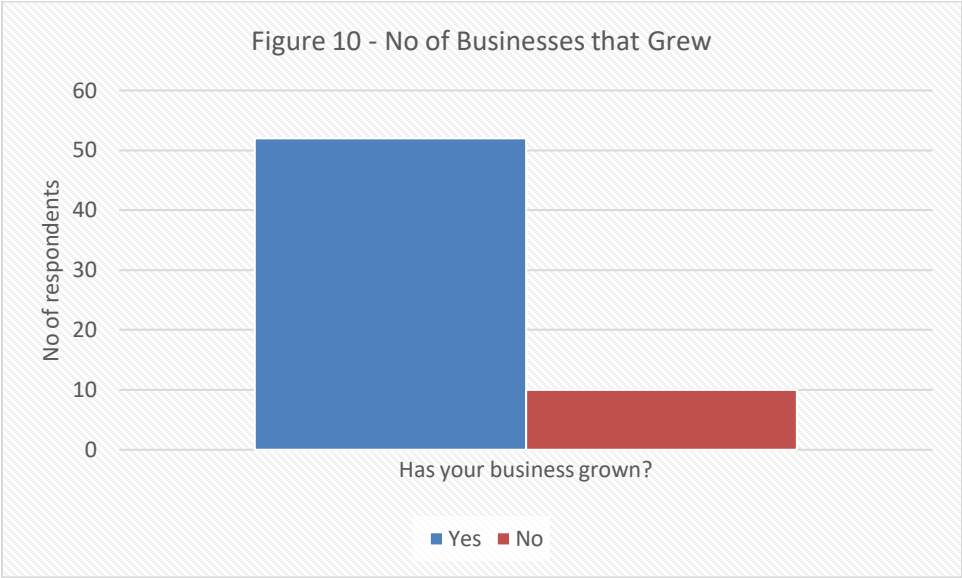
- iv. Inability to manage growth induced changes
- v. Failure to recognize and appreciate market and customers
- vi. Inability to communicate value especially synergy between the products and services and what the market requires.
- vii. Lack of focus

The only reason for failure that has not featured clearly in relevant literature reviewed, is the early involvement of family members. Respondents felt that there is need for initial self-reliance, development and setting of standards for the business, before involving family members and indeed hiring employees. This observation is contrary to the Asian model and culturally and geographically specific. However, the need for the entrepreneur to have skills, values, and business standards are germane.

Globally family businesses represent the most dominant of business organisations and they rely on collective action to thrive, with the next generation seen as stewards of the legacy they inherited. In the Asian model, success has been built on transgenerational passage of businesses through early involvement and grooming of family members. Habbershon, Nordquist and Zellweger (2010) defined transgenerational entrepreneurship as processes through which a family uses and develops entrepreneurial mindsets and family influenced capabilities to create new streams of entrepreneurial, financial, and social value across generations. According to Lumpkin and Dess (1996) entrepreneurial mindset are the attitudes, values and beliefs that orient a person or a group towards the pursuit of entrepreneurial activities. Entrepreneurial mind-set evolves primarily through passion, dedication, learning by doing and mentoring. A start up entrepreneur needs to first develop this mindset before involving family members who would be expected to commit or show similar mindset for success to occur. Grooming to imbibe these values is more achievable with the older generation bringing the younger on board as shown in Asian and indeed other successful family business models.

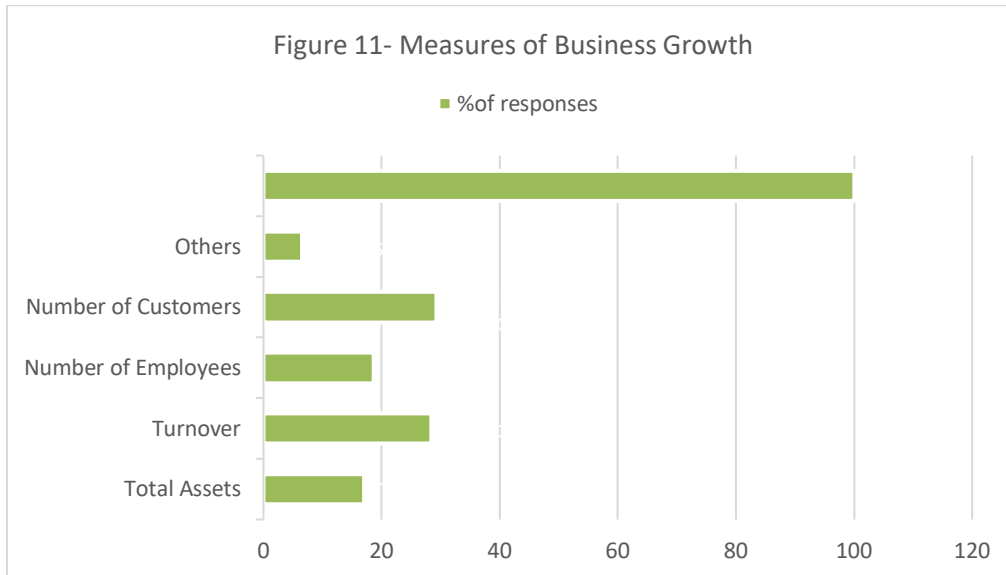
However, of the 39% whose businesses had crashed at some point, 58% were able to get their business back on the track and have witnessed growth while 42% were back on track but are yet to witness growth.

2C – Business Growth Experienced



A total of 52 respondents or 84% had experienced business growth, while 16% were yet to experience growth. Accompanying sections speak to measures of growth to further clarify these observations by the business owners.

2D – Measures of Business Growth (multiple responses)



The top three measures of business growth based on responses were: number of customers 30%, turnover 29%, and number of employees 19%. Total asset was fourth with 17%. A minority 5% responses listed other measures such branches and outlets and venturing with other businesses as additional measures of business growth.

Whereas there is no universal classification of micro, small, and medium enterprises, and measures of growth to the next cadre differ by geography, prior to 2021- 2025 national policy on MSMEs, SMEDAN classified micro, small and medium enterprises based on two measures, assets, and number of employees. As businesses grow by assets and number of employees, they move into the next cadre as shown in Table 1. One of the two key changes in the recently launched 2021-2025 national policy on MSMEs is in the classification of enterprises. Table 3 shows the updated classification.

Table 3 – The Revised classification of Enterprises in Nigeria

Size category	Employment	Assets (Naira, Millions) Excluding land and building
Nano/Homestead Enterprises	1 - 2	< 3
Micro Enterprises	3 - 9	3 - 25
Small Enterprises	10 - 49	> 25 but < 100
Medium Enterprises	50 - 199	> 100 but < 1000

Source: Akiode (2020) *Small and Medium Enterprises in Nigeria: An Overview*

Akiode (2020) and other writers argue that turnover instead of assets should be used to classify enterprises. The use of assets as basis for classification was seen as problematic due to the following factors:

- Inflation and exchange rate changes
- Lack of a transparent method to certify and value assets.
- Land is excluded in asset classification which placed agriculture enterprises specifically agronomy at a disadvantage
- Start-ups such as fintech and other technology enterprises can adopt different methodologies that distorts the traditional asset base and business turnover relationship
- The new tax incentive/waiver is for MSMEs turnover rather than their asset base

Business owners surveyed similarly consider increases in number of customers and turnover as the key most recognizable measures of growth. This is followed by number of employees which is a common denominator in most geographies.

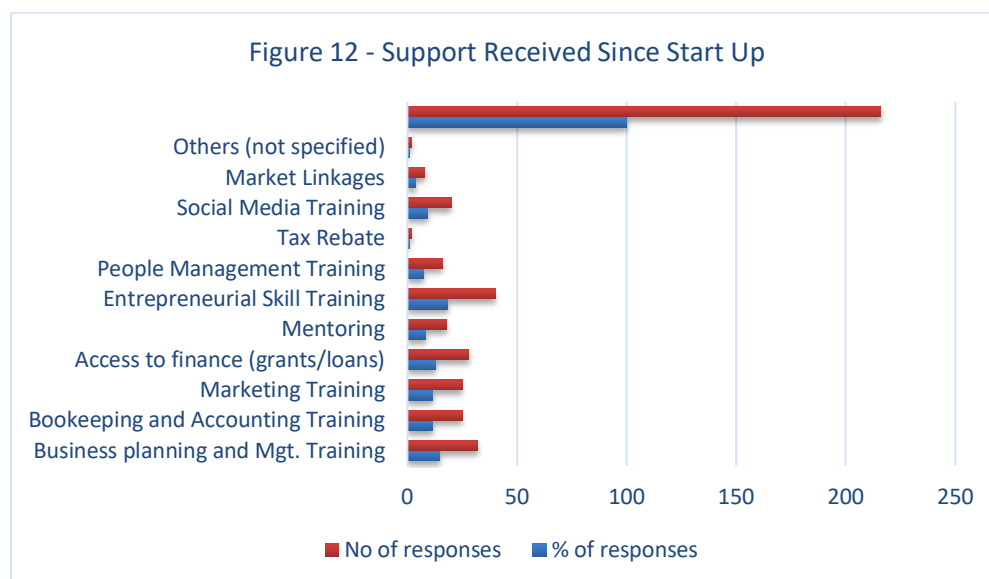
Businesses can be said to be growing where it is earning more revenue due to increasing customer demand for its goods and services. This however needs to be viewed within the context of cost of operating the business which is where profit comes in. Factors such as increases in number of employees are often triggered by increased demand for goods and services, number of customers and resulting revenues amongst others. As this growth takes place, more is demanded of the business in terms of evolving its management processes and systems, technology, sales methods, staffing, internal and external economies of scale considerations, funding/finances and assets required for operations. Resulting changes move the enterprise in terms of classification from micro to small and from small to medium scale and are also considered as growth definers.

Similarly on measuring growth, Goldendale capital (2019) posits that there are six ways that business growth can be measured:

1. Growth in customer demand for goods and services
2. Increasing revenues
3. Profit and loss using the cash flow, balance sheet and income statement
4. Share of the local market
5. Workforce health including retention of key employees
6. Increasing sales

Higher sales (and turnover) and increasing number of customers are usually signs that a business is doing well and increasing its share of the market compared to competitors. Responses from this study are aligned with the earlier listed business growth measures.

Question 3 – Types of Supports Received Since Start Up (multiple responses)



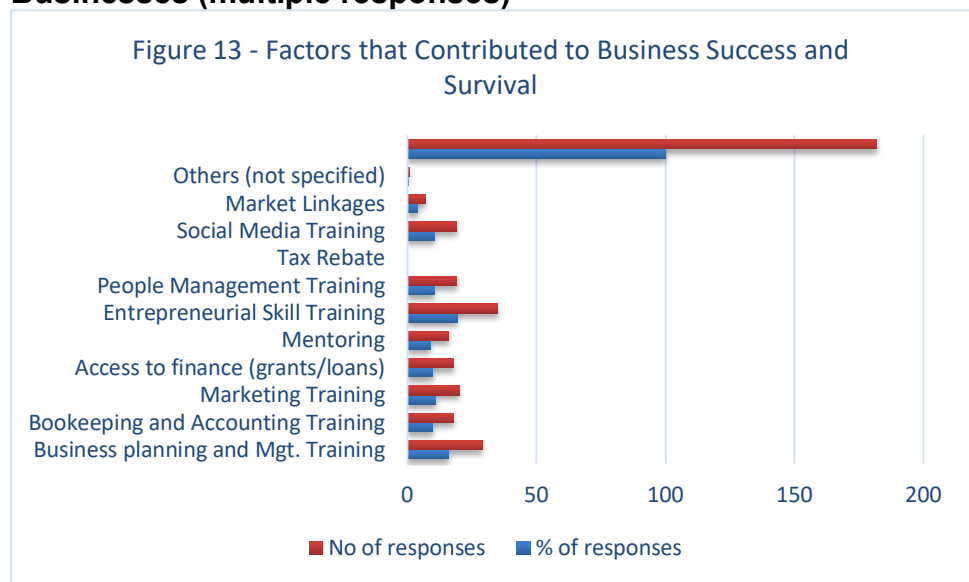
The top five support received based on responses were entrepreneurial skills training 19%, business planning and management training 15%, access to finance (grants/loans) 15%, bookkeeping and accounting training 12%, and marketing training 12%. Social media training, mentoring and people management training followed with scores of 9%, 8% and 7% respectively. Every business that had witnessed growth had received three and above types of support since start up. There was a positive correlation between support received and businesses that crashed but were unable to grow after re-launch. The later group had received two or less types of support with the most dominant being access to finance. In one case, no support had been received since start up.

In Nigeria, governments, government agencies, non-government organisations have over the years launched different programmes to support the emergence, growth and survival of micro, small and medium enterprises given the role they play in production and distribution of goods and services, employment creation, and covering market penetration gaps unfulfilled by bigger organisations. Corporate bodies on the other hand as part of their corporate social responsibility have promoted social investment programmes, some aimed at enterprise development and economic empowerment mostly targeting youths and women. International organisations such as the World Bank also provide support mostly in terms of information such as the Doing Business Annual Report that focuses on

the business environment including regulations and policies. Interventions are aimed at enhancing business planning and management, building entrepreneurial skills or literacy, access to finance, financial management and marketing training. In less frequent cases, market linkages, mentoring and social media training are also offered. By far the most offered support by agencies is access to finance and business planning and management training.

An interesting finding is the emergence of social media training both as support received and as a factor that contributed to business success and survival as will be seen in subsequent sections.

Question 4 – Factors that Contributed to the Success and Survival of the Businesses (multiple responses)



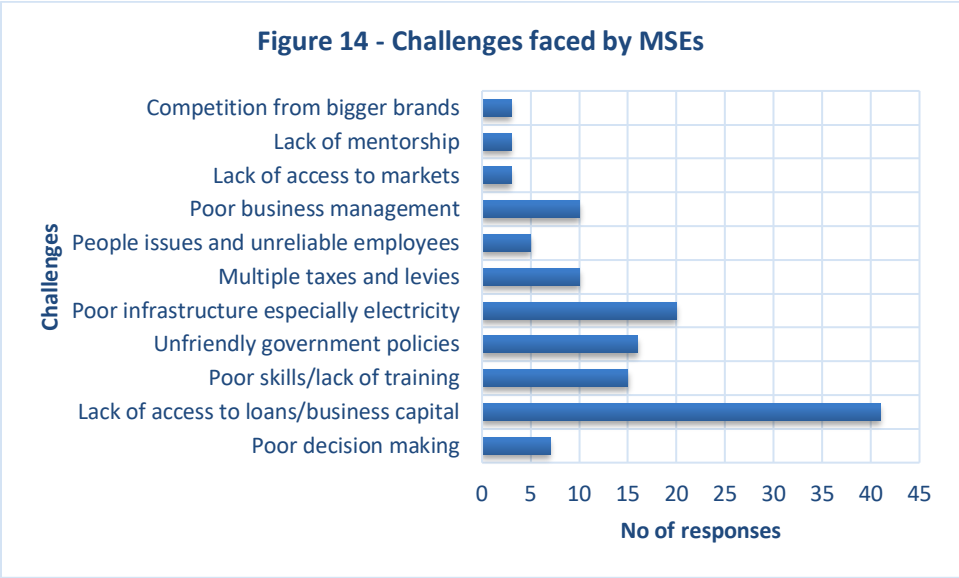
From the support received, respondents were asked to rank how these supports translated to the success and survival of their businesses. The top factors were slightly different from the support received. Entrepreneurial skills training accounted for 19%, business planning and management training - 16%, marketing training – 11%, while bookkeeping and accounting training, social media training, access to finance and people management training had similar impact at 10% each, followed by mentoring at 9%. Entrepreneurial skills training and business planning and management outcomes were like responses received. Access to finance though one of the major supports received at

15%, declined in terms of being a success factor to 10%. This indicates that access to finance though a valuable tool, needs to be complemented by other factors to make a business successful and able to survive through various environmental changes. The impact of social media training, people management and mentoring on success and survival of businesses were higher than the ranked order in terms of support received.

An interesting result is the emergence of social media training as a crucial factor for business success and survival. This is reflective of the post covid 19 period. Late 2019, saw the advent of the covid 19 virus with attendant shutdowns of businesses especially non-essential, home stays, and travel disruptions amongst others to support social distancing aimed at curtailing the spread of the virus. The period also witnessed an opportunity with the rise in e-commerce, hybrid work modes, increased reliance on technology by businesses and increased use of social media by individuals and businesses for communications and marketing. Business owners recognize that like work, commerce has also gone hybrid with a lot more opportunities for delivery. Major shops and banks have reduced branch networks and outlets post covid 19. The knowledge of social media in this era therefore contributes as seen from this study to success and survival of the business.

An outcome of research on factors that affect business success of small and medium enterprises (SMEs) in Thailand by Chittithaworn, Chuthamas and Islam (2011) listed, characteristic of entrepreneur and SMEs, management and know-how, products and services, the way of doing business and cooperation, resources and finance, and the external environment. Thailand shares similar characteristics with Nigeria with regards to the nature and preponderance of MSMEs and some development indicators. Most of the research on success and survival of MSMEs in Nigeria have focused on the role of micro-finance or on the challenges facing MSMEs which are then juxtaposed onto a success framework. The next section looks at challenges as different from the enabling factors discussed in this section.

Question 5- Challenges faced by MSEs (multiple responses and open-ended)



Respondents listed top challenges facing MSEs in Port-Harcourt, Rivers State Nigeria as; lack of access to finance 41 responses or 31%, poor infrastructure especially electricity 20 responses or 15%, Unfriendly government policies 16 responses or 12%, poor skills and lack of training 15 responses or 11%, Multiple taxes and levies and poor business management accounted for 10 responses or 7.5% each, while poor decision making had 7 responses or 5%. Other factors listed in declining order of importance were people issues and unreliable employees at 5 responses or 4%, and lack of access to markets, lack of mentorship and competition from bigger brands with same score at 3% or 2% each.

Categorization of challenges is shown in Table 4 below.

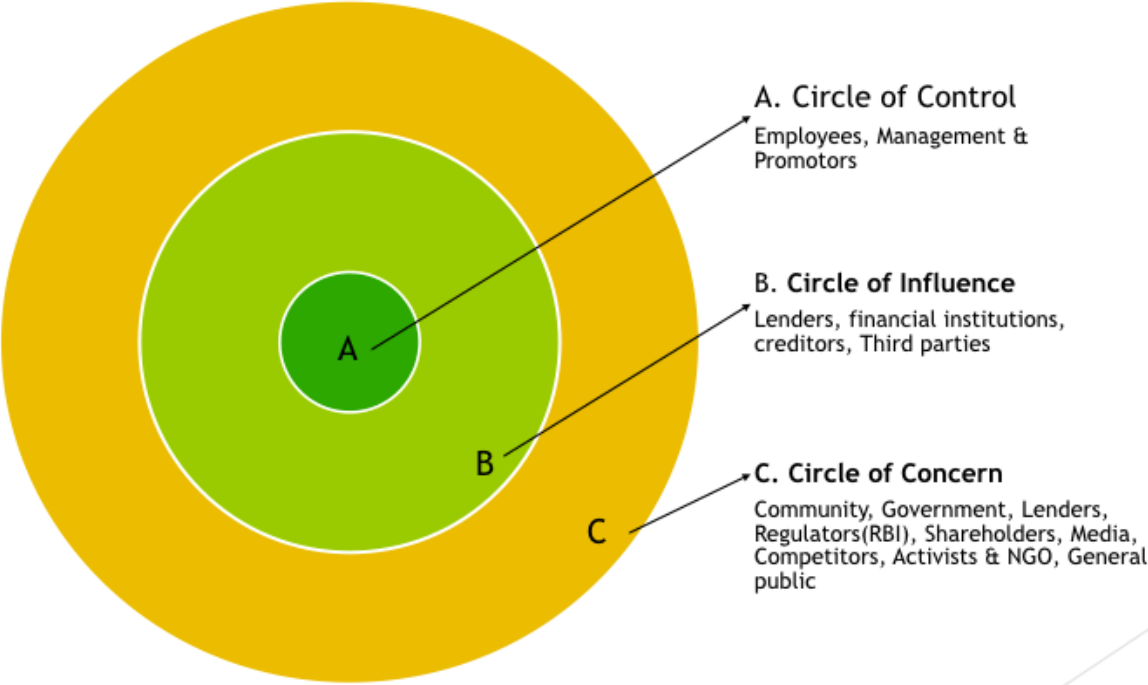
Table 4 – Categories of challenges facing MSEs

Type of Challenge	Description	Percentage response
External environment	Lack of access to finance	31%
	Poor infrastructure especially electricity	15%
	Unfriendly government policies	12%
	Multiple taxes and levies	7.5%
	Competition from bigger brands	2%
Internal environment	Poor skills and lack of training	11%

	Poor business management	7.5%
	Poor decision making	5%
	People issues and unreliable employees	4%
	Lack of access to markets	2%
	Lack of mentorship	2%

Table 4 above based on responses received shows that almost 68% of challenges faced by MSEs are external. Factors were grouped as external or internal based on issues that are within the control or influence of the entrepreneur as internal and those outside the control and influence of the business owner but are of concern as external factors.

Figure 15 – Spheres of Control and Influence



Source: Root Cause Analysis, GRM Institute 2021

Expanding further on the top three external challenges, lack of finance was described as poor access to loans due to cumbersome lending policies including need for collateral, risk aversion of lenders to some sectors and size of business, lack of individual business

capital. Worsening inflation and increasing poverty have also affected the ability of family and friends to support as a second line funding after owner's equity.

Access to electricity was also identified as a major challenge to MSEs. According to the Energy Progress Report 2022 released by Tracking SDG 7, Nigeria has the lowest access to electricity globally, with about 92 million persons out of the country's 200 million population lacking access to power. The power problem has remained a perennial problem in Nigeria, stifling the country's industrial growth, limiting commercial ventures' expansion and profitability and the well-being of its people. Recent advances in the use of renewable energy especially solar are still not at the level of affordability by most citizens and MSEs. Generators are often the main source of power for MSEs particularly in areas not linked to the national grid. Sample population is in an area covered by the national grid and the main issue was the erratic nature or non-availability of supply of electricity.

On unfriendly government policies, respondents pointed to the harsh economic environment, corruption, and inefficiency in government agencies and by officials, prohibitive cost of doing business and the failure of government to address insecurity.

Expatriating on the internal challenges which constituted about 32%, poor skills/lack of training was attributed to lack of information on availability, poor access by entrepreneurs and poor commitment to self-development. The second highest factor – poor business management was explained as linked to the capability of the owner, non-reinvestment of profits, poor record keeping, consumption of profits and poor customer management. Poor business management is closely related to poor decision making (the next internal factor) by the business owner and management as the business grows. Poor decision making was further explained as linked to inconsistency, doubts, and mixing business with family.

These challenges are corroborated by several authors and surveys some of which have been earlier referenced in chapter 2, such as figure 4 showing PWC Nigeria SME survey

2020 outcome. The main difference is that internal factors are rarely highlighted as challenges, thereby blaming only external factors and the external business environment for the failure rates of MSMEs.

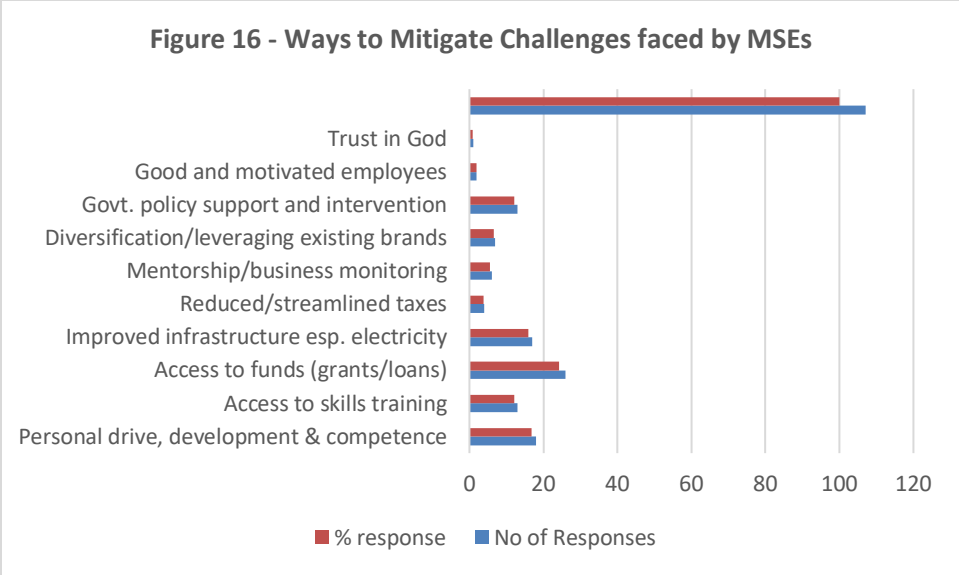
Gumel (2017) in a literature review of critical challenges facing small business enterprises in Nigeria highlighted in the table below.

Table 5 – Critical challenges of Small Businesses in Nigeria

s/n	Type of challenge	Descriptors
1.	Entrepreneurial challenges	Education, intention, and leadership style
2.	Enterprise challenges	Size, networks, adoption of ICT, finances, and market orientation
3.	External business environment challenges	Inadequate infrastructure, crime rate, double taxation, corruption
4.	Lack of government interest in small enterprises	Dominance of government in economic activities, economic and political instability, weak institutions, and political will.

There are two key outcomes to note from table 5 above, the differentiation between entrepreneurial and enterprise factors and secondly the acknowledgement that not all challenges faced by small businesses are external and thereby beyond scope of control and influence of the entrepreneur.

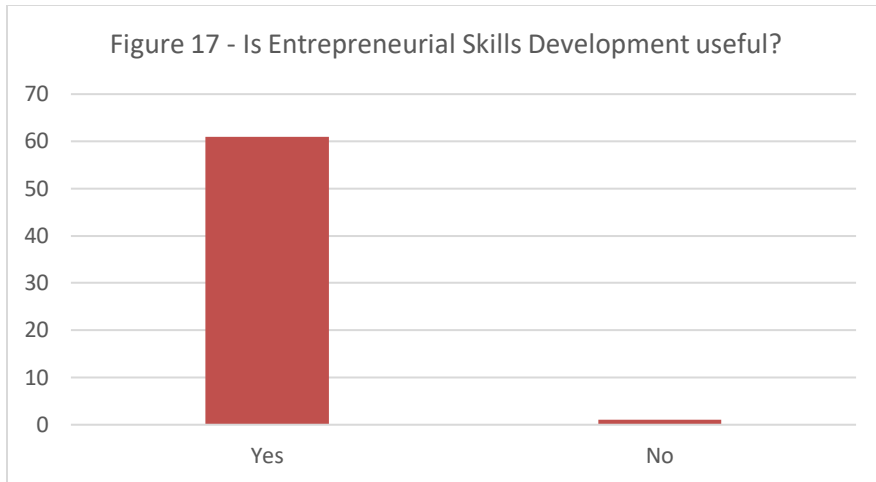
Question 6 – Ways of Addressing Business Challenges (multiple responses – open ended)



The top six recommendations on how to address the challenges faced by MSEs buttresses the researcher’s assertion that both internal and external challenges needed to be addressed to mitigate challenges faced by MSEs as identified from this survey. Top recommendations were: access to funds (grants and loans) – 24%, personal drive, development, and competence – 17%, improved infrastructure – 16%, government policy, support, and intervention as well as access to skills training at 12% each, while the next factor was diversification and leveraging existing brands at 7%.

Question 7 – Usefulness of Entrepreneurial Skills Development in decision Making and Enhancing Chances of Success and Survival

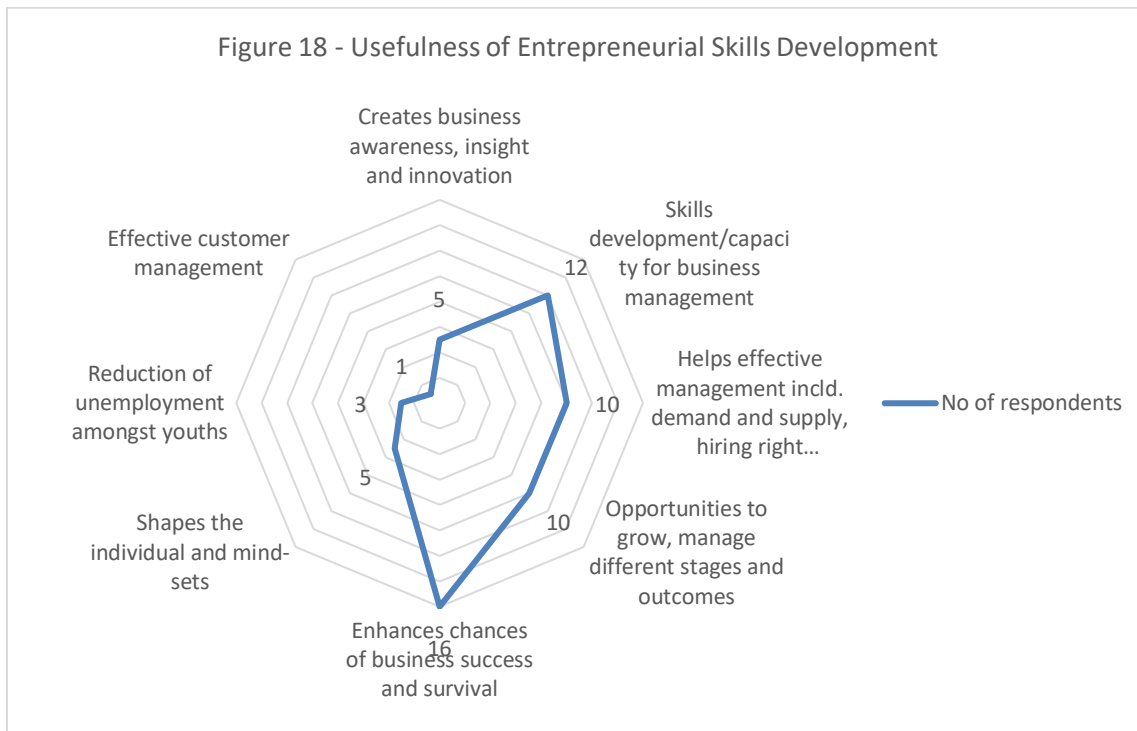
7A – Useful or Not



61 out of 62 respondents or 98% agreed that entrepreneurial skills development is useful for decision making and enhances the chances of a micro, small and medium business succeeding and surviving over time.

7B – Why is Entrepreneurial Skills Development Useful for Business Success and Survival? (multiple answers – open ended)

Probing further on why the respondents thought this was useful, findings are as shown in Figure 18 below.

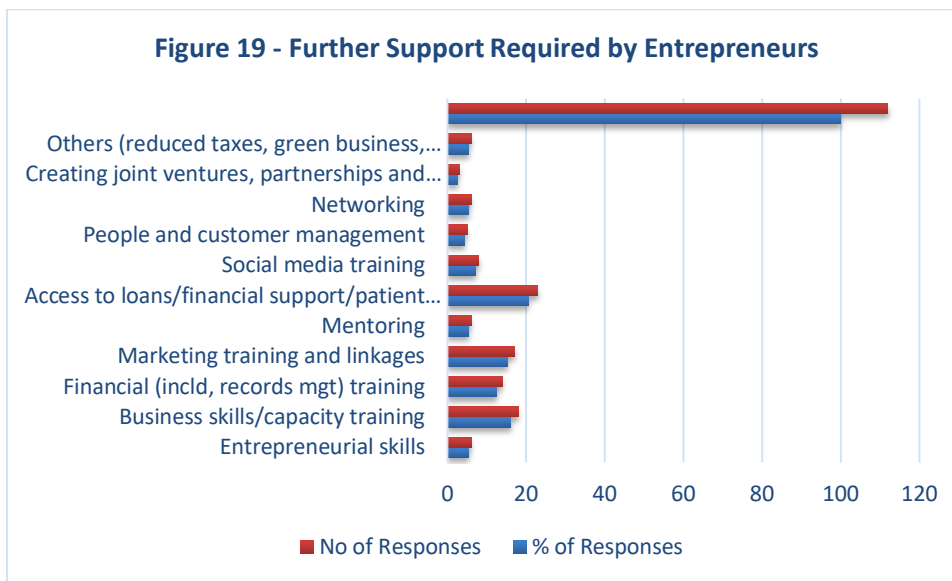


Further responses on the usefulness of entrepreneurial skills development pointed to top four options being that; it enhances chances of business success and survival (26%), helps skills development and capacity for business management (19%), helps effective management including demand and supply, hiring the right persons, ideation and strategies (16%), and creates opportunities to grow, manage different stages and outcomes (16%). Other responses were, shapes the individual and mind-set (6%) and creates business awareness, insight, and innovation (6%)

Question 8 – Further Support Required by Business Owners Sampled

Business owners sampled though their businesses were still operational, and majority had witnessed growth, indicated that they still required further support to keep the businesses thriving or to move into growth for those who were yet to witness growth.

The summary of the responses is shown in figure 19 below.



As may be expected, access to finance topped the list with 23% of responses. Respondents defined this to include grants, soft loans, and patient capital. Patient capital is another name for long term capital where an investor is willing to be ‘patient,’ wait a while and not expect a quick profit. Need for continuous business skills and capacity featured at 16%, marketing training and linkages 15%, financial training including records management 13%, followed by social media training at 7%. Other support required were,

mentoring, entrepreneurial skills, networking, and others at 5% responses each. Others include reduced taxes, awareness on green business, farming, negotiation and managing businesses in conflict situations. People and customer management and creating joint ventures, partnerships and collaboration were the least ranked at 4% and 3% respectively.

An analysis of the support required shows the drive by the respondents to continue to trade and expand existing ventures.

CHAPTER SIX

CASE STUDIES

The case studies discussed below is aimed at showcasing some enterprise development programmes that appear to take on an integrated approach, combining entrepreneurial (person) development with small and medium enterprise (business) development.

Case Study 1 - LiveWIRE by Shell

The LiveWIRE programme supports the development of local economies around the world by supporting young entrepreneurs to turn their ideas into viable, sustainable, innovative, and scalable businesses, capable of producing goods and services and providing employment opportunities. The first LiveWIRE programme began in 1982 in response to Scotland's 18% youth unemployment rate. By 2018, the Shell LiveWIRE programme was operating in 18 countries, 2 in Africa – Nigeria and South-Africa.

The Shell Petroleum Development Company of Nigeria Limited (SPDC) is based in Port-Harcourt and conducts oil and gas exploration and production in the Niger Delta. SPDC operates an unincorporated Joint Venture comprising the Nigerian National Petroleum Corporation (55%), Shell (30%), Total Energies (10%) and Agip (5%). One of the key social investment programmes supported by the joint venture is Shell LiveWIRE. The programme operates in the Niger Delta region and aims to inspire, encourage, and support young people aged 18-30 to start up their own businesses in the Nigerian states of Edo, Delta, Bayelsa, Rivers, Abia, Imo, and Akwa-Ibom.

Port-Harcourt, the study area has some entrepreneurs that have benefitted from the LiveWIRE programme and have gone on to scale up their businesses, get linked to major supply chains, and provide additional employment for other young people. Some have won both national and international awards in the process. Some of the beneficiaries were part of the sample population for this research.

The programme objectives in Nigeria are to:

- Provide intensive entrepreneurship training
- Support youths to discover and develop business 'ideas' through Bright Ideas workshops.
- Make available to youths, business planning and management guidelines and skills through the 'Become A Successful Owner Manager Course' (BSOM).
- Provide business start-up grant for candidates with the best business plan
- Run awards for best business plans, of which the prize gives access to micro-credit facilities, through third parties like banks, NGOs and allied financial institutions.
- Support young entrepreneurs to formalise their businesses
- Run an award for young people who have sustained a business for 1 to 3 years and continue the award on an annual basis.
- Provide a volunteer mentoring programme for those who have completed the training course and decide to pursue starting their own business. Mentors can be drawn from oil and gas, banking, social voluntary sectors, etc.
- Provide opportunity for young people to participate in global award programmes
- Provides automatic membership of LiveWIRE alumni.

Based on the literature reviewed and classification of interventions as adduced by the author, the objectives and offerings of the programme can be classified as shown in table 6 below.

Table 6 – Classification of LiveWIRE programme Interventions

Entrepreneurship Development Focus	Micro, and Small Business Development Focus
Intensive entrepreneurship training	Bright Ideas workshops
Volunteer mentoring programme	Become A Successful Owner Manager Course
Awards for businesses still operating 1 to 3 years post intervention	Support for business registration
Membership of LiveWIRE alumni	Opportunity to participate in global award programmes

This dual focus is a deliberate attempt to ensure that entrepreneurs build entrepreneurial as well as business skills. A further look at the various aspects of the entrepreneurship development programmes point to the fact that new entrants or entrepreneurs expanding their business can build entrepreneurial skills through support from experienced mentors and learning from experience through the alumni platform. These platforms enable active participants to navigate the world of business and sharpen decision making based on emerging conditions or trends in the business environment. The continuing business awards has a built-in financial element which also serves as an incentive to continue trading.

The micro and small business development focus on the other hand addresses all the business skills required to successfully run an enterprise such as moving from ideas to business, business planning, bookkeeping, and accounting, advertising, and marketing, customer relationship management, managing people, financial management including cash flow, income and expenditure management, business location amongst others.

The LiveWIRE programme was started in Nigeria in 2003. By 2020, over 7,000 persons had been trained and over 3,000 businesses started or expanded. In addition to the above programme objectives (and components), businesses supported are monitored frequently over the first 12 months and thereafter periodically for the subsequent 12 months. Business grants are also paid in two instalments with the second becoming due based on verified use/proper application of the first milestone. Though there has been no externally published statistics on success rates, key informants interviewed and responses from selected beneficiaries of the programme infer a success and survival rate of over 65% at the end of year 1 and more than 50% by the second and third year of trading or business operations.

For more information on Shell LiveWIRE Nigeria programme visit; www.ng.livewire.shell

Case Study 2 – The Igbo Apprenticeship Model

The Igbos are a major ethnic group in Nigeria's South-East. They are primarily found in the states of Abia, Anambra, Ebonyi, Enugu, Imo. A minor population also exist in parts of Delta and Rivers state. Small population of Igbo communities also exist in Cameroon and Equatorial Guinea. The estimated population of Igbos in Nigeria is about 45 million. Known for their enterprise, resilience and outspoken nature, the Igbos can be found in most parts Nigeria plying their trade. The Igbos have been in the forefront of self-determination in Nigeria. This resulted in the Nigerian civil war that happened between 1967 to 1970. There have also been more recent/on-going agitations for a referendum towards self-determination and separation from the Nigerian state.

The Igbo apprenticeship model is an informal entrepreneurship apprenticeship system started in the 1970s after the civil war. The overriding purpose of the Igbo Apprenticeship Scheme (IAS), is to kindle the spirit of entrepreneurship, drive economic stability and growth for the Igbos, grow human resources, and make business financing easier. It can also be described as a startup incubator begun as a way of rebuilding the local economy post the civil war, building a new business model that will ensure generational knowledge and skills transfer thereby positioning participants to participate more widely in the economy and create transgenerational wealth. According to Onyeije (2021), the Igbo Apprenticeship system popularly called 'Imu-Ahia'; which translates to 'to learn market/trade', has been considered as perhaps; one of the major factors; that helped pull most South-Eastern families out of poverty within 30 months of the Biafran civil war ending.

The scheme consists of three aspects which allows potential entrepreneurs to learn from expert trades men, entrepreneurs, and businesspeople directly. The three aspects are talent/ability identification, knowledge training and graduation/settlement.

Stages Of the Igbo Apprenticeship System

The Igbo Apprenticeship System (IAS) consist of three aspects.

Stage One: Talent/Ability Identification (and Intake)

In this stage, the parents or guardians of a child identify the talent that a child has and the trade he has an affinity for and then proceed to find an entrepreneur that can help teach the child how to do business in the field identified. In some cases, the entrepreneur could be a close family friend, a relative or a known member of the community who has prospered in the business line identified. The intake occurs during the talent identification stage and an agreement is signed between all parties to signal the intake.

The family of the trade student allows their child/ward to go and “serve” the trade expert for a period. This period of service could include (but not necessarily) living with the Masters, participating in the Masters ‘trade/business as apprentices and in some cases also serving domestically.

Stage 2 – Learning/Knowledge Stage

At this stage, the trade expert teaches his mentee practical ways to do business. But, before a trade expert proceeds with training, he makes sure that he evaluates the trade student in key areas. These include their willingness to learn, doggedness, tenacity, and trustworthiness. Trustworthiness is a very key area that trade masters’ test. This is because they will be handing over some trade secrets to the apprentice as time goes on and they need to know that those trade secrets will be safe. Also, apprentices manage cash transactions and provide needed human capital during the period of learning or knowledge transfer and must be trustworthy.

Trade experts train the apprentices on key business strategies. Some of these include how to source affordable goods and pricing, transaction negotiation, building customer relationships, bookkeeping, inventory management, developing entrepreneurial mind set business organisation and forecasting and personal conduct. Though learning methods are informal and non-structured, trade experts can set milestones, monitor progress, and provide feedback to aid the mentee’s continued learning and development. If the development is not progressing to the satisfaction of the trade expert or both parties, the

agreement can also be terminated, and the mentee returned to his parents/guardian. The period of learning is usually between 2-3 years. Some key informants regard this as a form of scholarship as the apprentices do not pay to learn the trade though they render in-kind services.

Final Stage: Graduation and Settlement

When the time frame of learning/service elapses, the trade student graduates and gets established by the trade master to start his own business. If an apprentice makes it to the full term of service under his trade master, he qualifies for a “settlement” from his trade master. Settlements are most often in cash but could also be in kind depending on the details of the intake agreement. Cash settlement is a start-up fund that the trade expert gives his mentee to start his own entrepreneurship journey. In-kind settlements often include provision of business premises and a stock of goods to help the mentee start his entrepreneurship journey. Mentees are also expected to innovate in terms of goods sourcing, customer relationship and diversification based on the location and emerging market realities.

Successes and Lessons

1. Creation of more inclusive societies – Ekekwe (2021) described the Igbo Apprenticeship Scheme (IAS) as a stakeholder capitalism model. He averred that IAS has demonstrated that mentors could deepen management accountability, competitiveness, and profitability, while at the same time, anchoring shared prosperity. Through this, communities can experience inclusive growth and value is created for all stakeholders – workers, customers, communities, and the environment.
2. Poverty eradication by mass scaling enterprise opportunities for all willing participants.
3. Strong mentorship system which enhances opportunities of learning from doing and a fall back/sounding board as required thereby reducing chances of business failures. This builds the confidence and capacity of mentees to cope in challenging business situations.

4. A community centric system that creates wealth and has built successful and sustainable business ventures for Igbos in many parts of the world.
5. Supported market entry including referrals from former mentors to mentees helping to create sales and opportunities for a quick scale up.
6. Model Integrates all aspects that enhance business success and survival, access to finance, entrepreneurial literacy/mindset, basic business management, market linkages and mentoring.
7. Creates continuous employment opportunities through existing and new businesses being formed by erstwhile mentees. Given the level of youth unemployment in Nigeria, it may be a scheme to explore beyond the ethnic boundaries.

The only drawback of the scheme is that it is mostly targeted at the male gender and over time has inadvertently promoted wealth creation to a considerable extent over progress in academic achievements, particularly when graduating students may not find employment opportunities that can offer same level of income or wealth. Though this scheme relies heavily on the culture and community norms over the decades, it represents a viable model to be tried by other groups in Nigeria and other nations where youth unemployment, under employment and poverty are high because of poor income distribution amongst other factors.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATION

2.1 CONCLUSIONS

Conclusions listed hereunder can be drawn from the outcome of this study. These are helpful for the entrepreneurs' understanding of what continued growth, success and survival demands, useful for intervening organizations (including non-government) in terms of purposeful and effective support for MSMEs development and for government in terms of needed policy and support to enable MSMEs meet their potential as a major contributor to required factors for economic development.

Conclusion 1 – Research Hypothesis

The research hypothesis was:

H₀ – Entrepreneurial development does not play any role in the success and survival of micro and small enterprise

H₁ – Entrepreneurial development plays a key role in the success and survival of micro and small enterprises

From the outcome of the study, all 62 respondents rated entrepreneurial skills development as the topmost factor that contributed to business success and survival followed by business planning and management training, access to finance and marketing training in a ranked order. H₁ is therefore valid and H₀ invalid.

Expatriating further on the usefulness of entrepreneurial skills development, respondents pointed to the top four being that; it enhances chances of business success and survival (26%), helps skills development and capacity for business management (19%) helps effective management including demand and supply, hiring the right persons, ideation and strategies (16%) and creates opportunities to grow and manage different stages of the business and outcomes (16%).

Conclusion 2 – Educational Attainment

Of the 62 businesses surveyed, 80% had tertiary education either at a university or polytechnic. This has a positive correlation to the fact that businesses were still trading after more than one year and business owners had received at least three or more types of support since start up. 44% have been trading for 6 to 10 years, while 29% had been trading for 2 to 5 years. During the period, though 39% had experienced a business crash or failure particularly in the initial stages, they were able to get back into business and some achieved growth post recovery. Business failure rates could be said to be lower amongst those with tertiary education.

Conclusion 3 - Role of Finance

Business failure was recorded amongst those who had received two or less types of support post start up, with finance being one of the two. It can be concluded that, though finance is an essential element and necessary for business startup, and continued operations, it needs to be complemented with other forms of support for the grant or loan to be effectively utilized. Such support based on this study include business planning and management, entrepreneurial skills, bookkeeping and accounting training, and marketing training.

Conclusion 4 – Challenges Faced by MSEs

Challenges faced by MSEs some of which led to business failures cannot be solely attributable to the external environment as most authors tend to conclude, particularly in a country like Nigeria where the top issues, electricity, insecurity, economy, and corruption are enough to frustrate enterprise. The outcome of this study shows that almost 68% of challenges faced by MSEs are external, while 32% are internal. Of the 68%, access to finance was 31%, while factors related to poor infrastructure, government policies and unfriendly business environment accounted for the remaining 37%. It can therefore be concluded that though external factors play a significant role in the success and survival of MSMEs, the entrepreneur him/herself as well as the management of the enterprise have key roles to play in whether a business is successful and continues trading or not.

Conclusion 5 – Design and Implementation of Intervention Programmes

The external environment is always changing and evolving. An example based on the outcome of the study is the increasing role of social media, market literacy and market linkages in the success and survival of MSEs. E-commerce is also on the rise powered by social media and logistics. Logistics is also emerging as a significant business opportunity globally. For intervention programmes whether by government agencies, non-governmental organisations, and corporates, to remain relevant to the needs of the target audience, periodic surveys/needs assessment must be conducted. These surveys must cover existing and potential beneficiaries and must serve as inputs into programme designs or refinement of existing programmes. Otherwise, support provided may not match the current needs in the marketplace.

Conclusion 6 – Business Failures are not Terminal

Business failures are not always terminal and can represent an opportunity for the entrepreneur to learn, re-learn, innovate, and relaunch the business. From the study, though 39% of respondents had experienced business failures or crash particularly at the initial stages, all were able to relaunch their businesses, while 58% had gone on to witness growth. 41% are still trading but are yet witness any growth.

According to respondents, reasons for businesses crashing were:

- Lack of capital/financial support compared to the cost of doing business at the time.
- Involvement and reliance on family members during the early days of the business
- Poor location and lack of customers
- Competition from bigger brands
- Too many taxes and levies
- Inconsistency and poor decision making
- Lack of mentorship

Based on the above reasons and the outcome of the study, it can be concluded that business failures are not terminal. Given the right support including monitoring and mentoring, distress signs can be picked up early and ideation and re-strategising (as suggested by respondents) conducted to reposition or rescue the business.

Conclusion 7 – Integrated Approached to Entrepreneurial Development

From the case studies reviewed, it can be concluded that integrated approaches that combine business, entrepreneurial and market skills development, access to finance and mentoring offer the best route to success and survival of MSEs. Entrepreneurs under the Shell livewire programme have recorded successes and gone on to growth and diversification. The Igbo Apprenticeship Scheme (IAS) offers an example that has supported emergence, growth, success, and survival of MSMEs some of whom have grown and become global ventures.

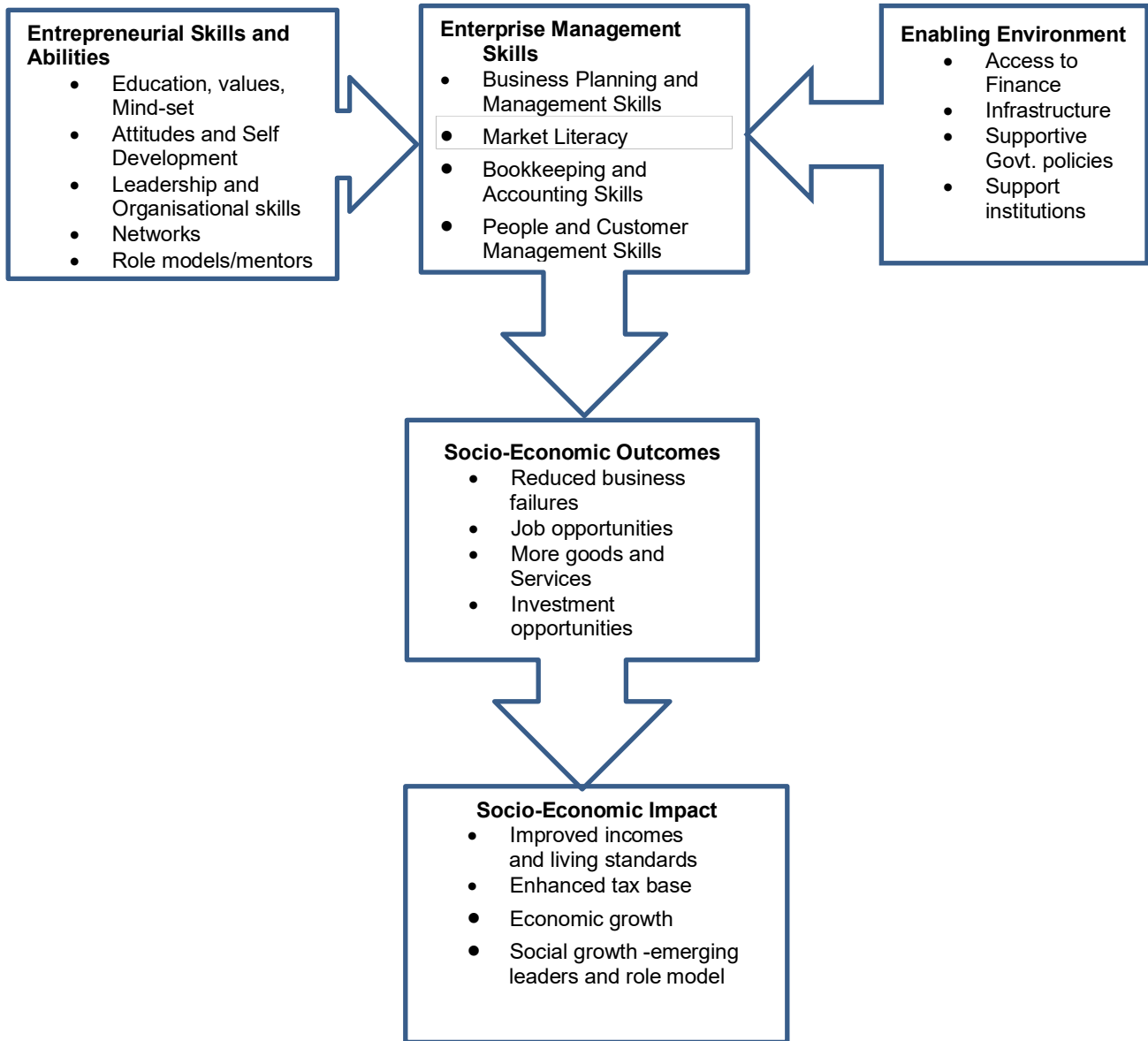
Conclusion 8 – The Importance of Self Development

Based on the outcome of the study, it can be concluded that self-development plays a key role in any entrepreneurial journey. Personal drive, development and competence was identified as the second topmost factor, only after access to finance, which can address the challenges that MSMEs face. Entrepreneurial skills training represents one of the ways that entrepreneurs can develop themselves. Integrated approaches to entrepreneur development also offers an approach that emphasises self-development as an integral part of the entrepreneur's journey to success,

2.2 RECOMMENDATION

Based on the above conclusions, the researcher's recommended model for effective enterprise development is shown below. For enterprises to succeed and survive, entrepreneurs need entrepreneurial skills and abilities, enterprise management skills and an enabling environment.

Figure 20 – Proposed Enterprise Development Model



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Appendices

Appendix 1 - Questionnaire

THE ROLE OF ENTREPRENEURSHIP DEVELOPMENT IN THE SUCCESS AND SURVIVAL OF MICRO AND SMALL SCALE ENTERPRISES IN NIGERIA

Questionnaire

1. Personal/Business Information

Name (optional):

Business Name:

Age group (tick): 18-25 26-35 36-45 46-55 Above 55

Educational Qualification (tick): Secondary level University/Polytechnic

No formal education

2. Growth and Success

How long have you been in business?

Has your business crashed during this period?

Has your business grown during this period?

If yes; how did you measure the growth? Total assets Turnover Number of employees Number of customers Others ----- (tick as many as applicable)

If no, why has it not grown? (specify)

3. Which of these supports have you enjoyed since start-up?

Business planning and management training Bookkeeping and

Accounting training Marketing training Access to Finance/grants

Mentoring Entrepreneurial skills training People Management Training

Tax rebate Social Media Training Market linkages Others (specify)

4. Which of these factors have contributed to the success and survival of your business (in ranked order)?

- Business planning and management training Bookkeeping and Accounting training Marketing training Access to Finance/grants
- Mentoring Entrepreneurial skills training People Management Training
- Tax rebate Social Media Training Market linkages Others (specify)

5. What do you think are the key challenges faced by micro and small business entrepreneurs in their success and survival journey (list)?

6. How can these challenges be addressed?

7. Do you agree that entrepreneurial skills development can help business owners take better decisions, adjust to challenges thereby enhancing chances of success and survival?

If yes, why?

If no, why not?

8. What Entrepreneurial training or support do you wish you could receive to enhance the success and survival rate of your business? (List)

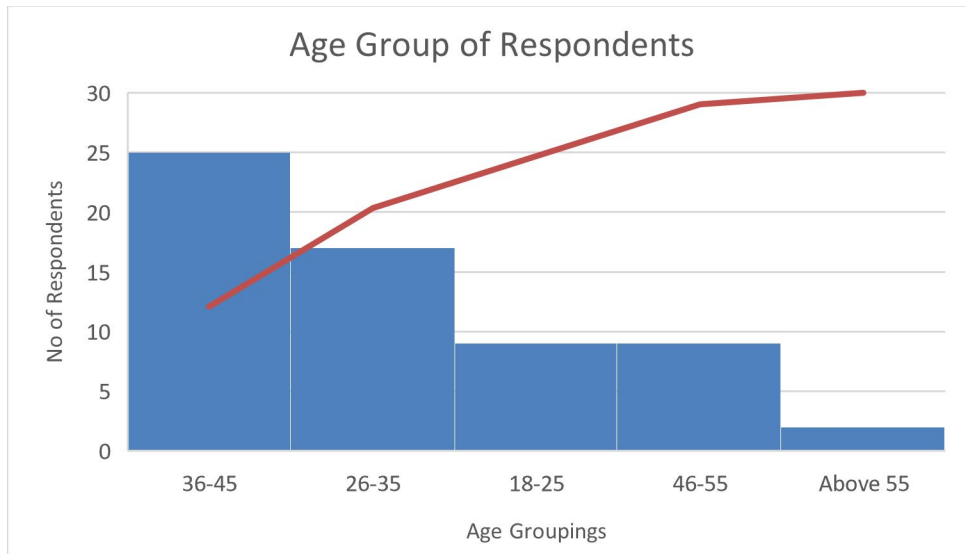
Appendix 2 – Responses to Questionnaire

Total number of questionnaires distributed – 70

Total number of respondents - 62

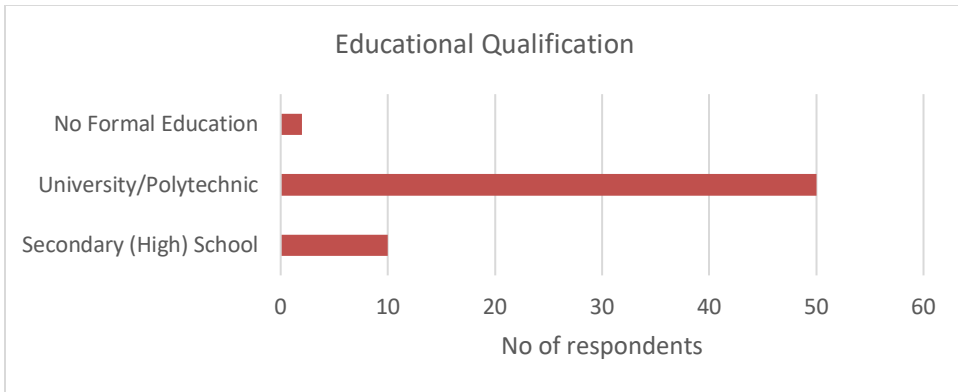
Question 1.A Age Group of Respondents

Age Group	Number
18-25	9
26-35	17
36-45	25
46-55	9
Above 55	2



Question 1. B Educational Qualifications

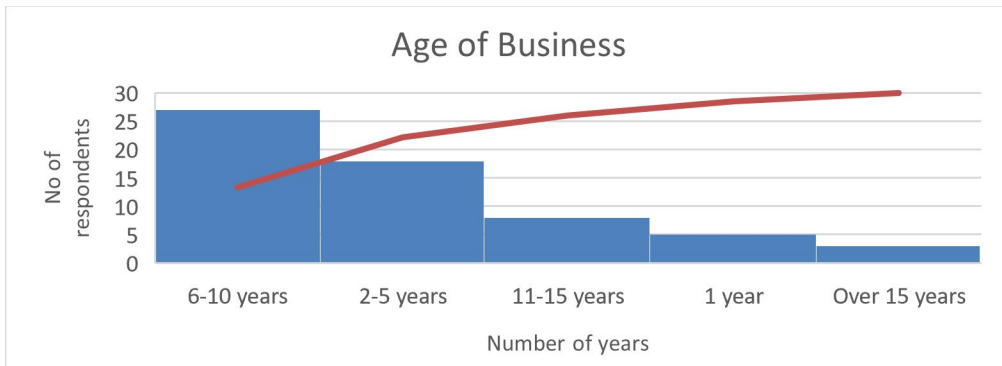
Highest Qualification	Number
Secondary (High) School	10
University/Polytechnic	50
No Formal Education	2



Question

2A

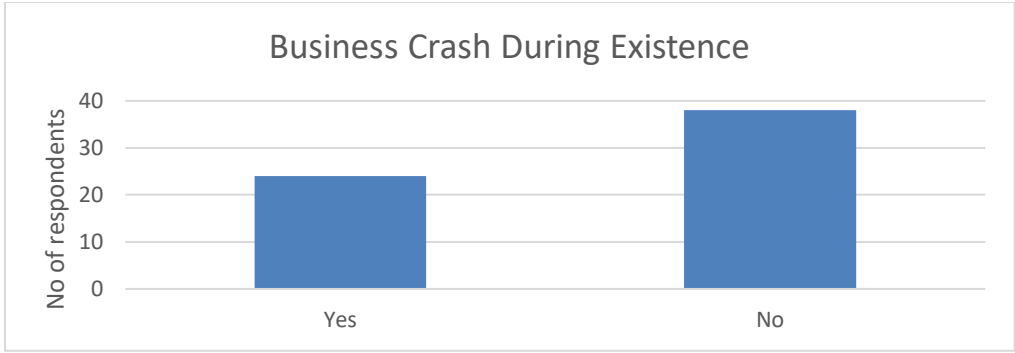
Years in Business	Number
1 year	5
2-5 years	18
6-10 years	27
11-15 years	8
Over 15 years	3



Question

2B

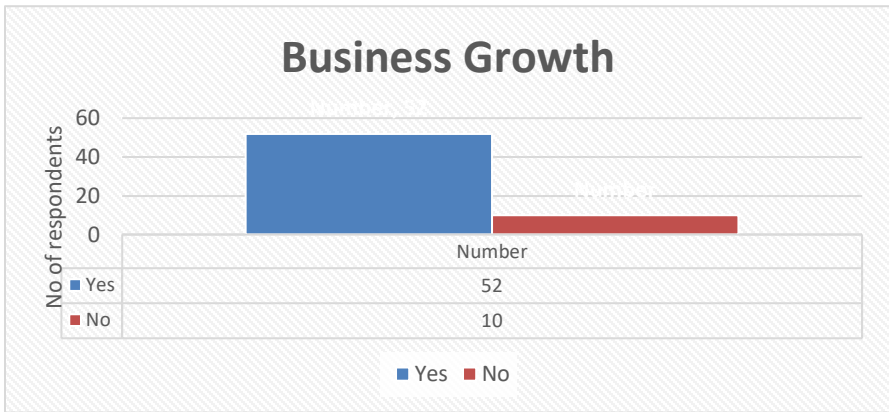
Business Crashed	Number
Yes	24
No	38



Question

2C

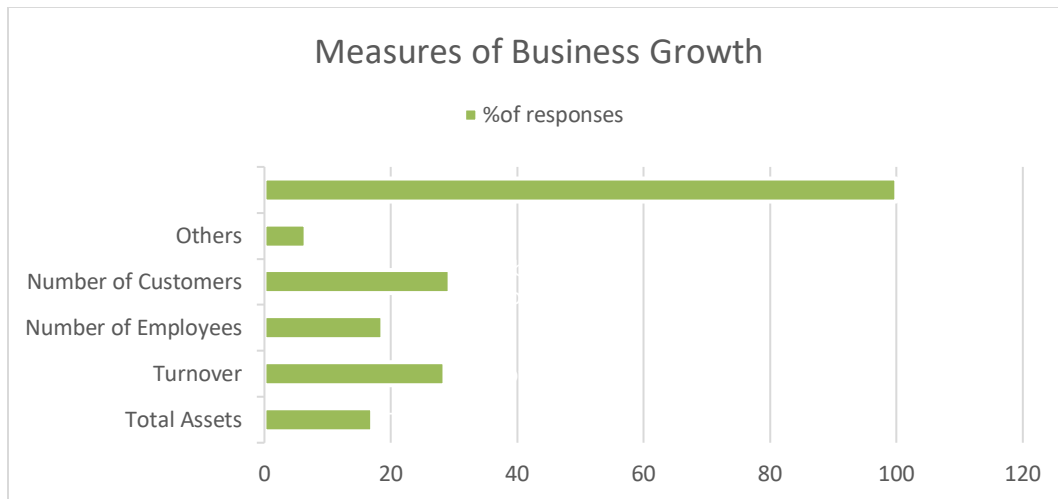
Business Growth Experience	Number
Yes	52
No	10



Question

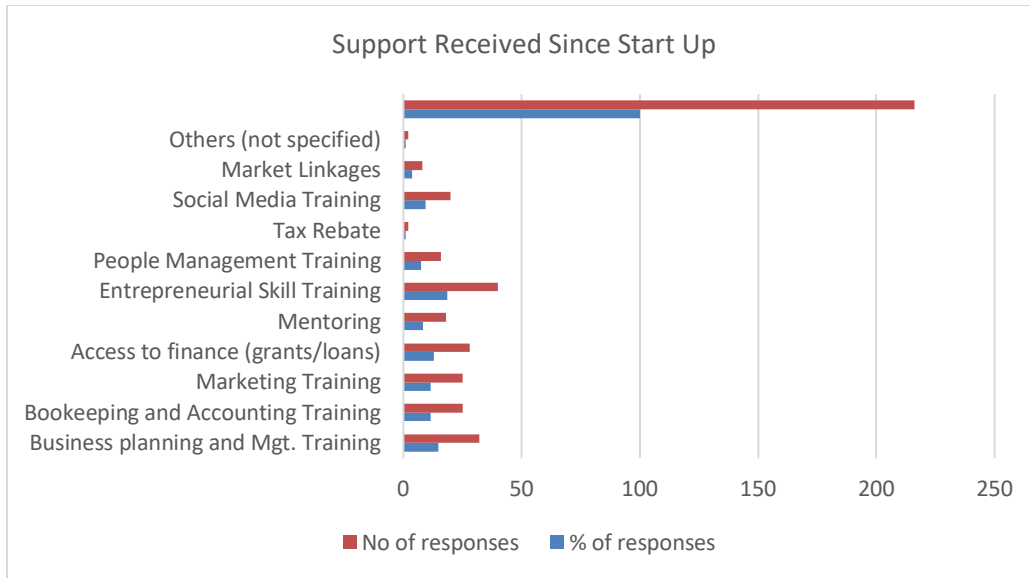
2D

Measures of Business Growth	Number of respondents	% of respondents
Total Assets	21	17
Turnover	35	28
Number of Employees	23	19
Number of Customers	36	29
Others	8	7
	123	100



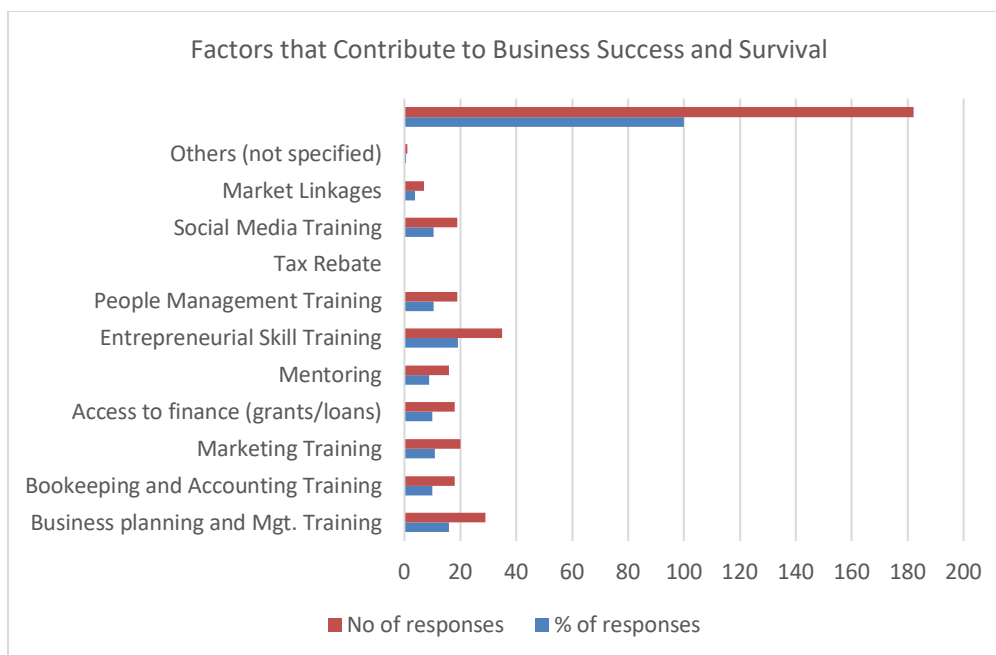
Question 3

Support Received Since start up	% of responses	No of responses
Business planning and Mgt. Training	15	32
Bookkeeping and Accounting Training	12	25
Marketing Training	12	25
Access to finance (grants/loans)	13	28
Mentoring	8	18
Entrepreneurial Skill Training	19	40
People Management Training	7	16
Tax Rebate	1	2
Social Media Training	9	20
Market Linkages	4	8
Others (not specified)	1	2
	100	216



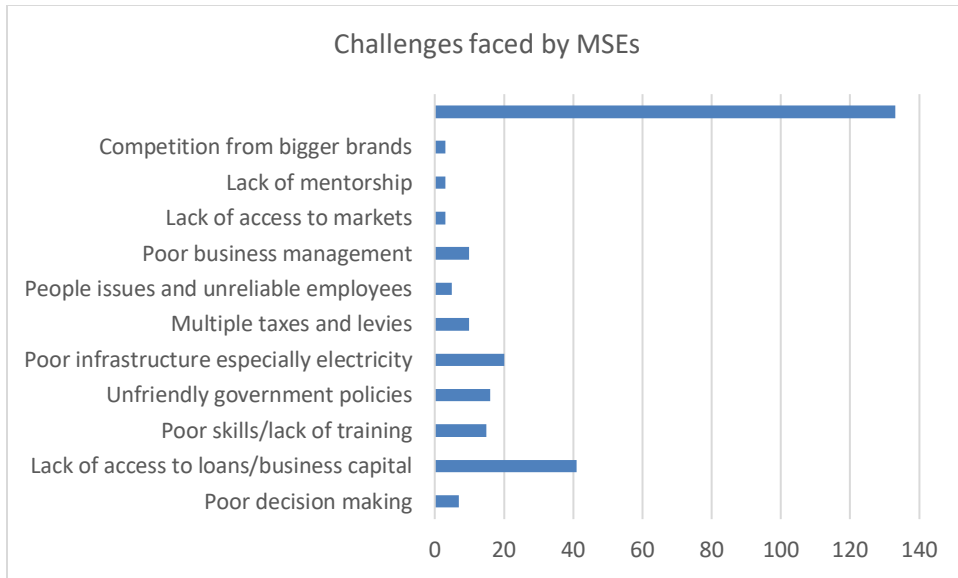
Question 4 - Success and Survival of Businesses

Factors that Contribute to Success and Survival	% of responses	No of responses
Business planning and Mgt. Training	16	29
Bookkeeping and Accounting Training	10	18
Marketing Training	11	20
Access to finance (grants/loans)	10	18
Mentoring	9	16
Entrepreneurial Skill Training	19	35
People Management Training	10	19
Tax Rebate	0	0
Social Media Training	10	19
Market Linkages	4	7
Others (not specified)	1	1
	100	182



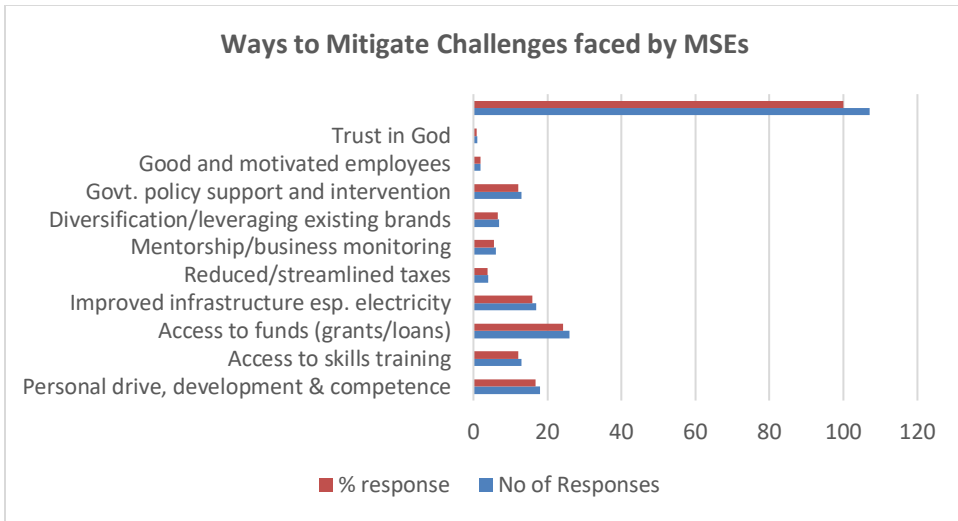
Question 5

Challenges faced by MSEs	No of responses
Poor decision making	7
Lack of access to loans/business capital	41
Poor skills/lack of training	15
Unfriendly government policies	16
Poor infrastructure especially electricity	20
Multiple taxes and levies	10
People issues and unreliable employees	5
Poor business management	10
Lack of access to markets	3
Lack of mentorship	3
Competition from bigger brands	3
	133



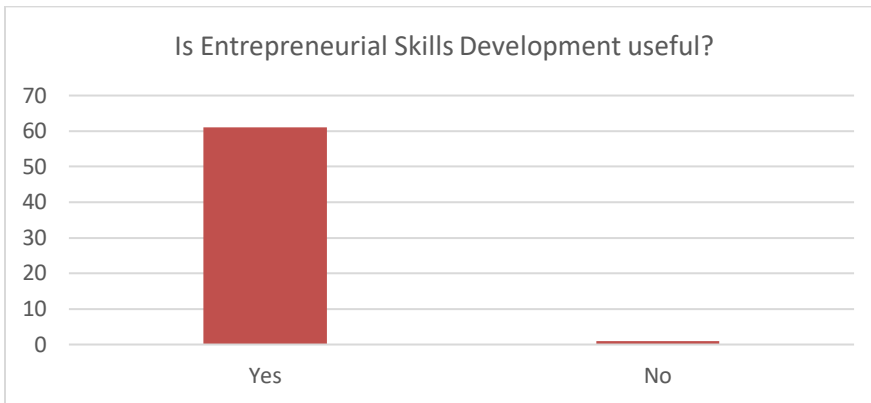
Question 6 - Addressing Challenges faced by businesses

Ways to Mitigate Challenges	No of Responses	% response
Personal drive, development & competence	18	17
Access to skills training	13	12
Access to funds (grants/loans)	26	24
Improved infrastructure esp. electricity	17	16
Reduced/streamlined taxes	4	4
Mentorship/business monitoring	6	6
Diversification/leveraging existing brands	7	7
Govt. policy support and intervention	13	12
Good and motivated employees	2	2
Trust in God	1	1
	107	100



Question 7A

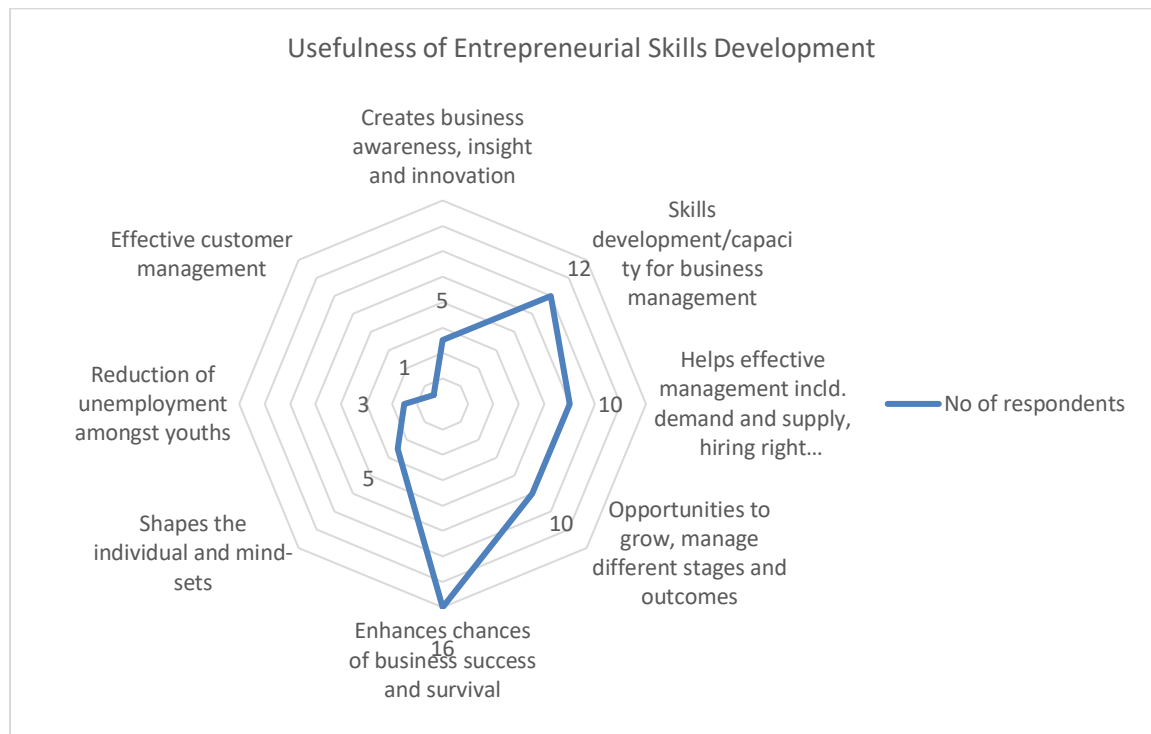
Usefulness of Entrepreneurial Skills	No of Respondents
Yes	61
No	1



Question 7B

Usefulness of Entrepreneurial Skills Development	No of respondents
Creates business awareness, insight, and innovation	5
Skills development/capacity for business management	12

Helps effective management includ. demand and supply, hiring right people, ideation, and strategies	10
Opportunities to grow, manage different stages and outcomes	10
Enhances chances of business success and survival	16
Shapes the individual and mind-sets	5
Reduction of unemployment amongst youths	3
Effective customer management	1



Question 8 - Further Support Required

Type of Support	% of Responses	No of Responses
Entrepreneurial skills	5	6

Business skills/capacity training	16	18
Financial (incl, records mgt) training	13	14
Marketing training and linkages	15	17
Mentoring	5	6
Access to loans/financial support/patient capital	21	23
Social media training	7	8
People and customer management	4	5
Networking	5	6
Creating joint ventures, partnerships, and collaborations	3	3
Others (reduced taxes, green business, farming, negotiation and managing in conflicts)	5	6
	100	112

